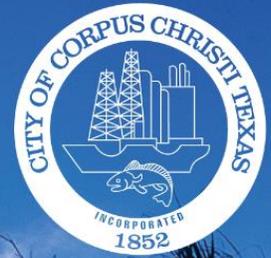
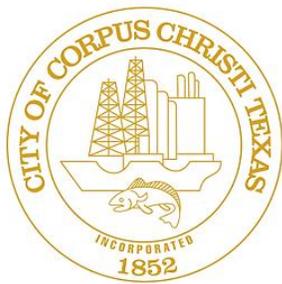


# FY 16-17 ANNUAL BUSINESS PLAN



**CITY OF  
CORPUS CHRISTI**





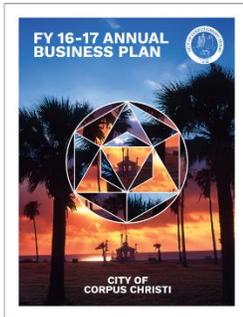
**To:** Mayor and Council  
**From:** Margie C. Rose, City Manager  
**Date:** October 17, 2016  
**Subject:** Fiscal Year 2016-17 Business Plans

Margie C. Rose  
CITY MANAGER

PO Box 9277  
Corpus Christi  
Texas 78469-9277  
Phone 361-826-3220  
Fax 361-826-3839  
MargieR@cctexas.com  
www.cctexas.com

The Fiscal Year 2016-17 Business Plans provide an overview of each City department and document the foundations of our corporate management systems. Each Department plan consists of four sections: Profile, Performance, Financial, and Strategies/Tasks for the year.

This is the 6<sup>th</sup> consecutive year for the plans, which are an initiative of our Office of Strategic Management, under my direct supervision. They are written by each City department using a prescribed format providing consistency while concurrently allowing flexibility. A focus this year is to help us evolve into an effective service-level based budgeting system (aka “zero-based-budgeting”). We are striving to better *define* the services we provide (both internally and externally) and to explicitly identify *levels* of service. While the foundations have been laid, these plans should be regarded as a “work in progress” as we continue to mature our organization.



The document cover portrays the idea of delivering facets of diverse City services, viewed from different perspectives through one cohesive lens. Business Plans document tactical actions (tasks) comprising departmental strategies designed to achieve departmental goals within an overarching framework of department “mission elements.”

Our FY 2016-17 Annual Business Plan is available to the public on our City Website.

Respectfully submitted,

*Margie C. Rose*

Margie C. Rose, City Manager

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## GENERAL INFORMATION

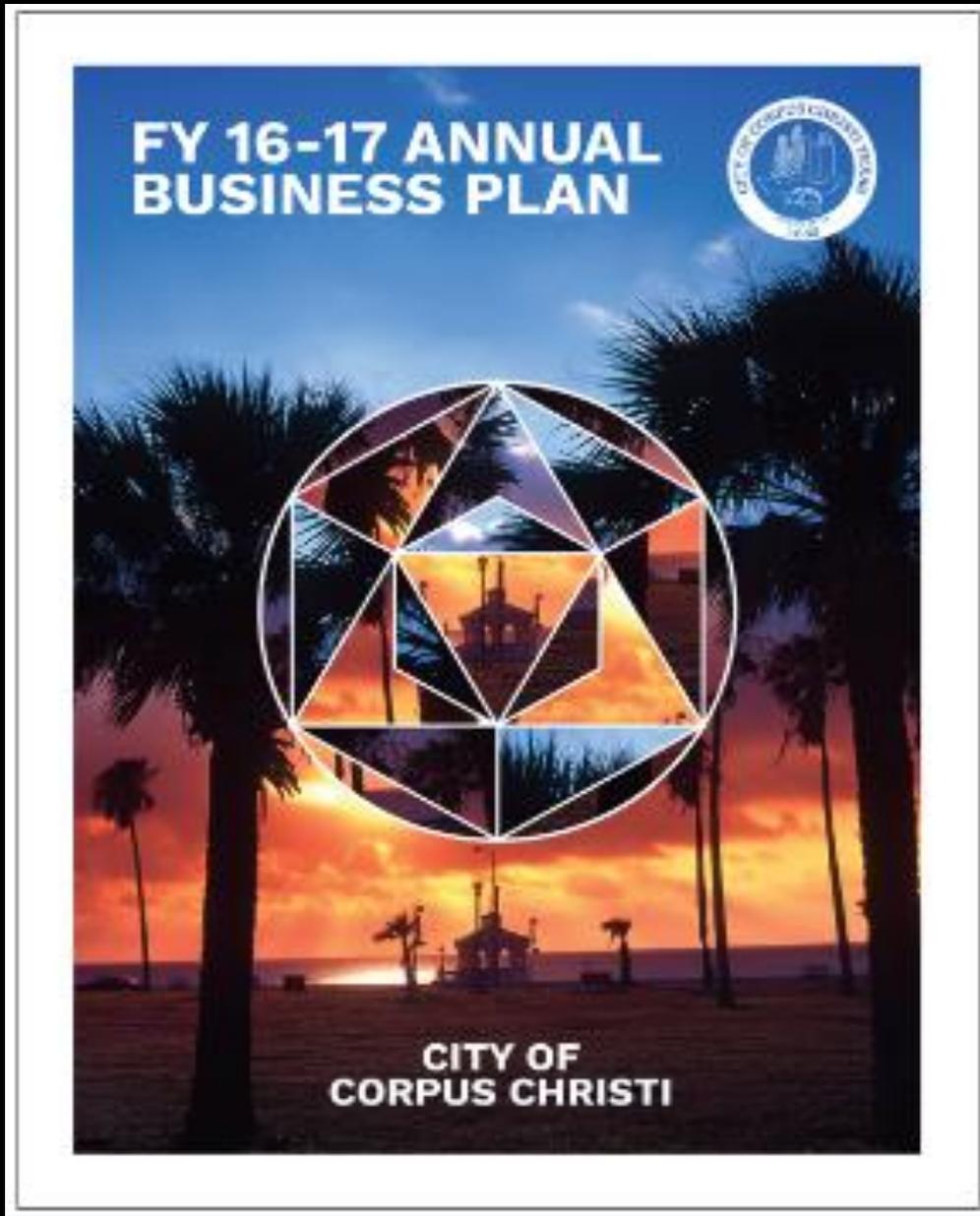
- Overview of annual business plans concept
- Departmental mission elements
- City organization chart

## DEPARTMENTAL ANNUAL BUSINESS PLANS

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*City of Corpus Christi*  
**2016-17 BUSINESS PLANS:  
Conceptual Overview**



Prepared by the Office of Strategic Management  
October 14, 2016

# Business Plans Document the Foundations of Our Management Systems



## QUICKBASE:

Used by City Manager and Executive Team to monitor task execution throughout the year. These are the “tasks” in the business plan. (see page 11)

## CITY PERFORMANCE REPORT (CPR):

Used to report performance. Is available to the public on the City’s web site, and shows progress by each department towards achieving goals (see pages 12 & 13)

# Annual Business Plans Are Available on the City's Web Site

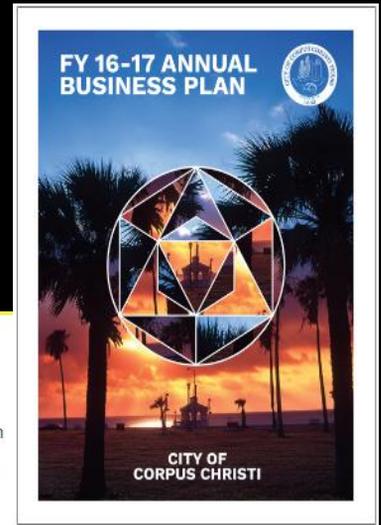
Business Plans provide an overview of each City department and document our organization-wide management system.



Plans are currently on City Manager's page of the City's web site.

(Note: the City's web site is currently being re-designed so the exact location of Business Plans may change)

Business Plans are used to build our web-based City Performance Reporting system which is also available to the public on the City's web page.



## City Web Site

### CITY MANAGER



**Margie Rose**  
City Manager  
1201 Leopard St.  
Corpus Christi, Tx 78401  
(361) 826-3220  
margier@cctexas.com

Margie C. Rose was appointed City Manager on July 12, 2016. She served as Interim City Manager, beginning on June 23, 2016 and has been Deputy City Manager since June 2014. Prior to that, she was Assistant City Manager for 12 years. She has over 29 years of local government management experience. Ms. Rose's previous experience includes serving as Director of Purchasing, Director of Administrative Services, Director of Public Services, Assistant City Manager and City Manager for the City of Inkster, Michigan. Her experience also includes serving as Executive Assistant and Deputy Director of Parks for the County of Wayne, Michigan.

Ms. Rose received her Bachelor of Business Administration (4/1984) and her Master of Public Administration Degree in 1991, Michigan University. She attended a Round Table at the University of England. She holds a Credentialed City Manager designation City/County Management Association and is also a certified Local Government Professional.

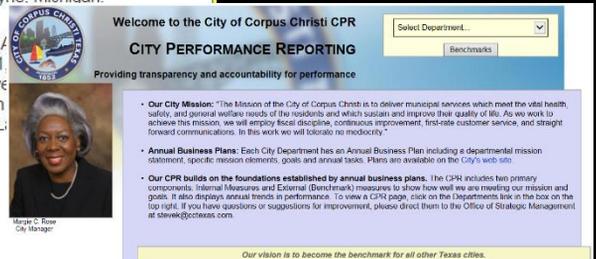
Vision, Mission and Goals

City Manager's Report

City Performance Report

Annual Business Plan

City Manager's Update Video



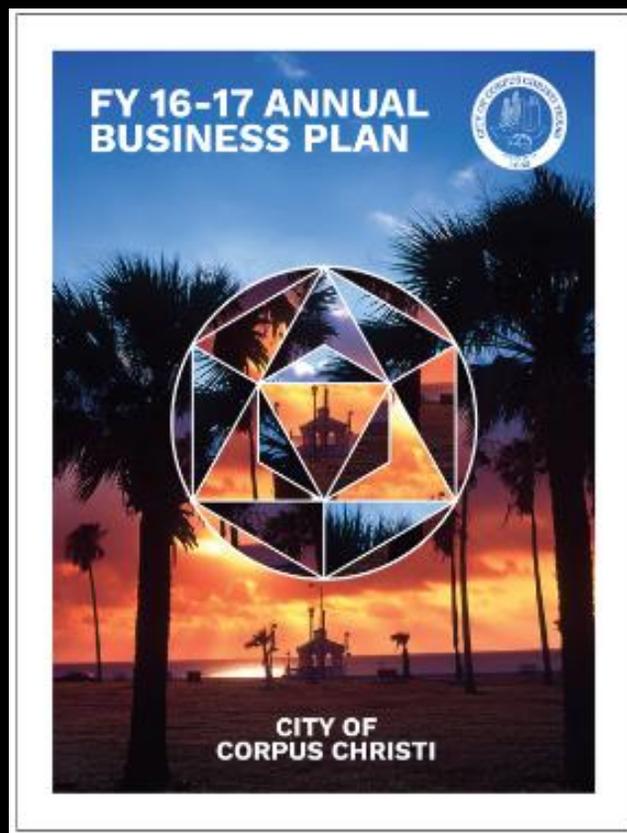
#### COMPONENTS OF A DEPARTMENT CPR PAGE:

- Department name is displayed on top right. Can use down arrow to select different department.
- Baseline information: Key trends by fiscal year.
- Operational profile information: Key characteristics of the department where applicable.
- Mission Elements with associated goals, measures and results: Displaying Department Mission Elements, most with an associated performance measure and actual results. You can modify the reporting period by selecting the reporting interval (e.g. yearly, quarterly, or monthly) and the applicable reporting period (e.g. FY 12, 13, FY 11-12).



# **“A focus this year is to help us evolve into an effective service-level based budgeting system (aka “zero-based budgeting”)**

-- Margie Rose,  
October 17, 2016 Business Plan Transmittal to Council

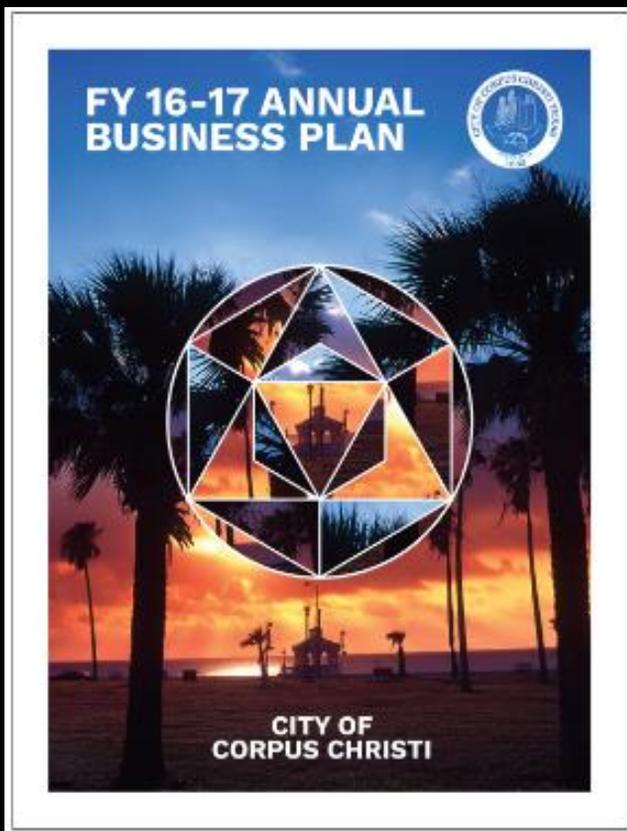


# How the Plans Are Different This Year

- Reorganized with new “performance” section
- Tables replace some unstructured narrative
- “Services & Service “levels” are distinct and explicit
- An emphasis on building performance measures around goals (that also tie to mission elements)
- Data from CPR is integrated into the business plan

# Business Plans Have 4 Sections:

- 1) Departmental Profile
- 2) Performance
- 3) Financial
- 4) Strategies and Tasks



# 1) PROFILE

- Department Description

- Organization Chart

- Current Business Environment →

- Risks & Vulnerabilities →

- Issues and Challenges for FY 2016-17 →

- 3 to 5 Year Outlook

Includes such items as recent changes in business practices (e.g. “efficiencies”) or impacts on operations of regulatory changes

Includes plan to address weaknesses and “threats”

Includes reference to the applicable BP strategy; “challenges” in satisfying current demands for service; factors causing increased demands for services; “pinnacle issues”

## 2) PERFORMANCE

- Mission & Elements
- Services & Service Levels

INFOR Mission Element # (e.g. 032)

e.g. collect refuse (service provided)

e.g. frequency of collection (how service is measured)

e.g. tons / # accounts (level of activity)\*

e.g. weekly (current level of service)\*

ME #	Service Provided	Measurement of Service		Is current demand satisfied ?	Current Level of Service
		Description of How Service Provided is Measured (i.e., the "service measure")	Activity level (annual)		

- Factors creating demands for services
- Goals & Performance Measures
- Performance Trends (from CPR baseline)
- External Benchmarks

**Service levels are often confused with activity & performance measures.** For effective service-level budgeting, it is critical to differentiate between these two vastly different metric categories. Information in this table will help guide gathering financial information by service provided.

\* Levels of activity or demand (e.g. # customers or volume of refuse collected) are usually not valid service levels

### 3) FINANCIAL

- Financial Trend Summary

**Expenditures by Major Category:** A high level budget summary. Includes actual expenditures for prior years

- Expenditure by Major Category

	Adopted Budget 2016-17	Estimated Actual 2015-16	Actual 2014-15	Actual 2013-14
# Budgeted FTEs				
Personnel Services				
Other operating				
Contractual				
Debt services				
Internal service allocations				
Capital outlay				
Total				
Grant expenditures				

Data from a canned CPM report

- Sources of Revenue including User Fees & Charges

**Sources of Revenues & User Fees:** Our first effort to “catalog” user fees and charges, to identify when they have been studied, and explicitly identify the basis for the amount of charges.

Source of revenue including user fees, charges and internal service fund allocations	If user fee or charges, conceptual basis and % cost recovery target	Date of last study	\$ generated annually

- Capital Budget Summary

## 4) STRATEGIES & TASKS

- **Built on a “parent-child” hierarchy:**  
Mission Element / Goal / Strategy / Tasks
- **Goals:** Desired ME results (function as the basis to develop performance measures)
- **Strategies:** Approaches used to execute goals
- **Tasks:** Executable activities with specific due dates

## Strategy/Task Grid

The tasks in the “Strategy/Task Grid” are entered into the Quickbase “Business Plan Task Monitoring System”.

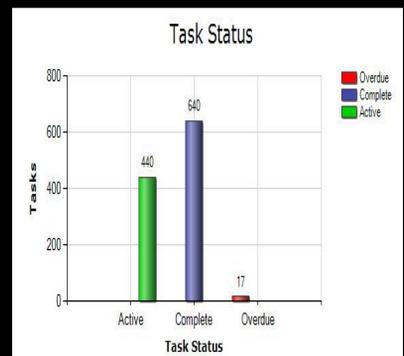
MISSION ELEMENT #: *[Insert INFOR Mission Element # and Mission Element Description]*

Goal 1: *[Insert Goal statement]*

STRATEGY 1: <i>(describe strategy for goal above)</i>	Responsible Manager:	
Problem this strategy is addressing:		
Tasks necessary to execute strategy:		
Task Name	Task Due Date	Task Owner
1)		
2)		
3)		
4)		
5)		

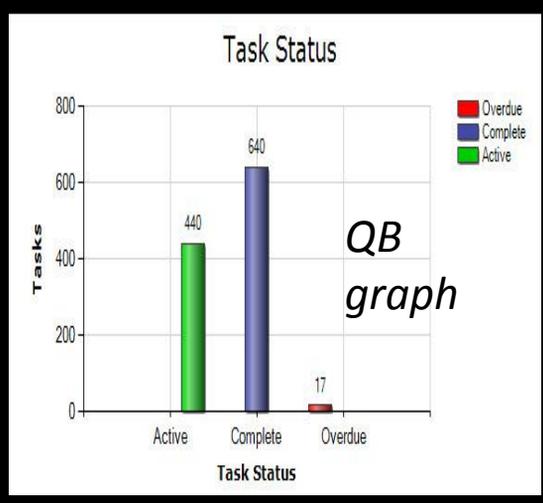
The City Manager and executive team use Quick Base to monitor task execution during the year. It is a database of all business plan tasks.

Chart shows # of tasks overdue, complete or active at any time.



# QUICK BASE: Monitors task execution

QB is our corporate tool to monitor business plan task execution



Strategy

Develop a partnership with area homeschool groups. (5 Tasks)

LIB	Ellington, E. Jay (Interim)	2	1	Develop a partnership with area homeschool groups.	1	Identify area homeschool groups.	10-09-2015	10-01-2015	Complete	Meadors, Schwartz
LIB	Ellington, E. Jay (Interim)	2	1	Develop a partnership with area homeschool groups.	2	Contact groups to promote library services that support their curriculum. Develop survey instrument to assess needs.	10-19-2015	10-05-2015	Complete	Meadors, Schwartz
LIB	Ellington, E. Jay (Interim)	2	1	Develop a partnership with area homeschool groups.	3	Based on results of survey develop programming plan. Develop a feedback survey instrument to monitor programming outcome.	11-13-2015	11-13-2015	Complete	Meadors, Schwartz
LIB	Ellington, E. Jay (Interim)	2	1	Develop a partnership with area homeschool groups.	4	Conduct programs from November 2015 through April 2016. Evaluate feedback survey instrument to see if participants' expectations are being met.	05-13-2016	05-01-2016	Complete	Meadors, Schwartz
LIB	Ellington, E. Jay (Interim)	2	1	Develop a partnership with area homeschool groups.	5	Evaluate and report program results.	05-27-2016	05-17-2016	Complete	Meadors, Schwartz

5 tasks for this strategy

Library (LIB) example of well-written tasks:

- They are not measures or goals;
- They are not generic activities like “perform work efficiently”
- They have specific due dates & are executable

GOAL = “Increase usage of library resources.  
STRATEGY = “Develop a partnership with homeschool groups”. Tasks specify “tactics” to execute the strategy. .

# CPR “Baseline” Provides Annual Trends



## City Performance Reporting: *Internal*

### Baseline Information

	FY 15-16	FY 14-15	FY 13-14	FY 12-13
Full-time employees budgeted (non-grant)		32	30	27
# Animal Control Officers (ACOs) budgeted		21	23	22
Total actual dept expenditures		\$2.5 M	\$2.07 M	\$2.04 M
# citizen calls for service		24,619	20,376	21,866
# dogs picked up by ACOs		4,871	4,483	4,567
# pet licenses issued		10,738	8,457	10,634
# animals sterilized		2,271	1,747	1,555
# animals sheltered		8,058	7,434	9,901
% impounded animals redeemed or adopted		57%	42%	23%
Number of positive tests of West Nile virus		1	0	2

The CPR Baseline is a collection of various categories of departmental metrics key trends on an annual basis

- ✓ **Business Plan table used to insert the numbers from the CPR**
- ✓ **Business Plan discusses implications of annual trends**

### PERFORMANCE TRENDS

CPR Baseline Measure	FY 15-16 (est)	FY 14-15	FY 13-14	FY 12-13	FY 11-12

Table in “Performance” portion of business plan

# City Performance Report (CPR) used to monitor performance (it mirrors the business plan\*)

DEPARTMENT Administer animal regulations and promote responsible pet ownership						
MISSION:						
Mission Element	Goal	Measure	Target	Aug 2015	Jul 2015	
Administer animal code compliance	Build a high performance work force enforcing municipal codes relating to animal ownership through education and citations	Number of citations issued		89.00 📊	73.00	
Pick up stray animals	Perform timely, courteous, and professional responses to service requests	# of stray dog complaints received		601.00 📊	1529.00	
		% of cleared calls for service		100.00 📊	100.00	
Care for in-custody animals	Assure all animals housed within the shelter receive the highest level of care	Number of live releases of domestic animals within shelter		271.00 📊	288.00	
Promote pet adoption and pet ownership	Raise public awareness of adoption program through public media, public interactions, and education	Number of animals adopted	>= 58.33	144.00 📊	165.00	
Control stray animal populations	Decrease total stray population through animal sterilizations	Number of animals sterilized		163.00 📊	174.00	
Reduce vector borne diseases	Reduce number of pest and vector mosquitoes through effective surveillance, spraying and education	Number of positive tests of West Nile virus		0.00 📊	0.00	

## GOALS & MEASURES:

- Goals reflect what the mission element is designed to accomplish
- Measures reflect goals

Business Plan “Table of Goals & Performance Measures” is used to build the CPR

ME #	Goal	Performance Measure Associated With Goal	Is Measure included in CPR?	Annual Target

\*The CPR will eventually be consistent with business plans. Currently it is not synchronized, and some metrics are not being reported. Corrective action is underway.

# **DEPARTMENTAL MISSION ELEMENTS**

---

## **ANIMAL CARE SERVICES (Police)**

- Animal code compliance (#81)
- Pick up stray animals (#82)
- Care for in-custody animals (#83)
- Promote pet adoption and ownership (#84)
- Control stray animal population (#85)
- Reduce vector borne diseases (#86)

## **AVIATION**

- Maintain all airport-owned facilities and equipment (#271)
- Manage airport operations (#272)
- Manage all leased property within the Airport (#273)
- Plan and develop expansion of the airport (#274)

## **CITY ATTORNEY**

- Provide ongoing advice to City officials (#001)
- Prepare and review legal documents (#002)
- Process public information requests and appeals to the Attorney General (#003)
- Prosecute persons accused of violating state laws and city ordinances (#004)
- Risk management (#005)
- Legal defense (#006)
- Conduct and enforce a program of non-discrimination within the City (#007)

## **CITY AUDITOR**

- Conduct audits to address areas of highest risk to the City and provide recommendations for improvement

## **CITY SECRETARY**

- Provide staff support to City Council
- Manage appointments to City's boards/commissions/committees
- Maintain, safeguard and record documents approved by City Council
- Conduct City elections

## **CODE ENFORCEMENT (Police)**

- Administer and enforce housing, zoning, nuisance codes, etc. (#157)
- Violation prevention (#158)

## **DEVELOPMENT SERVICES**

- Oversight of building construction (#281)
- Provide project management and coordinate with key internal stakeholders (#282)
- Miscellaneous permitting (#283)
- Oversight of land development and public infrastructure process (#284)
- Provide support to boards, commissions and technical committees (#285)

## **ENGINEERING**

- Execute CIP (#011)
- Provide technical support services to City departments (#012)

## **ENVIRONMENT AND STRATEGIC INITIATIVES**

- CIP Planning (#071)
- Water planning (#072)

## **FACILITIES MAINTENANCE**

- Assist City departments in meeting facilities and property requirements (#191)

## **FINANCIAL SERVICES**

- Process transactions and maintain financial records for receipts, disbursements, inventories and general ledger (#181)
- Produce financial reports (#182)
- Provide utility billing and collections (#183)
- Administer centralized treasury for debt, cash, and investment management (#184)
- Centralized purchasing system (#185)

## **FIRE**

- Fire prevention/arson investigations and inspection (#091)
- Respond to emergency calls (#093)
- Manage Emergency Operations and EOC (#095)

## **FLEET MAINTENANCE**

- Manage rolling stock and capital items (#201)
- Maintain fleet (#202)

## **GAS**

- Plan and procure gas supplies (#021)
- Manage the gas distribution system (#022)
- Expand customer base (#023)
- Conduct natural gas education and promote safety programs (#024)

## **HEALTH**

- Enforce health and safety codes (#101)
- Provide and manage medical clinics (#102)
- Disease prevention (#103)
- Conduct health education (#106)

## **HOUSING AND COMMUNITY DEVELOPMENT**

- Administer neighborhood and housing related grants (#131)
- Revitalize and stabilize neighborhoods (#132)

## **HUMAN RESOURCES**

- Employment services (#211)
- Classification and compensation (#212)
- Benefits (#213)
- Learning and organizational development (#214)
- Employment and labor relations (#215)
- HIRS and data management (#216)

## **INFORMATION TECHNOLOGY**

- Provide and support technology infrastructure (#241)
- Provide software support technology infrastructure (#242)
- Provide end user support (#243)
- Provide IT standards, security and disaster recovery (#244)

## **LIBRARY**

- Lending materials (#111)
- Promote literacy (#112)
- Administer diverse, enjoyable, educational and literacy programs (#113)
- Digital services and digital inclusion technology (#114)

## **MANAGEMENT AND BUDGET**

- Prepare annual budget and financial forecasting (#251)
- Establish budget related policies (#252)
- Monitor fiscal and performance compliance (#253)

## **MARINA**

- Provide safe and secure dockage (#121)
- Provide modern, clean, and serviceable amenities to support dockage (#122)
- Provide response to water emergencies, including search and rescue (#123)

## **MUNICIPAL COURT - Administration**

- Manage the administration of the municipal court (#231)
- Manage the municipal jail (detention center) (#232)
- Provide case management for juveniles (#233)

## **MUNICIPAL COURT - Judicial**

- Preside over and rule on cases in Municipal Court and dispose of all judicial matters promptly, efficiently and fairly (Canon 9 of Judicial Conduct)
- Magistrate defendants arrested by City Police, set bods, issue warrants and Emergency Protective Orders, impartially and diligently
- Uphold the integrity and independence of the Judiciary (Canon 1 of Judicial Conduct)

## **PARKS AND RECREATION**

- Maintenance of parks and facilities (#141)
- Programs and services (#142)

## **POLICE**

- Respond to calls for law enforcement services (#151)
- Investigate crime (#152)
- Enforce traffic laws (#155)
- Work with the community and other law enforcement entities to reduce crime (#156)

## **PUBLIC COMMUNICATIONS**

- Proactively shape positive opinions and communicating information in a timely way to the public and workforce on key City issues (#171)
- Lead the way on customer service and resolution of citizen concerns and requests for service (#172)

## **SOLID WASTE**

- Waste and brush collection (#031)
- Recycling (#032)
- Landfill (#033)
- Strategic Planning (#035)

## **STREET OPERATIONS**

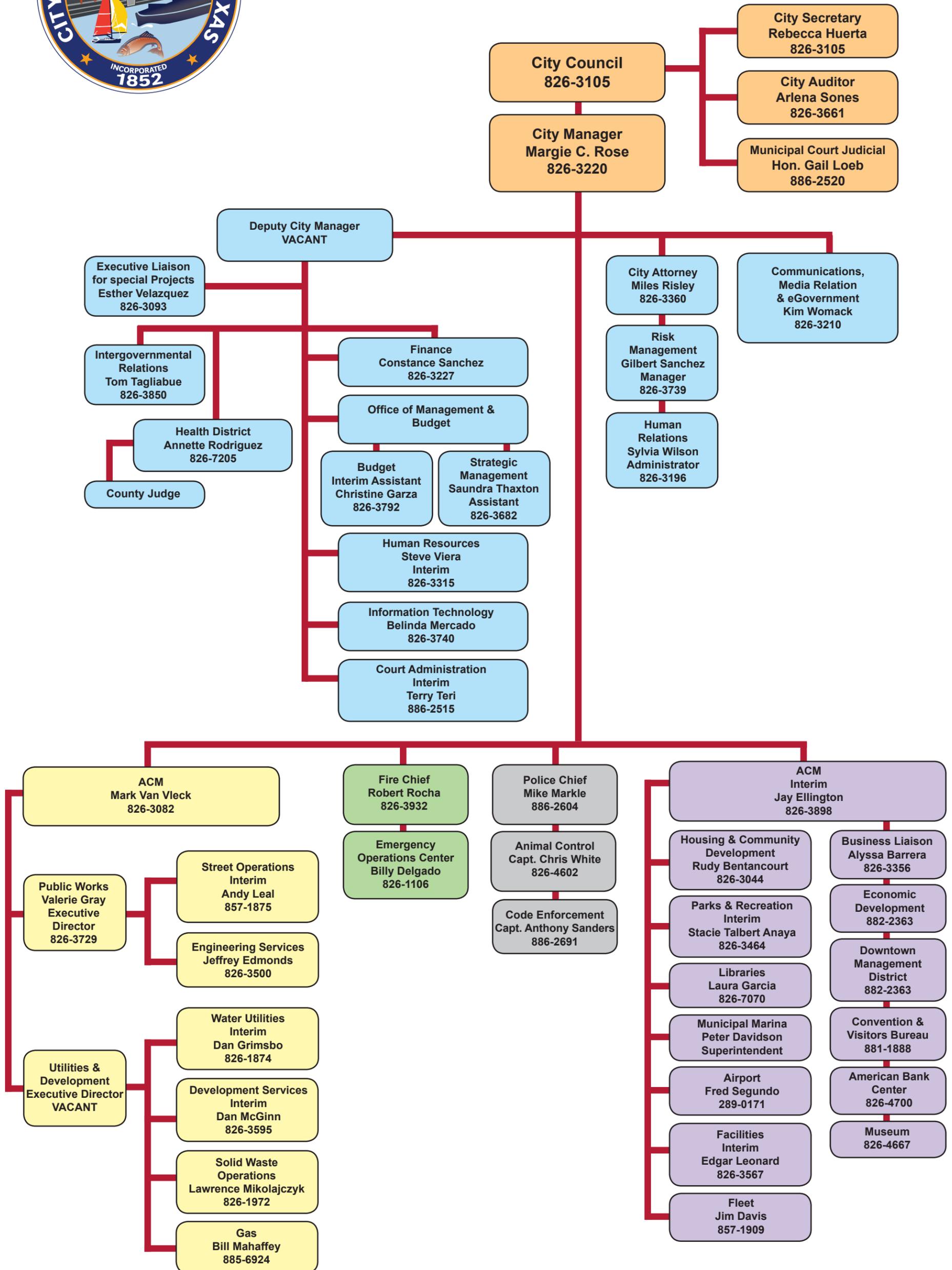
- Maintain street pavement and associated improvements and appurtenances (#051)
- Plan and develop street system (#052)
- Operate and maintain signals, signs and markings (#053)

## **UTILITIES**

- Distribute water (#041)
- Manage the wastewater collection system (#042)
- Maintain drainage infrastructure system including surface drainage and pipes (#043)
- Manage raw water storage (#061)
- Produce treated water (#062)
- Provide water quality monitoring services (#063)
- Treat wastewater (#064)
- Manage the wastewater lift stations (#065)
- Dispose of biosolids (#066)
- Manage stormwater drainage pump stations (#067)



# City of Corpus Christi Organizational Chart



# **DEPARTMENTAL ANNUAL BUSINESS PLANS**





# Animal Care and Vector Services

Fiscal Year: 2016-2017

August 26, 2017

Approved by:

A handwritten signature in black ink that reads "Mike Markle". The signature is written in a cursive style and is positioned above a horizontal line.

Mike Markle, Chief of Police

A handwritten signature in black ink that reads "Margie C. Rose". The signature is written in a cursive style and is positioned above a horizontal line.

Margie C. Rose, City Manager

# DEPARTMENTAL PROFILE

## DEPARTMENT DESCRIPTION

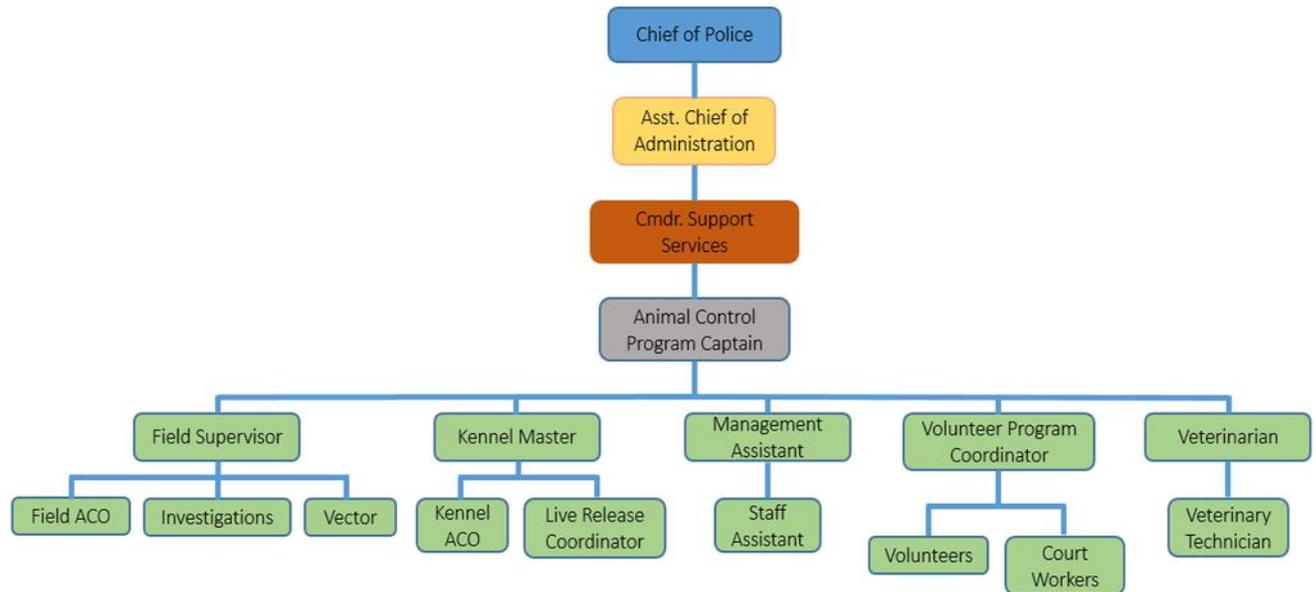
Corpus Christi Animal Care and Vector Services (ACS) is a division of the Corpus Christi Police Department – Administration Division, and under the direction of Police Chief Mike Markle. ACS' is responsible for rabies control within the city and accomplishes that by responding to calls for service for animal bites and stray dogs. ACS enforces State Laws and city ordinances in an effort to better the community for its citizens and for the welfare of its pets. ACS provides humane care for all housed animals and actively works to ensure as many live releases from the facility as possible. ACS veterinarian clinic works to ensure the health of our housed animals and to perform spay/neuter operations on the animals that are leaving for adoptions. Last year they performed 2,342 surgeries.

Vector services has 28 gravid traps and 11 Jersey Light House traps set up throughout the city to survey the mosquito population and to trap and test the two known arborvirus carrying mosquitos indigenous to our city. They actively seek out areas that need treatment either through larvaciding or adultaciding. They also respond to calls for bees to ensure we do not have an Africanized colony in the city.

## SIGNIFICANT ACCOMPLISHMENTS FY 15-16

- ASPCA Share the Love Transport Grant for \$9,000
- Increased Live Release Rate to 79%
- Implemented Intake Triage of all animals entering our facility
- Increased rescue organizations we work with to 142
- Updated ACO uniforms
- Implemented an aggressive Mosquito Management Plan
- Received 3 new Vector trucks
- Received 5 new ACO trucks
- Replaced all guillotine doors on kennels
- Opened remodel from 2012 bond funding
- Developed aggressive Animal Cruelty Investigation Unit
- Reviewed and revised ACO training manual
- Moved all ACOs into enforcement positions
- Purchased new larvacide machines for Vector

## ORGANIZATION



## CURRENT BUSINESS ENVIRONMENT

Animal Care and Vector Services received \$185,287 in revenue for fiscal year 2014-2015 and were budgeted for \$210,387 in revenue for fiscal year 2015 – 2016. Our proposed revenue is \$175,300 for fiscal year 2016-2017. The largest variance comes from the decrease in impound fees due to less owned animals entering our facility. Our budget income comes from the sale of pet licenses, adoption fees, impound fees, micro chipping fees, animal trap fees, shipping fees, and special events permits fees. These fees cannot be adjusted this coming fiscal year, but will be reviewed in 2017 for adjustments in 2018.

## RISKS & VULNERABILITIES

The largest risk the employees face is from the animals they handle. Bite cases are frequent and even though all precautions are taken, they still happen. To mitigate the long term effect of the bites, employees are vaccinated against the rabies virus and their Titer is checked bi-annually.

For Vector Control, the officers use the recommended protection for their ears, eyes and skin when handling the BVA-2 and Envion.

## ISSUES AND CHALLENGES FOR FY 2016-17

ACS has three issues/challenges it faces this coming fiscal year.

- Infrastructure for operations: need to update radios and laptops to ensure we can continue to meet the needs of the community by responding to calls for service

- Lack of personnel: ACS requires 10 kennel techs to meet care and capacity standards for the amount of animals we can house. Currently there are 2 full time kennel techs and 5 city temp kennel techs. Need an additional St. Staff Assistant to provide customer service for the hours we are open. Need 2 live release specialists to assist the city in moving animals out of the facility alive. Currently there is not an FTE for live release; funding for a leased employee comes from operations. Need 1 Veterinarian Tech to assist the clinic and intake to ensure ACS can provide the best care for the housed animals.
- Funding for over time and Vector Services: currently ACS does not have the funding for overtime which supports the city's ability to respond to bite calls, cruelty calls and call outs after hours. It also pays for the overtime for vector when they have to go spray. Funding for vector is also needed since we have not received funding for vector operations in over 2yrs. Without continual funding for vector, ACS will have to continue to go back to city council for approval of emergency funding to ensure we can meet the needs and expectations of our citizens when we have an arboviral detection of major rain event.

### **3 TO 5 YEAR OUTLOOK**

Within the next 3-5 years, Animal Care and Vector Services will have to invest money into the infrastructure of the department to keep it functioning. Like all businesses, the investment in the infrastructure and plans for replacement expenses is essential to keep it functioning at a high level. The following are key issues that will need to be addressed.

- Develop and Implement humane education programs targeting low income pet owners.
- Review current ordinances for compliance with mission and values, standards, and state laws.
- Expand enclosed kennels to open kennels thus increasing the amount of dogs that can be housed at ACS by 20.
- Remodel veterinarian clinic with modern lighting and surgical equipment
- Integrate ACS into Police Department completely so that all calls would funnel through the PD and be dispatched through PD
- Purchase 5 additional ACO trucks to give the department a full fleet of usable trucks to help succeed in mission statement.

# PERFORMANCE

## DEPARTMENT MISSION AND MISSION ELEMENTS

MISSION: The mission of the Corpus Christi Animal Care & Vector Services is to promote and protect the health, safety, and welfare of the residents and pets of Corpus Christi.	
ME#	
081	Administer Animal Code Compliance
082	Pick Up Stray Animals
083	Care for In Custody Animals
084	Promote Pet Adoption
085	Control Stray Animal Populations
086	Reduce Vector Bourne Diseases

## SERVICES AND SERVICE LEVELS

ME#	Service Provided	Measurement of Service		Is current demand satisfied?	Current Level of Service
		Description of How Service Provided is Measured (i.e., the "service measure")	Activity level (annual)		
081	Rabies Containment	% of CFS responded to within 24 hours	annual	Y	tbd
081	Enforce City ordinances and State laws	# of citations issued as compared to previous years	annual	Y	24,619

*Primary factors creating demands for services and implications:* Stray pack animals and aggressive owned animals make up a majority of the bite cases that Animal Care Services is called for. Ensuring the animals are infected with the rabies virus in our number 1 function as a municipal shelter. A success would be to see a decrease in calls for service for bites, fewer animals in quarantine and a response time within 24 hours. This comes through removing stray animals from our streets and educating the public on responsible pet ownership.

Enforcing state laws pertaining to animal cruelty and enforcing municipal laws ensure the citizens of our city are safe and the pets in our city are well taken care of. These are measured by comparing calls for service for state and ordinance violations as compared

to previous years. This service requires manpower and equipment to facility a successful outcome and the utilization of all the ACO working in the capacity for which they were hired.

ME#	Service Provided	Measurement of Service		Is current demand satisfied?	Current Level of Service
		Description of How Service Provided is Measured (i.e., the "service measure")	Activity level (annual)		
082	Respond to calls for service	% (-/+) in CFS for strays as compared to previous year	annual	Y	10000

*Primary factors creating demands for services and implications:* Calls for service (CFS) dictate the flow of resources and our daily task. Animal Care Officers' primary function is to respond to CFS and enforce state and local laws. The goal of the department is to reduce the CFS by addressing neighborhoods with high calls for strays and reducing those through sweeps, educating the public, and utilizing local non-profits for free spay/neuter. Reducing the CFS for strays begins by targeting the front end of the issue and reducing the number of animals breeding in our city.

ME#	Service Provided	Measurement of Service		Is current demand satisfied?	Current Level of Service
		Description of How Service Provided is Measured (i.e., the "service measure")	Activity level (annual)		
083	Provide mandated care for housed animals	Average length of stay and Care and capacity	Month	N	10 DAYS

*Primary factors creating demands for services and implications:* Care for housed animals in a shelter are dictated by the Guidelines for Standards of Care in Animal Shelters by The Association of Shelter Veterinarians. The standards mandate at least 15 minutes of care dedicated to each animal that is in the city facility. To achieve this service, ACS would require the appropriate number of kennel technicians in the kennels during operating hours to care for the housed animals. Length of stay directly impacts services 1, 2 and 3. If animals are not properly cared for in the facility and socialized they do not get adopted or rescued as quickly and can sit in the kennels for 10- 14 days. This impedes ACS' ability to impound stray animals from the field. Lower length of stays keeps the facility operating more efficiently and assist in all facets of services.

ME#	Service Provided	Measurement of Service		Is current demand satisfied?	Current Level of Service
		Description of How Service Provided is Measured (i.e., the "service measure")	Activity level (annual)		
084	Increase Live release	Live release rate	month	Y	79%

*Primary factors creating demands for services and implications:* Shelters nationwide are faced with an ever increasing demand by animal activist to try and save as many animals' lives as possible from their shelter. ACS strives to achieve this goal by promoting adoption events and working with rescues nationwide to move as many animals as we can out of the shelter alive. Our goal is measured in the percent that entered the facility alive and healthy and were subsequently adopted or rescued out. ACS strives to maintain an 80% live release rate monthly.

ME#	Service Provided	Measurement of Service		Is current demand satisfied?	Current Level of Service
		Description of How Service Provided is Measured (i.e., the "service measure")	Activity level (annual)		
085	Veterinary Clinic Services	Surgeries performed	Month	Y	2342

*Primary factors creating demands for services and implications:* The veterinary clinic provides all aspects of care for animals that enter the facility including triage, vaccinations, rabies shots, and spay/neuter. Ensuring that the animals that leave our facility have their rabies shots and are spayed/ neutered are the clinics primary mission. Funding for a clinic is costly and requires a budget of at least \$150,000. It is currently budgeted at \$65,000 and that amount is exhausted by March.

ME#	Service Provided	Measurement of Service		Is current demand satisfied?	Current Level of Service
		Description of How Service Provided is Measured (i.e., the "service measure")	Activity level (annual)		
086	Respond to Vector Calls for service	Reduction of vector source	month	Y	1130

*Primary factors creating demands for services and implications:* Vector Services responds to calls for bees and handle the surveillance and spraying for mosquitos. This service ensures the city is ready to respond to any arboviral detection and reduce the risk associated with vector borne diseases. The service is currently not funded and the chemicals and equipment must come out of the operations budget for animal care.

**TABLE OF GOALS AND ASSOCIATED PERFORMANCE MEASURES**

ME #	Goal	Performance Measure Associated With Goal	Is Measure included in CPR?	Annual Target
081	Enforce Municipal codes and state laws pertaining to animal ownership	#of citations issued	Y	1000
082	Perform professional responses to all stray animal calls	# of stray dog complaints received % of cleared CFS	Y	80%
083	Assure all animals housed with the shelter receive the highest level of care	Number of live releases of domestic animals within shelter	Y	80%
084	Raise public awareness of adoption program through public media, public interactions, and education	Number of animals adopted	Y	700
085	Decrease total stray population through animal sterilizations	# of animals sterilized	Y	2000
086	Reduce number of pest and vector mosquitos through effective surveillance, spraying, and education	# of positive test of West Nile virus	Y	100%

The current CPR measurements do not fully capture the correct data to show the success of each mission element. ACS goals have changed over the past year as we have begun to look at best practices nationwide on how to reduce stray populations and we are adjusting our description on how services are measured. ACS is requesting that the measurements be changed in CPR to reflect the way we measure success.

## PERFORMANCE TRENDS

CPR Baseline Measure	FY 15-16 (est)	FY 14-15	FY 13-14	FY 12-13	FY 11-12
Number of Citations issued	1400	1427	1498	1321	561
# of stray dog complaints	20000	24179	7257	7780	0
# of stray dogs impounded	7400	7644	800	659	
% of cleared CFS	0			0	
Number of live releases of domestic animals within shelters	3500	3393	3315	2810	1587
Number of animals adopted	1600	1743	1885	1577	430
Number of animals sterilized	1750	2342	1880	1555	1231
Number of positive test of West Nile Virus	8	1	0	20	8

When inputting data into CPR, there are numbers that are automatically pulled from an unknown source. I have adjusted the last 2 years' worth of data to reflect our actual operations. We are currently trending down in number of stray complaints which is a positive. We have a lower number of impounds, which is not a true reflection of success since that is based on kennel capacity and at times we are full for days while we wait for rescues to pull animals or the animal to come off its hold time so that we may operate on it and adopt it out. Fewer animals are expected to be adopted this year, this comes

Benchmark Measure Used	Ranking	Explanation of relative ranking
Live Release Rate	Third in state	Increase rescue coordination
Registrations per capita		Unable to get information for comparison
Stray dog complaints per capita	Last in state	High rate of stray animals for a city our size

primarily from two points. 1. The community is becoming saturated with adopted animals from all of the shelters locally and 2. The condition of the animals that come into the facility require more medical treatment than most are willing to spend. Our live release number has increased overall due to the fact that we are working with more rescues and they are able to pull our animals and send them to locations nationwide.

## EXTERNAL BENCHMARKS – COMPARISONS TO OTHER CITIES

We use comparisons from the following cities as benchmarks for the measures listed:

	Live Release	Registration	Stray dog
complaints			
• Houston	74.5% *	_____	1 call for every 43 people
• Austin	93.4% *	_____	1 call for every 64 people
• San Antonio	85% *	_____	1 call for every 15 people
• Dallas	52%	_____	1 call for every 26 people
• El Paso	42%	_____	1 call for every 22 people
• Fort Worth	77% *	_____	1 call for every 28 people
• Arlington	77% *	_____	1 call for every 32 people
• Corpus Christi people	79% *	_____	1 call for every 15 people

\* Indicates the use of the Asilomar Accords for live release calculations

# FINANCIAL

## EXPENDITURES BY MAJOR CATEGORY

	Adopted Budget 2016-17	Estimated Actual 2015-16	Actual 2014-15	Actual 2013-14
# Budgeted FTEs	37	37	32	28
Personnel Services	1,530,848	1,326,896	1,332,592	1,121,728
Other operating	515,656	391,156	227,627	204,995
Contractual	374,003	352,612	353,477	225,087
Debt services	0	0	0	0
Internal service allocations	492,479	669,764	508,104	539,308
Capital outlay	0	0	0	0
<i>Total</i>	<i>2,912,986</i>	<i>2,740,428</i>	<i>2,421,799</i>	<i>2,091,117</i>
Grant expenditures	0	9,000	30,000	0

## SOURCES OF REVENUES INCLUDING USER FEES & CHARGES

Source of revenue including user fees, charges and internal service fund allocations	If user fee or charges, conceptual basis and % cost recovery target	Date of last study	\$ generated annually
Special events permits	State law or city ordinance	2014	2000
Adoption rabies	State law or city ordinance	2014	0
Pet license	State law or city ordinance	2014	72,000
Adoption Fees	State law or city ordinance	2014	35,000
Microchipping fees	State law or city ordinance	2014	4500
Animal pound fees	State law or city ordinance	2014	55,000
Animal traps	State law or city ordinance	2014	1500
Shipping fees	State law or city ordinance	2014	2500
Vaccinations/immunizations	State law or city ordinance	2014	4300

# BUSINESS PLAN STRATEGIES & TASKS

## MISSION ELEMENT # 1: Administer Animal Code Compliance

Goal 1: Enforce Municipal codes and state laws pertaining to animal ownership

STRATEGY 1: Increase proactive patrols within the city		Responsible Manager: Capt. William Broyles
Problem this strategy is addressing: Targeting stray and aggressive animals that can bite or attack people or other animals within a community		
Tasks necessary to execute strategy:		
Task Name	Task Due Date	Task Owner
1) Conduct sweeps in areas of where ACS receives high call volume for stay animals	12-1-2016	Edward Cruz
2) Develop specific strategies to educate the public on state and city ordinances	12-1-2016	Edward Cruz

## MISSION ELEMENT #2: Pickup stray animals

Goal 1: Perform professional responses to all stray animal calls

STRATEGY 1: Provide reliable response times by increasing number of control officers in the field and tracking high complaint areas for more intensive patrols		Responsible Manager: Capt. William Broyles
Problem this strategy is addressing: Ensures that ACS is responding to CFS in a timely manner to reduce the risk of animal bites, rabies containment, and reduce stray population		
Tasks necessary to execute strategy:		
Task Name	Task Due Date	Task Owner
1) Ensure ACO scheduling meets city needs	11-1-2016	Capt. William Broyles
2) Track response times and develop plan to reduce them	2-1-17	Capt. William Broyles

### MISSION ELEMENT #: 3 Care for in custody animals

Goal 1: Assure all animals housed with the shelter receive the highest level of care

STRATEGY 1: Triage animals on intake, provide mandated care, and follow quarantine procedures	Responsible Manager: Capt. William Broyles	
Problem this strategy is addressing: This will ensure that all animals that enter the facility are treated humanely, examined by trained professional for best outcome and all quarantined animals are not exposed to other animals.		
Tasks necessary to execute strategy:		
Task Name	Task Due Date	Task Owner
1) Provide training for staff on Standards of Care	12-1-2016	Melissa Draper
2) Provide training on rabies containment	12-1-2016	Danni Alcantara

### MISSION ELEMENT #4: Promote pet adoption and pet ownership

Goal 1: Raise public awareness of adoption program through public media, public interactions, and education

STRATEGY 1: Target potential adopters by promoting the adoptable animals through public and social media and adoption events	Responsible Manager: Capt. William Broyles	
Problem this strategy is addressing: Increasing the number of animals released from ACS alive and ensuring that animals that go back into our community are sterile and unable to produce more animals		
Tasks necessary to execute strategy:		
Task Name	Task Due Date	Task Owner
1) Host adoption events	4-1-2017	Danni Alcantara
2) Promote animals on social media	4-1-2017	Danni Alcantara

### MISSION ELEMENT #5: Control stray animal populations

Goal 1: Decrease total stray population through animal sterilizations

STRATEGY 1: Conduct spay/neuter on all out going animals	Responsible Manager: Capt. William Broyles	
Problem this strategy is addressing: Animals that are not spayed/neutered will continue to reproduce and cause a larger stray population. This ensures that the animals leaving our facility will not exacerbate the problem.		
Tasks necessary to execute strategy:		
Task Name	Task Due Date	Task Owner
1) Spay/neuter all animals leaving facility	8-1-2017	Melissa Draper

### MISSION ELEMENT #6: Reduce vector borne diseases

Goal 1: Reduce number of pest and vector mosquitos through effective surveillance, spraying, and education

STRATEGY 1: Effectively use personnel and equipment to protect citizens and detect occurrences of vector borne disease	Responsible Manager: Capt. William Broyles	
Problem this strategy is addressing: Arboviral surveillance, prevention, and response are essential for the safety of the citizens of Corpus Christi. An effective mosquito management plan ensures that the city is ready to respond to any arbovirus detection like West Nile virus or the Zika virus.		
Tasks necessary to execute strategy:		
Task Name	Task Due Date	Task Owner
1) Conduct aggressive surveillance program	8-1-2017	Capt. William Broyles
2) Conduct public awareness for arbovirus prevention	3-1-2017	Capt. William Broyles



# Department of Aviation

**Fiscal Year: 2016-2017**

October 1, 2016

Approved by:



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Fred Segundo, Director of Aviation



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E. Jay Ellington  
Interim Assistant City Manager

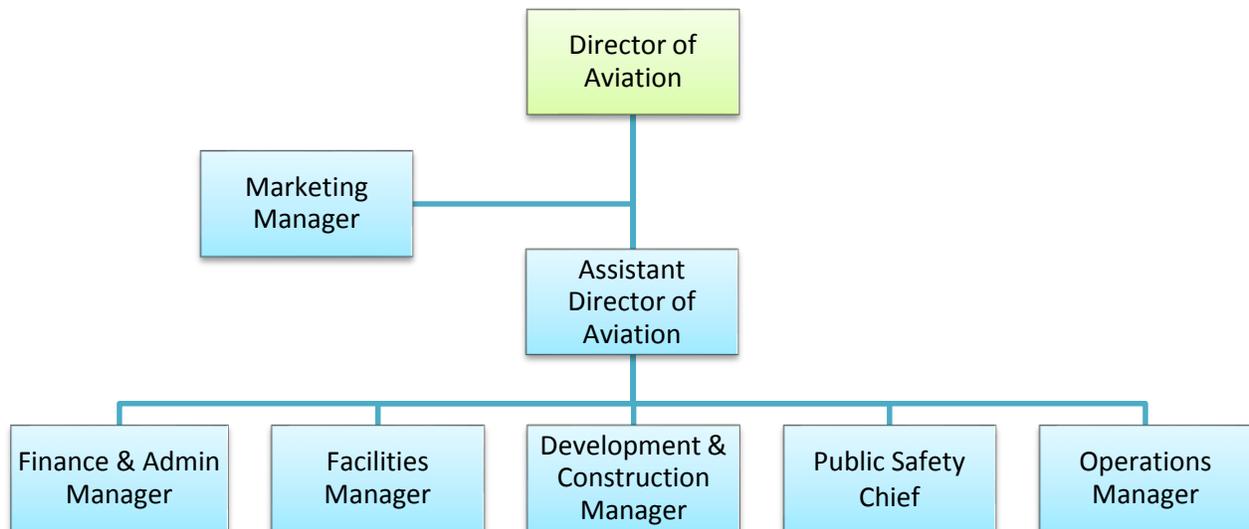
# DEPARTMENT PROFILE

## DEPARTMENT DESCRIPTION

Corpus Christi International Airport (CCIA) provides essential air transportation services for the Corpus Christi and the South Texas coastal region, including commercial airline service, general aviation and air cargo service. CCIA also supports military operations, as well as ancillary aeronautical and non-aeronautical business support. The airport is located on more than 2,600 acres of land and lies approximately eight miles southwest from downtown Corpus Christi. It is serviced by three major airlines; Southwest, United, and American. These airlines transport more than 700,000 arriving and departing passengers each year utilizing the City's 140,000 square foot main terminal. The airport is operated 24 hours a day and its two runways support over 100,000 aircraft operations a year.

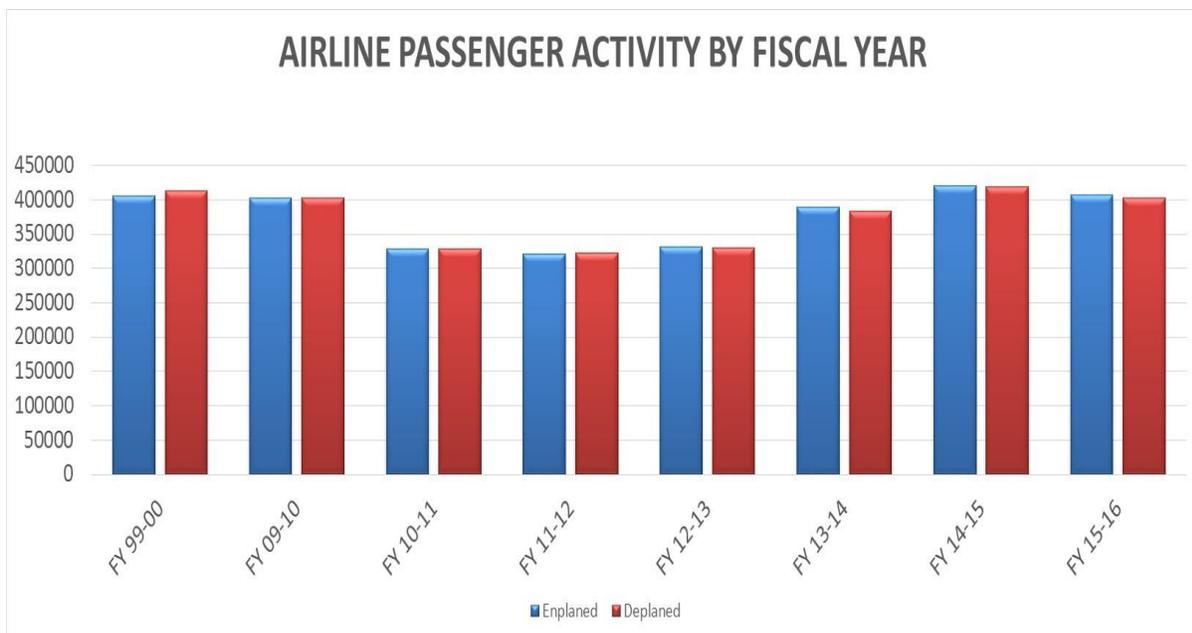
CCIA is operated and maintained by the Department of Aviation under the supervision of the Director of Aviation. The City Council appoints ten members to the Airport Board whose purpose it is to advise City Council concerning matters relating to the aviation interests of the City and its operations.

## ORGANIZATION CHART



## CURRENT BUSINESS ENVIRONMENT

CCIA's current business environment is challenging, though opportunities exist for growth. As an Enterprise fund, the Department of Aviation is tasked with operating as a business, while working within municipal and federal requirements. Traditionally, CCIA has relied heavily on airline revenue to cover operating expenses, while trying to keep costs low for the airlines that provide service to the community. As a small non-hub airport, CCIA has seen the impact of airline mergers, tightening capacity, and higher airfare. As the airlines continue to experience record profitability, CCIA has survived changes and cuts in service that have severely impacted smaller airports across the nation. Airline service at CCIA has remained stable in the past few years with some fluctuation in capacity. To a large degree, capacity drives seat demand, price, and even enplanement numbers at CCIA.



CCIA is certainly impacted by the ups and downs of the economy. Two major events in recent history have had tremendous impact on CCIA. The terrorist attacks on September 11, 2001 led to a sharp decline in air travel across the nation. Not long after airlines and airports recovered, an economic downturn hit in 2007-2008, causing a steady decline in air travel. The tremendous vulnerability of airports and airlines to this kind of economic

<b>Finance and Admin Manager</b>	Administration	9
<b>Facility Manager</b>	Facilities	11
	Terminal Grounds	4
	Custodial	11
<b>Development &amp; Construction Manager</b>	Development & Construction/Engineering	5
<b>Public Safety Chief</b>	Public Safety/Comm./IT	29
<b>Operations Manager</b>	Operations (Airfield)	13
		<b>82</b>

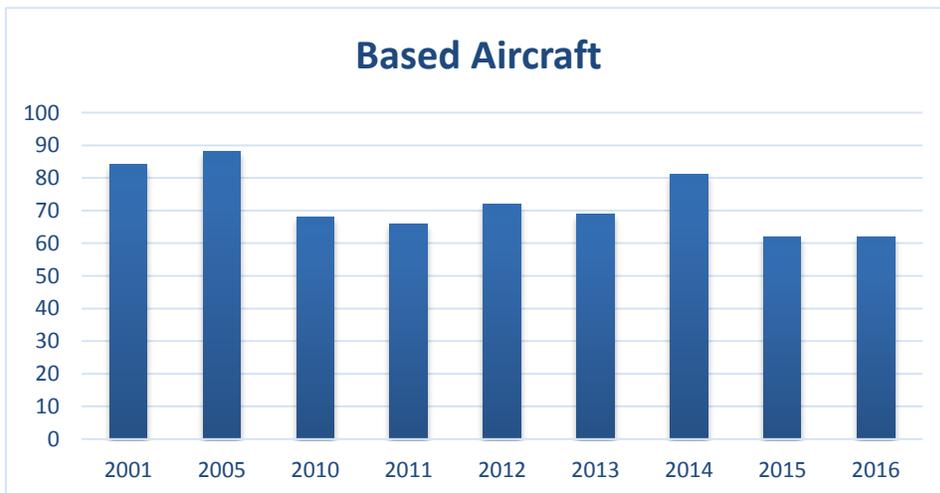
volatility illustrates the need for CCIA to explore new revenue streams through non-aeronautical sources.

In calendar year 2015, CCIA experienced a 3% decline in enplanements. Coming off of an 8% increase in 2014, the decline was driven largely by the downturn in the local economy, particularly in the oil sector following a sharp fall in oil prices and layoffs that occurred in the Eagle Ford Shale. The economic slowdown has been tempered a bit by a major infusion of international and downstream oil and gas related investment in the Coastal Bend. The continued development of these international projects is expected to help stabilize and eventually stimulate economic growth once again.

### **Commercial Air and General Aviation (GA) Services**

Texas is home to one of the most robust and active state airport systems in the Nation. The state has 292 existing airports spanning from large hub commercial airports in heavily populated metropolitan areas to very small GA airports in remote parts of the state. There are 25 commercial service airports and 267 GA airports in Texas. CCIA is fortunate to have a healthy level of both commercial air service and GA aeronautical services available for customers. Commercial air service is provided by three of the world's largest commercial airlines (American, United, and Southwest) and GA services supported by two national Fixed Base Operators (FBO's), Signature Flight Support and Atlantic Aviation. The FBO's cater mostly to corporate GA customers who rely on the services for fueling, cleaning, prepping and storing of their aircraft.

There is a robust General Aviation Community in the Coastal Bend. Though many of these aircraft owners are based at the smaller regional airports in the region, there are approximately 62 based aircraft CCIA. This is down significantly from the late 1990's when there were more than 100 General Aviation aircraft based at CCIA.



The lack of affordable aeronautical services, high fuel prices, and lack of individual facility storage for aircraft have been major contributors to this trend according to a survey

conducted by the airport. CCIA has pursued avenues for individual hangar development on airport property however, is largely unable to compete with the rental prices that are offered at the smaller airports. CCIA is committed to encouraging the growth of GA activity in the region through future partnerships with Del Mar Community College. Del Mar currently operates an aviation mechanic program at the airport and could potentially participate in the establishment of a certified Flight School at CCIA.

### **CCIA and the Military**

In June of 2017, the U.S. Coast Guard (USCG) will establish a new Sector Headquarters at CCIA. The USCG will move its fleet of aircraft to the airport and will conduct operations from a brand new facility that is currently under construction. The future presence of the USCG at CCIA, together with the U.S. Navy training activities that occur regularly, will keep our runways busy and will help us to maintain our position in the community as the premiere provider of aeronautical facilities and infrastructure. 60% of the daily operations at CCIA are currently conducted by the military. That is expected to continue.

### **Impact on the Economy**

In 2011, the Texas Department of Transportation (TxDOT) Aviation Division partnered with University of North Texas Center for Economic Development and Research to conduct a comprehensive economic impact study of all Commercial and General Aviation airports in Texas. According to the study, CCIA was noted as an airport that has been used as an example for best practices among the small regional airports and was ranked 11<sup>th</sup> in economic impact among the 25 Texas commercial airports. Overall, the economic impact of CCIA on the region is estimated at more than \$300 million dollars a year.

A transitioning local economy, an ongoing emphasis on GA and military operations, and a stable commercial air service environment has positioned the airport to continue having a positive impact on the economy of Corpus Christi and the Coastal Bend area in FY 17. Opportunities for air service growth at CCIA lie mainly with the low cost, low frequency carriers that are still targeting smaller, underserved markets to leisure destinations in the United States. American Airlines has eliminated the 50 seat aircraft at CCIA and replaced them with slightly larger airplanes. United Airlines is transitioning from the smaller regional jets to 70 – 76 seater aircraft. These changes will require airport managers to stay vigilant in talks with the airlines in order to maintain the frequency of flights offered at CCIA. It is important that the team continue to promote and encourage use of CCIA by travelers in the Coastal Bend who sometimes “leak” to San Antonio and Houston to take advantage of nonstop flights and lower prices. The more demand we can show for the existing service, the better our chances of getting expanded air service in the future.

### **RISKS & VULNERABILITIES**

Like all airports in the nation, CCIA is in many ways at the mercy of decisions made by the airlines. Perhaps the greatest risks we face in the Department of Aviation is the ongoing tightening up of the airline industry. The industry is constantly readjusting not only to drive revenue but also to accommodate equipment changes and crew shortages.

These changes tend to have a disproportionate impact on smaller airports. The Department of Aviation is also quite vulnerable to downturns in the economy. While CCIA is holding its own in the current economic environment, we have experienced a downward trend in enplanements since the start of 2015. To counter the impacts of airline changes and slightly declining enplanements, CCIA is engaged in ongoing and aggressive talks with the incumbent airlines that serve the community. Using airline data and market research, CCIA's air service development team is exploring the opportunities that exist for more capacity, more frequency of flights, and future service expansion to include new routes and destinations. While CCIA is not in a position to turn the tide of the economy in our region, the management team works to counter customer leakage to San Antonio and Houston by engaging in activities that promote and market CCIA as a convenient and affordable alternative to other larger airports. These efforts are reflected in Mission Element #4's goals and strategies in this plan.

#### **Other Risks & Vulnerabilities:**

1. The continued development of wind farms within 60 nautical miles at CCIA could impact performance of radar. CCIA closely monitors these developments and participates in the process when warranted.
2. An attack on Air Transportation and/or airports anywhere in the world could be followed by burdensome regulations and declines in the number of people traveling by air. While there is no way to predict when an event will take place, CCIA works closely with TSA and has developed relationships with security planners at other airport in the region.

#### **Issues and Challenges for FY 2016-2017**

CCIA begins the new fiscal year having completed major runway safety and improvement projects that were 90% funded by the Federal Aviation Administration (FAA). Over the next several years, CCIA will pursue several sizeable projects including a new perimeter fence, improvements to the East GA apron and eventually, new concrete on the commercial aprons. While these projects qualify for FAA funding, there are other needs on the horizon that will require both prudent financial planning and a strategy for execution.

Below is a list of some of the Issues and Challenges we are tackling in the Business Plan:

1. The main airport terminal was completed in 2004 and now, 12 years later is in need of some major equipment and facility upgrades. In Mission Element #1, Goal #1, Task #6, CCIA will contract with an architectural Engineering Firm to conduct a terminal assessment. This assessment will identify to needs and allow the management team to create a plan for executing and funding the improvements that are necessary.
2. The public roads at the airport are in need of rehabilitation. Increased daily traffic from FedEx, ongoing construction projects, and the future opening of the new

Coast Guard facility are hastening this need. In Mission Element # 4, Goal #1, Task #2, CCIA will complete 100% of construction of International Drive.

3. Funding the Expansion of CCIA's parking lot to include additional covered spaces, more spaces in long term, and a customer cell phone lot. In Mission Element #4, Goal #1, Task #6, CCIA will take the next step in planning by conducting a Needs and Cost Assessment for parking lot expansion.
4. Cost of future mandates from TSA to combat insider threat and public area vulnerabilities. In Mission Element # 2, Goal #1, Task #7, CCIA will coordinate with the TSA to conduct a Vulnerability Assessment for the public side of the terminal.
5. Impact of FAA's more stringent funding process for capital improvement projects. In Mission Element #1, Goal #1, Task # 7, CCIA will submit a new PFC application to the FAA so that we can generate a new funding source for FAA matches and for projects that do not qualify for FAA funding.

Even with these challenges, the business environment at CCIA is one of some stability and cautious optimism. This Business Plan will help guide the CCIA team in focusing on some of the day to day needs and the short and longer term challenges.

### **3 TO 5 YEAR OUTLOOK**

#### **FY 16-17 major projects:**

1. Complete construction of United States Coast Guard (USCG) Facility
2. Construction of North Aircraft Ramp extension
3. Construction of new Perimeter Fence
4. Completion of the Rehabilitation of International Drive
5. Develop Land Acquisition Plan

#### **Year's 2-5 major projects:**

1. East GA Ramp Construction Phase 1,2, 3, and 4
2. Purchase of new Airfield Rescue Fire Fighting (ARFF) Vehicle
3. Update Airport Master Plan
4. Airport Land Acquisition Plan
5. Extension of Covered Parking and Long Term Parking
6. Terminal Rehabilitation
7. Land Acquisition (as funds and properties become available)
8. Commercial Self Fueling Tanks
9. Specialized Aviation Service Operation (SASO) Facility and Hangar Development

# PERFORMANCE

## DEPARTMENT MISSION AND MISSION ELEMENTS

<b>MISSION:</b> The mission of the Department of Aviation is to provide access to air transportation and aeronautical services.	
ME#	Mission Element
271	Maintain all city owned facilities on airport property
272	Manage all airport operations
273	Manage all leased property within the airport perimeter
274	Plan and develop expansion of the airport

## SERVICES AND SERVICE LEVELS

ME #	Service Provided	Measurement of Service		Is current demand satisfied?	Current Level of Service
		Description of How Service Provided is Measured (i.e., the "service measure")	Activity level (annual)		
272	Access to air services	Support commercial air carriers providing services from CCIA	351,000 Enplanements	Yes	Daily
272	Access to air services	Support commercial air carriers providing services form CCIA	7,665 Flights	Yes	Three Commercial Air Carriers (Southwest, American, United)
272	Safe, regulatory-compliant Airfield	Frequency of scheduled airfield inspections	Annual Certification	Yes	Twice Daily
274	Develop Capital Project Plan	Completion of Projects	ACIP Funding	Yes	Annual

## Primary factors creating demands for services and implications:

### TABLE OF GOALS AND ASSOCIATED PERFORMANCE MEASURES

ME #	Goal	Performance Measure Associated With Goal	Is Measure included in CPR?	Annual Target
271	Cost effectively maintain all pavement surfaces on the airport	Percentage of pavement surface above PCI index of 60	Yes	60%
271	Cost effectively maintain all pavement surfaces on the airport	Percentage of pavement surface landside above PCI index of 50	Yes	50%
271	To cost effectively maintain City owned facilities	Percentage of maintenance costs spent on proactive maintenance	Yes	50%

272	Provide a safe and secure airfield environment in order to conduct air carrier, military, general aviation, and air cargo operations	Percentage of airfield inspection discrepancies vs. total inspection points	Yes	10%
273	Ensure compliance with local, state, and federal requirements for leasing and tenancy of property and facilities on the airport	Percentage of leasable airside/landside space being leased	Yes	75%
274	Implementation of approved Airport Capital Improvement Program	Percentage of project completion	Yes	100%

## PERFORMANCE TRENDS

CPR Baseline Measure	FY 15-16 (est)	FY 14-15	FY 13-14	FY 12-13	FY 11-12
Full-time employees	82	82	82	82	91.4
Total Expenditures	\$8.3 M	\$8.2 M	\$7.8 M	\$7.5 M	\$6.7 M
Total Revenues	\$8.4 M	\$8.3 M	\$8.1 M	\$7.6 M	\$7.4 M
Airline cost per enplanement	\$6.74	\$6.59	\$6.36	\$6.98	\$6.89
Total Passenger Enplanement	342,925	351,358	361,797	323,046	336,372
Cargo (lbs)	435,271	586,685	555,724	478,166	588,719
Total number of all aircraft arrivals and departures	71,151	67,191	74,209	76,943	101,445
Rental Car transaction days	274,720	281,438	274,500	255,930	252,306

## EXTERNAL BENCHMARKS – COMPARISONS TO OTHER CITIES

Benchmark Measure Used	Ranking	Explanation of relative ranking
Average Landing Fee	3 <sup>rd</sup>	Out of ten major cities/CCIA is 3 <sup>rd</sup> lowest

Corpus Christi International Airport is currently using **Average Landing Fee** as a benchmark against other Texas cities. Although enplanements are good indicators, the location, size and aggregation of cities to airports has a tendency to distort comparisons. As an example, cities in the Texas Metroplex area primarily use DFW. DFW is a large hub airport with 26,000,000 enplanements. Enplanements at CCIA are at 362,000 and thus the distortion occurs when comparing with cities in the Dallas/Fort Worth area.

The Airport Cooperative Research Program (ACRP) has researched and published extensive work on airport performance measurement systems. Accordingly, ACRP has compiled a list of metrics used in the aviation industry. After reviewing the metrics, we are proposing to use the landing fee benchmark that is widely tracked in the industry. We feel that this benchmark is a good measurement of the airport's financial management and ability to be competitive across the state.

\*\* Landing fees are adjusted annually based on rates and charges model.

# FINANCIAL

## FINANCIAL TREND SUMMARY

### Revenues

	ACTUALS	BUDGET	ESTIMATED	PROPOSED
	2014-2015	2015-2016	2015-2016	2016-2017
Landing fees	664,129	622,649	624,256	624,000
Airline space rental	1,084,828	1,117,463	1,150,980	1,150,980
Apron charges	242,526	261,140	258,970	258,948
Fuel flowage fees	117,482	80,921	89,206	90,000
Cargo Facility Rental	26,176	27,809	28,502	28,500
Federal Inspection Services	0	0	195	0
Resale - Electric Power - Term	57,817	59,072	64,339	60,000
Fixed based operator revenue c	348,838	533,455	525,600	525,600
Security service	303,902	312,000	314,340	312,000
Airline Janitorial Services	38,604	35,052	39,655	39,360
Tenant Maintenance Services	719	60	1,000	100
Agricultural leases	72,959	72,395	71,414	73,000
Rent - commercial non-aviation	96,524	78,937	111,760	108,072
Gift shop concession	110,000	110,000	110,003	110,004
Auto rental concession	1,413,765	1,468,293	1,435,949	1,428,000
Restaurant concession	158,448	181,938	171,384	168,000
Automated teller machines	12,000	12,000	12,000	12,000
Advertising space concession	42,718	50,605	48,263	60,000
Airport Badging Fees	45,910	49,985	36,690	42,000
TSA-Check Point Fees	87,350	87,120	87,480	87,600
Terminal Space Rental-other	491,849	495,103	497,369	497,460
Parking lot	1,309,529	1,359,184	1,412,800	1,380,000
Parking fines-Airport	20	0	80	0
Premium Covered Parking	764,025	801,287	776,355	800,004
Rent-a-car parking	59,760	59,760	59,760	59,760
Rent-a-car Security Fee	270,518	282,360	278,191	289,800
Ground transportation	45,253	45,626	43,674	46,008
Other revenue	4,613	3,520	250	300
Gas and oil sales	0	7,998	7,021	7,560
Capital Contributions	47,814	43,726	0	0
Interest on investments	3,841	16,138	19,746	11,700
Net Inc/Dec in FV of Investmen	0	1,463	-1,463	0
Oil and gas leases	49,355	24,630	8,099	7,020
Sale of scrap/city property	8,495	3,222	664	1,546
Purchase discounts	5,215	6,030	0	0
Vending machines sales	0	0	0	0
Interdepartmental Services	64,394	53,589	57,477	68,388
<b>TOTAL REVENUES</b>	<b>8,049,374</b>	<b>8,364,530</b>	<b>8,342,008</b>	<b>8,347,710</b>

**EXPENDITURES BY MAJOR CATEGORY**

	<b>Adopted Budget 2016-17</b>	<b>Estimated Actual 2015-16</b>	<b>Actual 2014-15</b>	<b>Actual 2013-14</b>
# Budgeted FTEs	82	82	82	82
Personnel Services	4,054,496	4,043,035	3,993,518	\$3,900,520
Other operating	1,021,957	2,296,105	1,825,855	\$1,576,664
Contractual	1,873,199	1,729,611	942,272	\$1,044,516
Debt services	631,601	630,624	\$648,232	\$524,982
Internal service allocations	1,033,507	999,972	\$602,832	\$665,664
Capital outlay	4,500	232,899	\$343,254	\$643,248
<b>Total</b>	<b>8,619,259</b>	<b>9,932,245</b>	<b>\$8,355,963</b>	<b>\$8,355,594</b>
Grant expenditures	NA	NA	NA	NA

**SOURCES OF REVENUES INCLUDING USER FEES & CHARGES (by Department)**

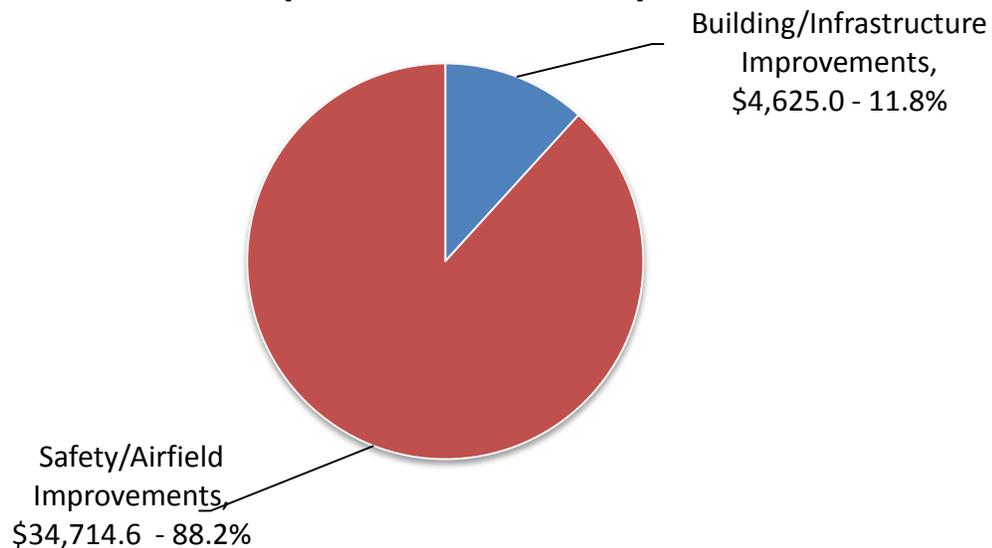
Total departmental revenue:

Source of revenue including user fees, charges and internal service fund allocations	Comments	Date of last study	\$ generated annually
Airfield	Based on cost recovery rate model	2016	\$1,134,520
Terminal Building & Area	Based on cost recovery rate model	2016	4,058,832
Parking Lot	Republic Parking System Survey/Report	2014	2,180,004
Commercial Airport	Based on cost recovery rate model	2016	784,548
Commercial Non-Airport			108,072
Interest Income			11,700
Other Revenue			70,034
Interfund Contributions			5,000

## CAPITAL BUDGET SUMMARY

	<u>YEAR ONE</u> <u>2015-2016</u>	<u>YEAR TWO</u> <u>2016-2017</u>	<u>YEAR THREE</u> <u>2017-2018</u>
Safety/Airfield Improvements	\$23,731,000	\$10,119,600	\$2,389,000
Building/Infrastructure Improvements	\$0	\$1,850,000	\$1,250,000
<b>TOTAL PROGRAMMED EXPENDITURES:</b>	<b>\$23,731,000</b>	<b>\$11,969,600</b>	<b>\$3,639,000</b>
<b>FUNDING:</b>			
Certificates of Obligation (Issued)	\$905,800	\$238,900	\$238,900
Airport Capital Reserve Fund	\$2,142,500	\$2,908,100	\$500,000
FAA Grant	\$20,682,700	\$8,747,600	\$2,150,100
Customer Facility Chart	\$0	\$75,000	\$750,000
<b>TOTAL PROGRAMMED FUNDS:</b>	<b>\$23,731,000</b>	<b>\$11,969,600</b>	<b>\$3,639,000</b>

### Airport Annual CIP: \$39,339.6 (Amounts in 000's)



# BUSINESS PLAN STRATEGIES & TASKS

**MISSION ELEMENT #:** 271 - Maintain all City owned facilities on airport property

**Goal 1:** Effectively maintain CCIA operational facilities

<b>STRATEGY 1:</b> Perform annual inspections on all CCIA operational facilities to ensure the integrity and safety of airport buildings. Identify issues at main terminal, ARFF station and associated buildings to make in house repairs and outsource repairs to contractors within budgetary constraints.		<b>Responsible Manager:</b> Fred Segundo/ Mario Tapia	
<b>Problem this strategy is addressing:</b> Airport facilities and infrastructure are at least 15 years old and require scheduled inspection and maintenance to prevent accelerated deterioration of assets.			
<b>Tasks to execute strategy:</b>			
Task Name	Task Due Date	Task Owner	
1) Complete CCIA Annual Building Inspection Report	12/15/2016	Gary Williams	
2) Submit prioritized project list to Aviation Director	02/15/2017	Gary Williams	
3) Solicit project estimates from contractors for identified projects	03/15/2017	Gary Williams	
4) Provide project priority recommendations to Assistant Director	07/31/2017	Gary Williams	
5) Contract with Architectural Engineering Company for Terminal Assessment	04/30/2017	Mario Tapia	
6) Submit PFC Application #3 to the FAA to provide funding mechanism for property maintenance	01/31/2017	Mario Tapia	

**Goal 2:** Ensure facilities with City ownership rights are maintained by tenants

<b>STRATEGY 1:</b> Perform annual inspections on all facilities with City ownership rights to ensure the integrity, safety and standards of buildings conditions are maintained to CCIA standards.		<b>Responsible Manager:</b> Mario Tapia	
<b>Problem this strategy is addressing:</b> Tenants at CCIA have delayed or deferred maintenance and repairs on leased buildings and equipment resulting in deficient property.			
<b>Tasks to execute strategy:</b>			
Task Name	Task Due Date	Task Owner	
1) Annual building inspections	11/15/2016	Gary Williams	
2) Provide Summary Report of Inspection Findings	01/15/2017	Gary Williams	
3) Identify and review deficiencies with tenants	02/01/2017	Gary Williams	
4) Submit Annual Progress Report to Aviation Director	07/31/2017	Gary Williams	

**Goal 3: Maintain and repair equipment at the Rental Car Quick Turnaround (QTA) facility**

<b>STRATEGY 1:</b> Work with QTA managers to ensure all equipment is maintained to a high quality of reliability for QTA operational needs.		<b>Responsible Manager:</b> Mario Tapia
<b>Problem this strategy is addressing:</b> Continuous operations at the Quick Turn Around Facility are essential to rental car operations and customer service at CCIA. Downtime for the facility is not acceptable so diagnostic and preventative work is necessary.		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Request deficiency report/concerns from Avis, Enterprise, Dollar/Thrifty, National/Alamo, and Hertz rental car companies.	05/15/2017	Gary Williams
2) Compare deficiency report with actual condition of equipment.	08/31/2017	Gary Williams

**Goal 4: Develop 2018 Maintenance budget**

<b>STRATEGY 1:</b> Review previous budgets for history trends and prioritize needed repairs for CCIA facilities. Gather rough estimates on prioritized proposed projects and review with director for approval. Then develop strategies to fund projects with the Finance Manager.		<b>Responsible Manager:</b> Mario Tapia
<b>Problem this strategy is addressing:</b> Maintenance projects must be prioritized as funding is limited to current revenue available.		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Compare 2017 budget with prior fiscal years to identify variances/trends	01/15/2017	Gary Williams
2) Determine projects to be completed in 2017	02/01/2017	Gary Williams
3) Prepare 2018 maintenance budget	02/15/2017	Gary Williams
4) Review 2017 budget with Finance Manager	03/01/2017	Gary Williams
5) Deliver 2018 budget to Finance Manager	03/15/2017	Gary Williams

**Goal 5:** *Cost effectively maintain all pavement surfaces on the airport*

<b>STRATEGY 1:</b> Working with airport tenants, airport engineers, Street Department, Engineering Department and FAA to implement a comprehensive Pavement Management Plan (PMP) for all pavement on airport property		<b>Responsible Manager:</b> Mario Tapia
<b>Problem this strategy is addressing:</b> Total reconstruction of airport pavement requires substantial funding. Periodic scheduled maintenance can prolong life and delay reconstruction need.		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Update Airport Pavement Inventory Plan	05/30/2017	Victor Gonzalez
2) Award contract and complete work on Runway 13-36 and Taxiway Alpha	01/01/2017	Victor Gonzalez
3) Award contract and complete rehabilitation of Glasson Drive	03/31/2017	Victor Gonzalez

**MISSION ELEMENT #2:** *272 - Manage all Airport operations*

**Goal 1:** *Provide a safe and secure airfield environment in order to conduct air carrier, military, general aviation, and air cargo operations*

<b>STRATEGY 1:</b> Working with all airport aviation and aeronautical service providers and tenants conduct and maintain a safe operating environment		<b>Responsible Manager:</b> Carl Gross/ Mario Tapia
<b>Problem this strategy is addressing:</b> Airport operating procedures, plans and programs ensure safe aeronautical operations. These policies and programs must be constantly reviewed to ensure best practices and that the best possible information is used to regulate operations.		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Update and Monitor FOD Program	12/31/2016	Michael McDougall
2) Creation of AZC and adoption of Airport Hazard Regulations	09/30/2017	Carl Gross
3) Review and Update Airport Emergency Plan (AEP)	06/01/2017	Carl Gross
4) Review and Update Minimum Standards	12/31/2016	Carl Gross
5) Monitor and Review FAA approved Wildlife Hazardous Management Plan	10/31/2016	Sandra Favela
6) Develop Annual Departmental Training Schedule	10/31/2016	John Hyland
7) Conduct Public Area Vulnerability Assessment	06/30/2017	John Hyland

**MISSION ELEMENT #3: 273 - Manage all leased property within the airport perimeter**

**Goal 1:** *Ensure compliance with local, state and federal requirements for leasing and tenancy of property and facilities on the airport*

<b>STRATEGY 1:</b> Review Airport Property Management Program to ensure compliance with department, local, state and federal requirements for leasing and tenancy of property and facilities on the airport.		<b>Responsible Manager:</b> Fred Segundo
<b>Problem this strategy is addressing:</b> Lack of updated contract terms and conditions and property inventory/management results in inaccurate and dated enforcement of property terms.		
<b>Tasks to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Review and update Airport Property Management Program	06/30/2017	Mario Tapia
2) Update Real Property Inventory of all facilities on airport property	03/31/2017	Mario Tapia
3) Complete compliance review of contract data base of all lease agreements on airport property	11/30/2016	Mario Tapia

**MISSION ELEMENT #4: 274 - Plan and develop expansion of the airport**

**Goal 1:** *Utilizing the Airport Property Management Plan to develop and execute Capital Improvement Plan (CIP) and Business Development Plan that is fiscally responsible and achievable*

<b>STRATEGY 1:</b> Through a plan and execute approach implement City Capital Improvement Plan (CIP) and the FAA Airport Capital Improvement Plan (ACIP) to satisfy the air transportation and aeronautical services needs of our community		<b>Responsible Manager:</b> Fred Segundo/ Mario Tapia
<b>Problem this strategy is addressing:</b> Lack of strategic multi-year capital plan results in inefficient spending and inconsistent capital improvement development.		
<b>Tasks to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Complete construction phase of new USCG Sector Headquarters	09/30/2017	Mario Tapia
2) Complete 100% construction of International Drive	03/31/2017	Victor Gonzalez
3) Award construction project for Airport Operations Area (AOA) Perimeter Fence	11/30/2016	Victor Gonzalez
4) Complete construction of Airport Operations Area (AOA) Perimeter Fence	11/30/2017	Victor Gonzalez
5) Complete design of General Aviation Apron	06/30/2017	Victor Gonzalez
6) Parking Lot Needs & Cost Assessment	05/31/2017	Mario Tapia

**Goal 2:** *Develop and implement marketing strategies to increase customer traffic at CCIA and to promote business development at the airport*

<b>STRATEGY 1:</b> Communicate benefits of CCIA to commercial air service customers in the catchment area and engage airlines in discussion about future service additions.		<b>Responsible Manager:</b> Fred Segundo
<b>Problem this strategy is addressing:</b> Thirty percent of passengers in Corpus Christi area drive to San Antonio or Houston for perceived fare savings and non-stop flights. This reduces demand for service at CCIA and discourages new service.		
<b>Tasks to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Update airfare reduction strategy	02/28/2017	Mario Tapia/Kim Bridger
2) Develop annual Marketing Plan	04/15/2017	Kim Bridger
3) Present business case to targeted airlines for specific service opportunities	06/15/2017	Kim Bridger

<b>STRATEGY 2:</b> Through a plan and execute approach attract private developers to construct new facilities to serve CCIA customers.		<b>Responsible Manager:</b> Fred Segundo
<b>Problem this strategy is addressing:</b> CCIA is too reliant on the airlines for revenue. As an Enterprise Fund, CCIA needs to develop new revenue streams to enhance operational flexibility and overall sustainability.		
<b>Tasks to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Update Retail Site Analysis	08/30/2017	Kim Bridger
2) Create Non-Aeronautical Development Plan	09/30/2017	Kim Bridger
3) Develop a plan and associated agreement for new aeronautical facilities	03/30/2017	Mario Tapia
4) Update Airport Property Appraisal Report	04/30/2017	Mario Tapia/ Kim Bridger

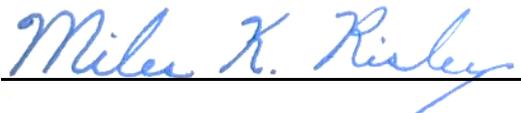


# Legal Department

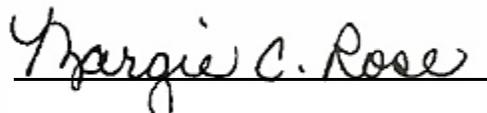
**Fiscal Year: 2016-2017**

August 26, 2016

Approved by:



Miles Risley, City Attorney



Margie C. Rose, City Manager

# DEPARTMENTAL PROFILE

## DEPARTMENT DESCRIPTION

The Legal Department is composed of three divisions, Legal Services, Risk Management and Human Relations. The Legal Services Division represents the City, its officers and employees by providing legal services to all City departments and City Officials. The Legal Services Division provides transactional attorneys, litigation attorneys, and Municipal Court prosecutors. The City's transactional attorneys provide legal advice and document preparation to City departments, boards, commissions, management, and City Council. Litigation attorneys represent the City in claims, lawsuits, and administrative actions against the City and lawsuits the City files against others.

In the last year, the Legal Services Division:

- Improved training opportunities by providing the availability of at least 50 hours/year of in-house training for attorneys,
- Established litigation, labor-employment, and construction oriented divisions that are comparable to City's largest law firms in training and skill,
- Provided in-house legal services to the maximum extent that could be provided by legal generalists from within the local area,
- Reduced lawsuits filed against the City by vigorously defending claims and lawsuits; enhance City reputation of aggressively fighting against frivolous lawsuits; and publicize strength in standing up to lawsuits,
- Considered the acquisition of software to reduce Texas Public Information Act staffing burdens, and
- Developed and documented policies and procedures to regularize and professionalize legal operations.

Risk Management is responsible for the City's Workers' Compensation and Liability Claims self-insured programs, as well as the Property Insurance program. In addition, Risk Management oversees the Safety Program for the City. In the past year, Risk Management:

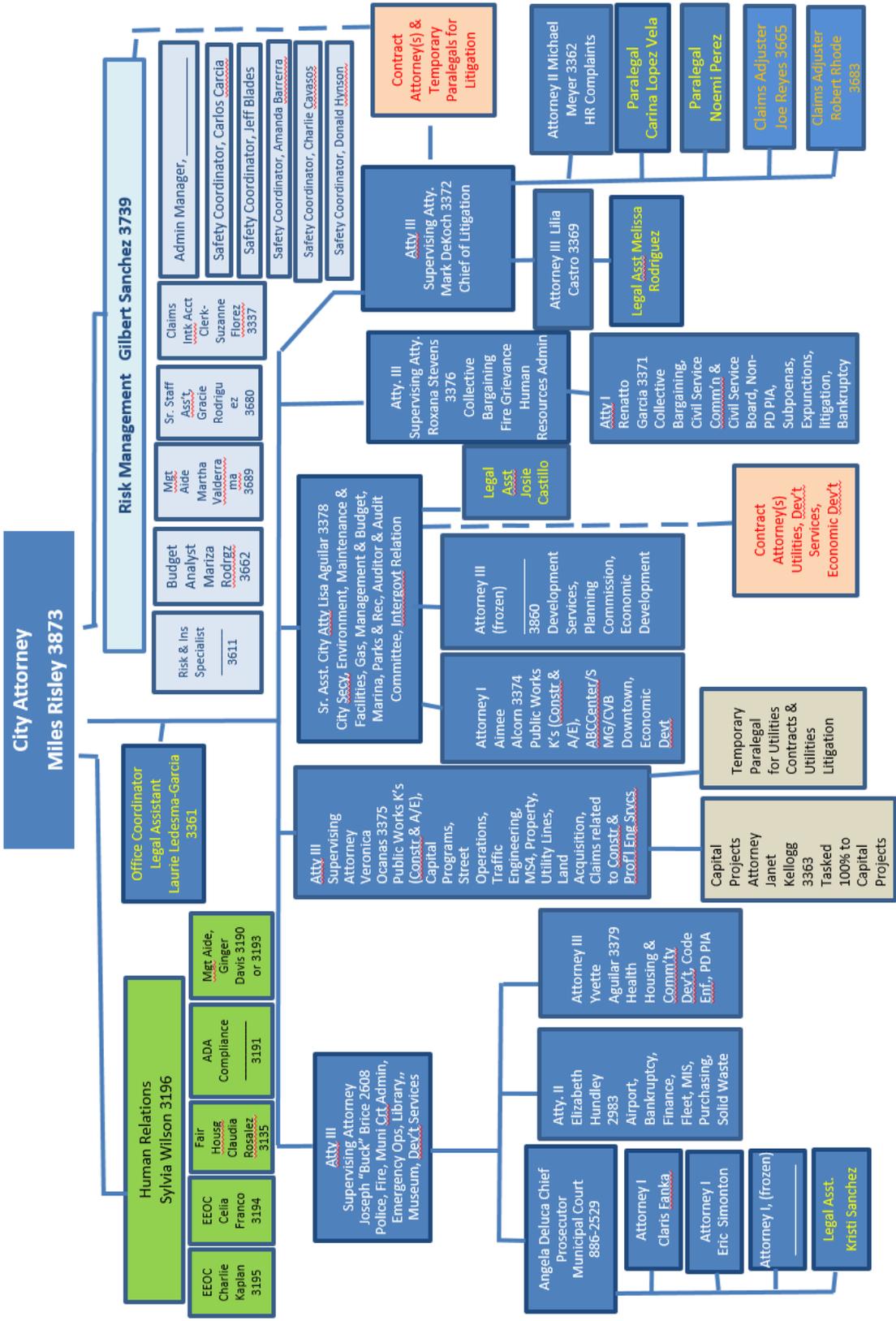
- Reduced the use of outside counsel,
- Deployed DriveCam system in 100% of Solid Waste vehicles,
- Fully implemented the workers' compensation Physician Panel, and
- Obtained quotes for cyber-liability insurance coverage.

The Human Relations division is responsible for implementing positive programs of non-discrimination in employment, fair housing, public accommodation, and compliance with the U.S. Americans with Disabilities Act (ADA). The Human Relations division is partly funded by grants from the U.S. Equal Employment Opportunity Commission (EEOC) and the U.S. Department of Housing and Urban Development (HUD). Human Relations is also responsible for providing ADA technical assistance, managing accommodation for trash

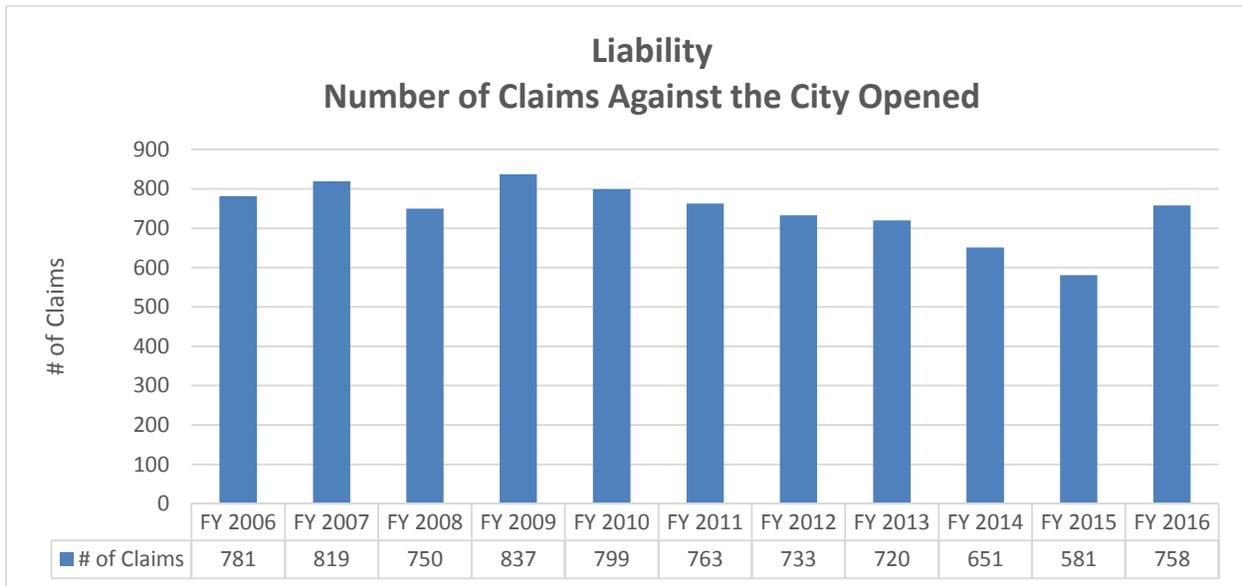
and recycle pickup service, and working with local disabilities advocacy groups to promote the City's ADA master plan. In the past grant year, the Human Relations Division engaged in the following activities:

- Closed 26 fair housing investigations for a revenue of \$63,075,
- Closed 50 EEOC investigations for an expected revenue of \$36,550,
- Conducted over 25 outreach events promoting fair housing, equal employment opportunity, inclusion of people with different abilities in the workplace, and
- Successfully networked between the Human Relations Commission for People with Disabilities, Regional Transportation Authority, and community advocates.

# 9-1-16 City Attorney Organizational Chart

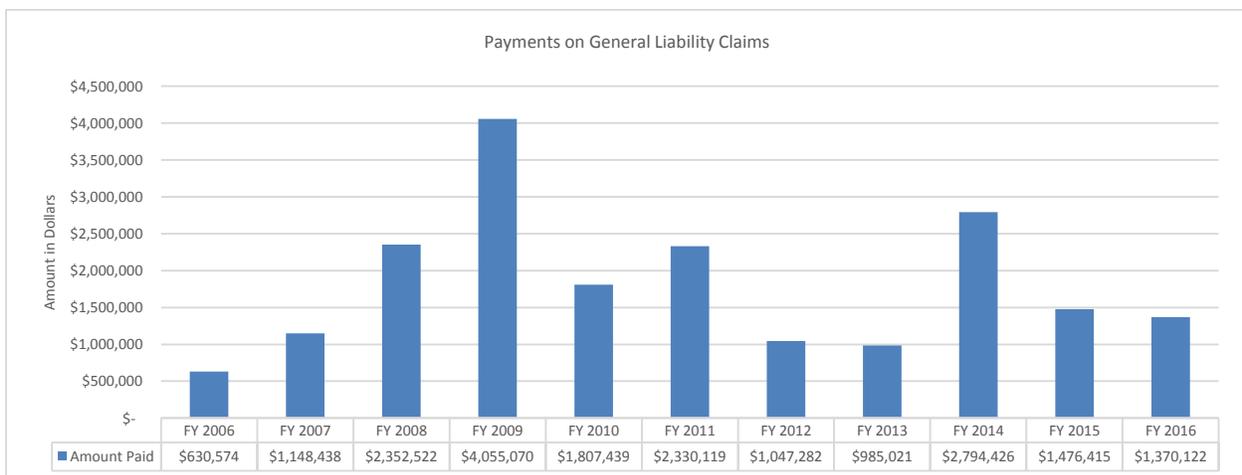


The number of liability claims has increased in the past year. The increase is caused by increases in number of vehicle claims. Three departments have seen motor vehicle claims increase more than 50% in the past year. General Liability claims have remained relatively flat. Risk Management has augmented its efforts working with departments to decrease auto liability claims by increasing driver remedial training, defensive driver training, and driver safety audits as well as driver accountability.



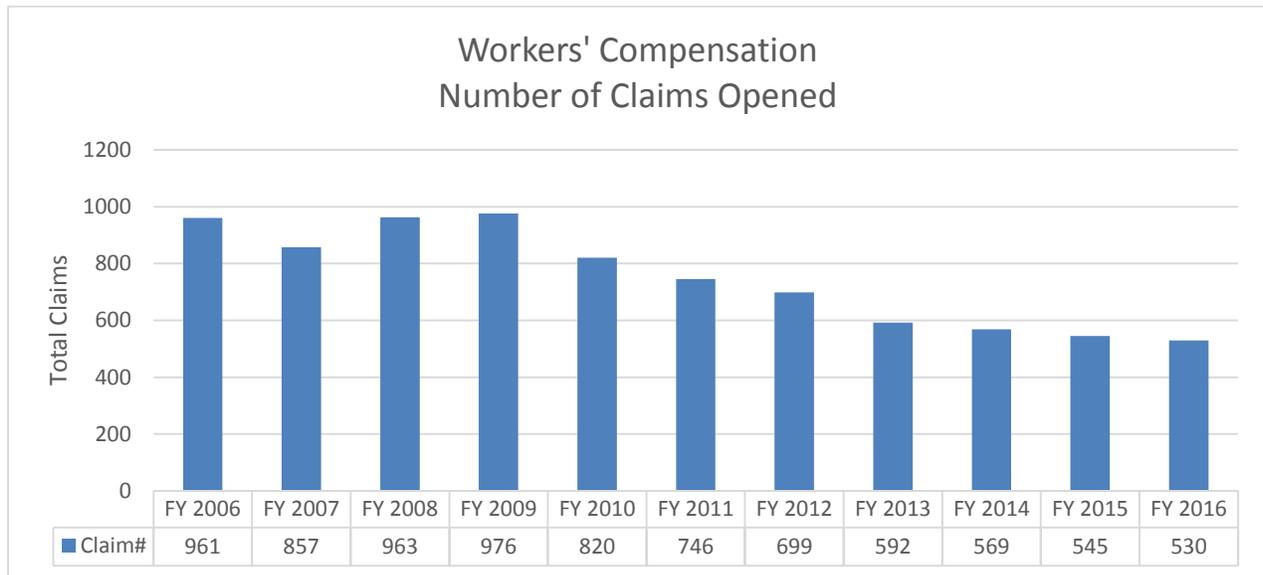
\* For FY 2016, the data was compiled in mid-August 2016. To provide a valid basis for comparison, a trend line was imputed to establish the FY 2016 number.

The total amount of paid on liability claims this year is expected to decrease by 8%. However, auto liability claims that have not been resolved this year will increase next year's expenditure.



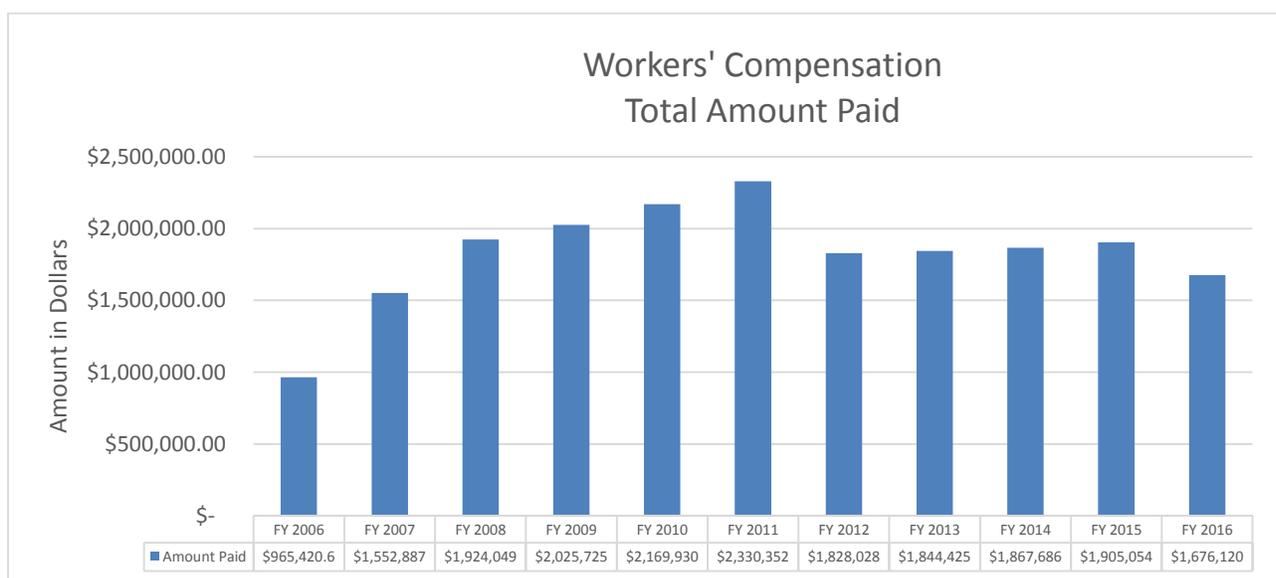
\* For FY 2016, the data was compiled in mid-August 2016. To provide a valid basis for comparison, a trend line was imputed to establish the FY 2016 number.

Based on current year to date loss trends, workers' compensation claims should decrease by approximately 3%.

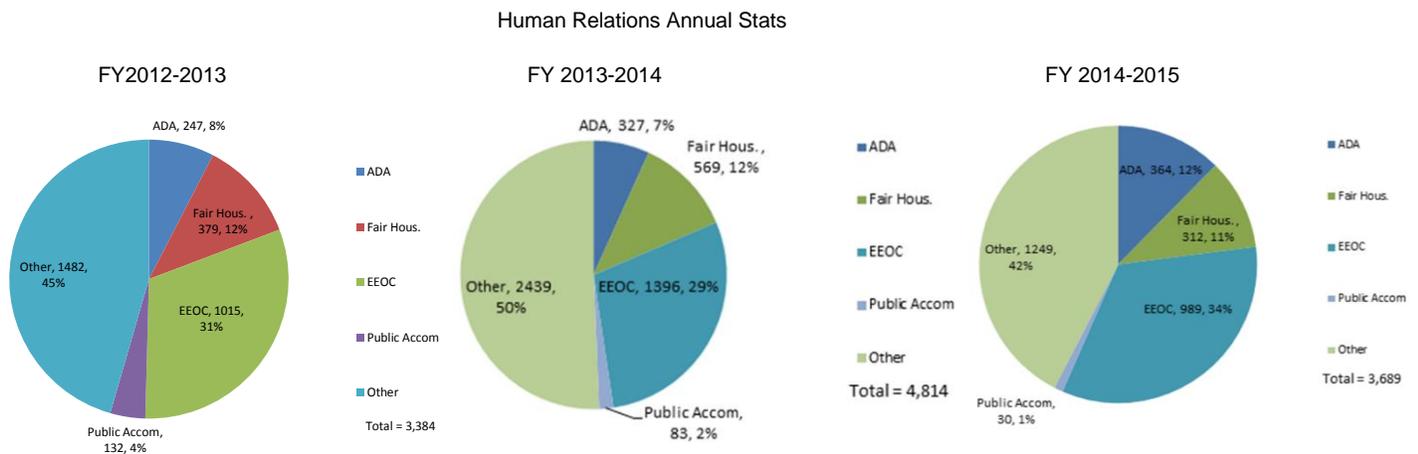


\* For FY 2016, the data was compiled in mid-August 2016. To provide a valid basis for comparison, a trend line was imputed to establish the FY 2016 number.

Based on current loss trends year to date, workers' compensation losses should decrease approximately 14%.



\* For FY 2016, the data was compiled in mid-August 2016. To provide a valid basis for comparison, a trend line was imputed to establish the FY 2016 number.



## RISKS & VULNERABILITIES

The Legal Department faces the following issues in the upcoming year:

1. Increasing risk tolerance in litigation management.
2. Moving to a new training philosophy oriented around continuous improvement rather than sporadic attendance at seminars.
3. Cross training of Human Relations staff to assist in all facets of investigations performed by the division.
4. Creating a culture of safety in City driver behavior and reducing distracted driving.

## ISSUES AND CHALLENGES FOR FY 2016-17

1. Providing advice and documents to Development Services despite the freezing of the position in FY16-17.
2. Provide prosecutor coverage of all dockets at Municipal Court despite freezing of that position in FY16-17. We plan to provide this coverage by disciplining prosecutor interaction with defendants and judges. We will also need to review prosecutor activities to ensure prosecutor time is not excessively consumed by unproductive tasks.
3. Ensuring actuarial soundness in Risk Management allocations in upcoming years. We will need to interact with Budget throughout the year to ensure that Budget and City departments can ready themselves to provide additional funding to meet increased allocations necessitated by the actuarial study. We will review reserve levels for actuarial soundness multiple times per year to more precisely determine needed funding levels in light of risk exposure particularized to our region.

### **3 TO 5 YEAR OUTLOOK**

1. Stridently defend professionalization of City operations.
2. Increase competence and responsiveness in transactional and litigation divisions.
3. Mindfully review Legal Department procedures and adjust risk tolerance in City operations, based on data and factual feedback.
4. Expansion of the internship program.
5. Adhere to annual compliance obligations to EEOC and HUD Fair Housing contracts.
6. Continue to develop positive relationships with community equal opportunity advocates.

# PERFORMANCE

## DEPARTMENT MISSION AND MISSION ELEMENTS

<b>MISSION:</b> The mission of the City Attorney's Office is to assist the City to accomplish its organizational goals with acceptable risk, by providing quality legal services.	
<b>ME#</b>	<b>Mission Element</b>
1	Provide ongoing advice to City officials
2	Prepare and review legal documents
3	Process public information requests and appeals to Attorney General
4	Prosecute persons accused of violating State laws and City ordinances
5	Risk Management
6	Represent the City and City officials in lawsuits
7	Conduct and enforce a program of non-discrimination within the City (Human Relations)

## SERVICES AND SERVICE LEVELS

ME #	Service Provided	Measurement of Service		Is current demand satisfied?	Current Level of Service
		Description of How Service Provided is Measured (i.e., the "service measure")	Activity level (annual)		
1	Provide ongoing advice to City officials	# of personnel providing ongoing advice to City officials	5 FTES	USUALLY	24 HOUR AVAILABILTY
2	Prepare and review legal documents	# of personnel preparing and review legal documents	4 FTES	USUALLY	24 HOUR AVAILABILTY
3	Process public information requests and appeals to Attorney General	# of personnel processing public information requests and appeals to Attorney General	2 FTES	USUALLY	24 HOUR AVAILABILTY
4	Prosecute persons accused of violating State laws and City Ordinances	# of personnel prosecuting persons accused of violating state laws and City ordinances	5 FTES	USUALLY	24 HOUR AVAILABILTY
5	Risk Management	# of personnel engaged in Risk Management	5 FTES	USUALLY	24 HOUR AVAILABILTY
6	Represent the City and City officials in lawsuits	# of personnel representing the City and City officials in lawsuits	6 FTES	USUALLY	24 HOUR AVAILABILTY
7	Conduct and enforce a program of non-discrimination within the City	# of personnel conducting and enforcing a program of non-discrimination within the City	6 FTES	USUALLY	24 HOUR AVAILABILTY

**Primary factors creating demands for services and implications:**

- Injuries from workplace accidents.
- Motor vehicles in accidents.
- Third party liability claims filed against the City.
- Number of employees.
- Activities of employees.
- Training of employees.
- Number of motor vehicles utilized by the City.
- Other equipment utilized by the City.
- Population and demographics.

**TABLE OF GOALS AND ASSOCIATED PERFORMANCE MEASURES**

ME #	Goal	Performance Measure Associated With Goal	Is Measure included in CPR?	Annual Target
1	Ensure clients efficiently receive high quality legal services	Legal expenses per 1000 population	No	
	Ensure clients efficiently receive high quality legal services	Legal expenses as a percent of City budget	No	
2	Increase efficiency and consistency of legal forms	Number of standardized forms catalogued	No	
3	Provide our customers with timely, courteous, and comprehensive request service	Percent of Public Information requests responded to within 10 business days	Yes	
4	Represent the State of Texas and present a legally sound case against persons accused of violating criminal laws punishable as Class C misdemeanors.	Number of cases tried in Municipal Court	Yes	
5	Keep Liability Claims to a Minimum	Number of Preventable Vehicle Accidents	Yes	
	Minimize Workers Compensation claims and costs	Number of Work Related Injuries	Yes	
	Protect the City's assets from catastrophic losses	Total paid for lawsuits	No	
6	Continue with the development of an engaged, high performing legal team	Number of lawsuits in which outside counsel is retained	Yes	
7	Conduct Employment and Fair Housing Discrimination investigations in compliance with the EEOC work-sharing agreement and Fair Housing contract	Percent of Fair Housing cases closed within 100 days	No	
	Comply with the ADA Transition Plan	City Department ADA liaisons will attend annual training sessions	No	
	Community outreach presentations	Annual training will be provided to the Corpus Christi Apartment Association	No	

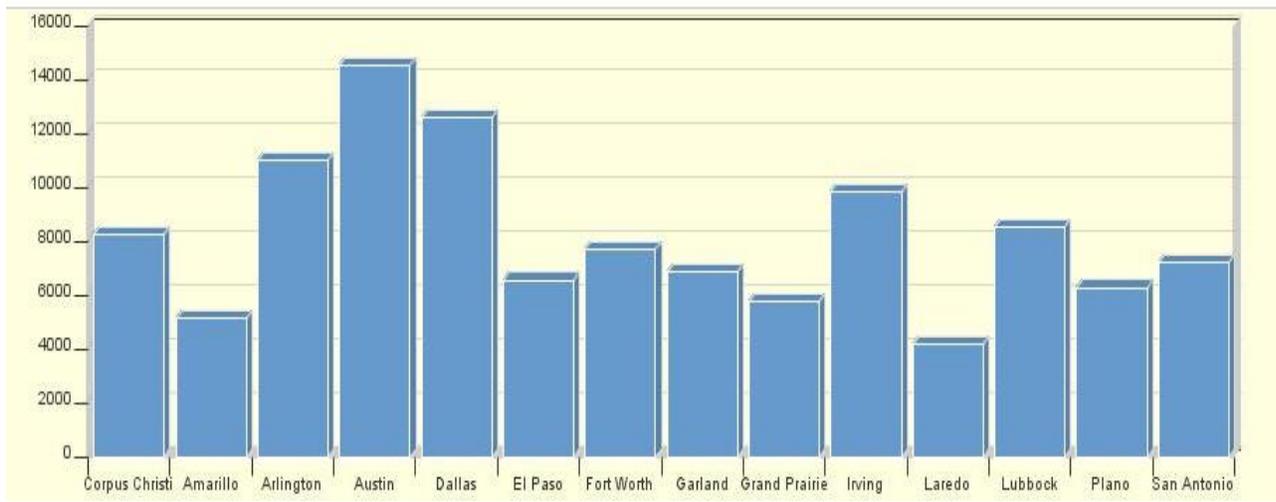
**PERFORMANCE TRENDS \***

CPR Baseline Measure	FY 15-16 (est)	FY 14-15	FY 13-14	FY 12-13	FY 11-12
<i>% of public records requests made available/responded to &lt;10 days</i>	99.086%	100%	100%	100%	100%
<i>Conviction rate on all cases tried in municipal court</i>	73.58	76.85	69.94	85.71	86.11
<i># preventable vehicle accidents</i>	143	129	107	121	102
<i>#work related injuries</i>	464	545	569	592	699
<i># lawsuits in which outside counsel is retained</i>	1	1	19	7	6

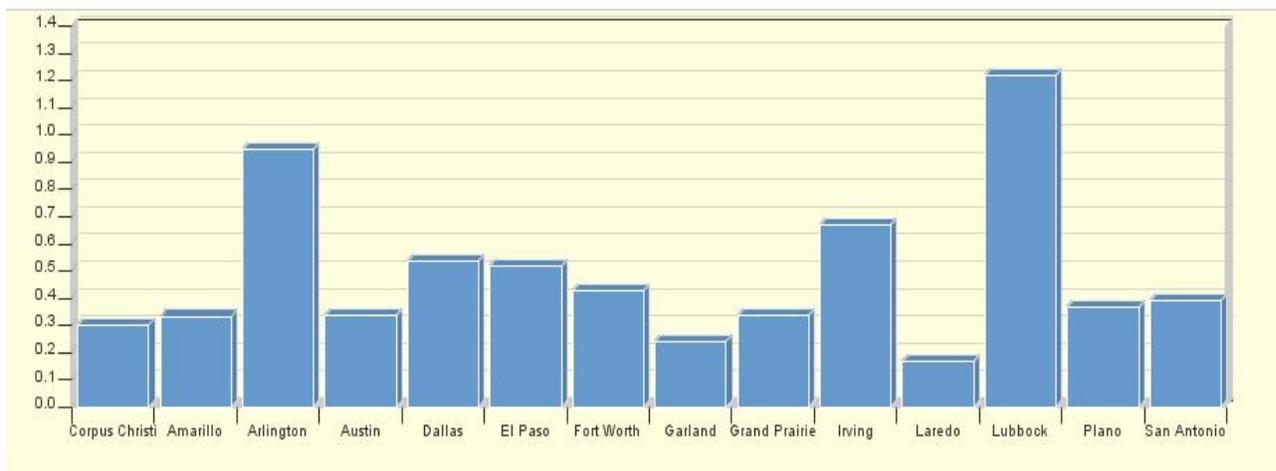
## EXTERNAL BENCHMARKS – COMPARISONS TO OTHER CITIES

Benchmark Measure Used	Ranking	Explanation of relative ranking
Expenses Per Capita	9	See charts below.
Expenses as a Percentage of City Budget	3	See charts below.
Municipal Court Prosecution Expenses in Relation to Municipal Court Collections	13	See charts below.
Average Workers' Compensation Expenses per Employee	9	See charts below.

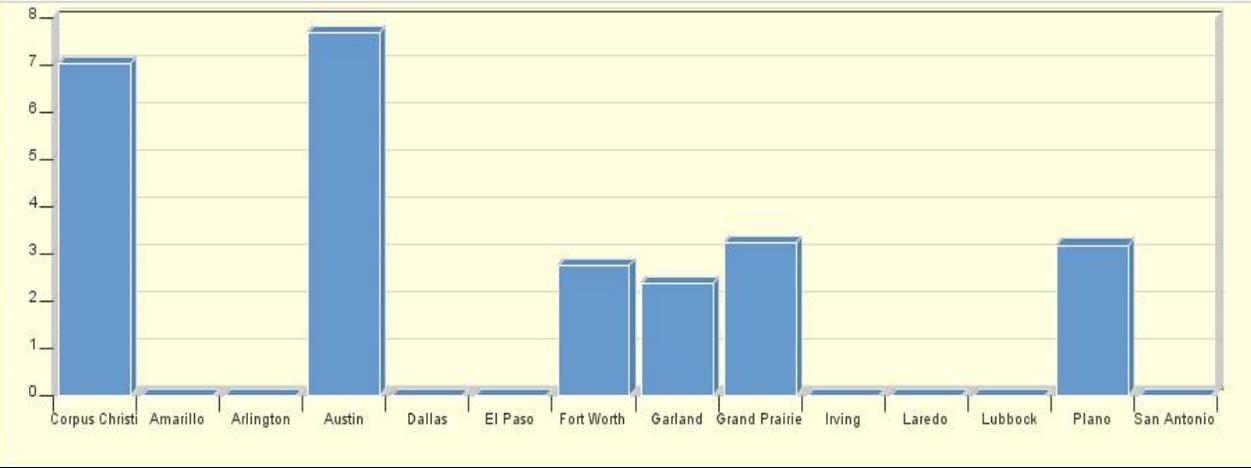
### Legal Department Expenses Per Capita



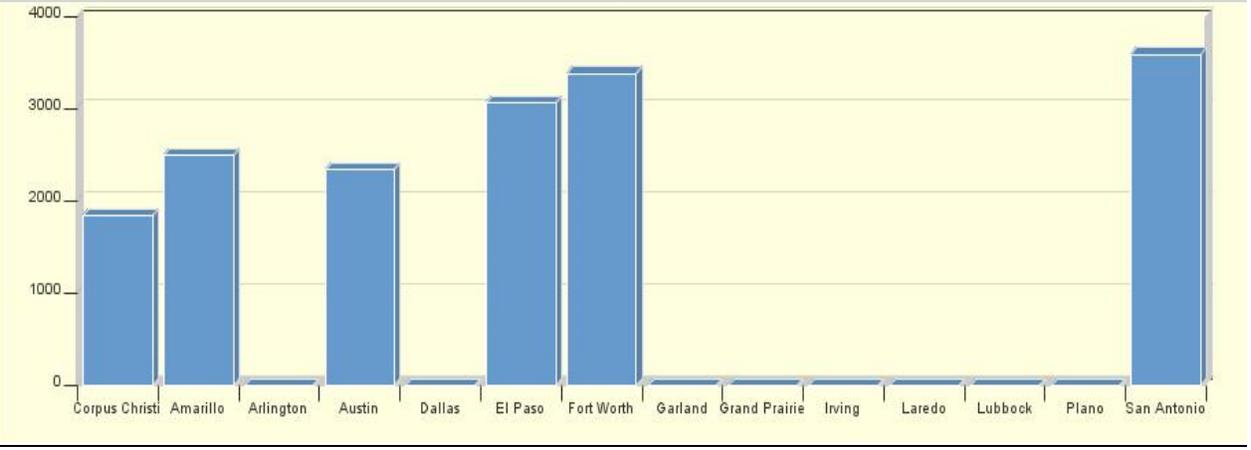
### Legal Department Expenses as a Percentage of City Budget



**Municipal Court Prosecution Expenses in Relation to Municipal Court Collections**



**Average Worker's Compensation Expenses per Employee**



# **FINANCIAL**

## **FINANCIAL TREND SUMMARY**

The CPM reported expenditures for the entire Legal Department (Legal, Risk Management, and Human Relations) show a decrease in FY 2016-2017. The number of reported FTE's shows a slight decline. However, this number of reported FTE's does not reflect the two frozen positions in the upcoming fiscal year.

## **EXPENDITURES BY MAJOR CATEGORY**

	<b>Adopted Budget 2016-17</b>	<b>Estimated Actual 2015-16</b>	<b>Actual 2014-15</b>	<b>Actual 2013-14</b>
# Budgeted FTEs	42.75	42.75	42.75	44
Personnel Services	\$ 3,312,393	\$ 3,167,339	\$ 3,065,521	\$ 2,801,978
Other operating	\$ 1,005,513	\$ 1,001,591	\$ 210,181	\$ 194,704
Contractual	\$ 8,330,129	\$ 9,222,938	\$ 9,826,096	\$ 8,558,536
Debt services	\$0	\$0	\$0	\$0
Internal service allocations	\$ 706,309	\$ 592,836	\$ 329,340	\$ 338,640
Capital outlay	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$13,354,344</b>	<b>\$13,984,704</b>	<b>\$13,431,138</b>	<b>\$11,893,858</b>

## **SOURCES OF REVENUES INCLUDING USER FEES & CHARGES**

**Total departmental revenue:** The Legal Department consists of three divisions. Risk Management is funded with departmental allocations. City Attorney's office has a small revenue source from copy sales. Human Relations is partly funded by federal contracts with the US Equal Employment Opportunity Commission (EEOC) and the US Department of Housing and Urban Development (HUD).

Source of revenue including user fees, charges and internal service fund allocations	If user fee or charges, conceptual basis and % cost recovery target	Date of last study	\$ generated annually
Allocations	Risk Management allocation for liability and workers' compensation costs.	08/18/2016	\$9,394,464
Public Information Charge	Statutory charges for copies produced orders.	08/18/2016	\$3,000
EEOC Contract	Expended \$251,220 on service for EEOC investigations.	08/18/2016	\$49,350
HUD Agreement	Expended \$55,573 on services for HUD investigations.	08/18/2016	\$95,696

# BUSINESS PLAN STRATEGIES & TASKS

**MISSION ELEMENT #1:** Provide ongoing advice to City officials

**Goal 1:** To ensure clients efficiently receive high quality legal services

<b>STRATEGY 1:</b> Send survey to departments that gauges satisfaction with attorneys		<b>Responsible Manager:</b> Senior Assistant City Attorney (SACA)
<b>Problem this strategy is addressing:</b> Client satisfaction		
<b>Tasks to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Review survey questions for accuracy.	10/30/16	SACA
2) Send annual survey.	11/30/16	SACA
3) Evaluate results	2/15/17	SACA

**MISSION ELEMENT #2:** Prepare and review legal documents

**Goal 1:** Identify and react to any potential adversity or risk to the City

<b>STRATEGY 1:</b> Continuing legal education for attorneys		<b>Responsible Manager:</b> Senior Assistant City Attorney (SACA)
<b>Problem this strategy is addressing:</b> Need for increased training for attorneys		
<b>Tasks to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Select courses, based on skills needed to improve (goal is to provide at least 50 hours in-house CLE)	9/30/17	SACA

**Goal 2:** Increase efficiency and consistency of legal forms

<b>STRATEGY 1:</b> Create a workflow to improve legal forms		<b>Responsible Manager:</b> Senior Assistant City Attorney (SACA)
<b>Problem this strategy is addressing:</b> Non-standardized legal forms		
<b>Tasks to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Review the list of standard legal forms in current use	12/31/16	SACA
2) Modify the list of standardized legal forms	3/31/17	SACA
3) Distribute list to legal personnel	9/30/17	SACA

**MISSION ELEMENT #3:** Process public information requests and appeals to Attorney General

**Goal 1:** Provide our customers with timely, courteous, and comprehensive request service

<b>STRATEGY 1:</b> Responsive information is prepared in accordance with the law and with the requestor's desire for convenience in mind.		<b>Responsible Manager:</b> Senior Assistant City Attorney (SACA)
<b>Problem this strategy is addressing:</b> Manual system of records management		
<b>Tasks to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Review public information procedures for possible process changes to increase efficiencies	3/1/17	SACA
2) Review process changes adopted in response to task 1, to identify efficiencies gained.	6/30/17	SACA
3) Document existing Attorney General Determination Letters.	8/30/17	SACA
4) Establish plan to increase the number of AG Determination Letters.	9/30/17	SACA

**MISSION ELEMENT #4:** Prosecute persons accused of violating State laws and City Ordinances

**Goal 1:** To better integrate Municipal Court prosecutors with City Hall.

<b>STRATEGY 1:</b> Ensure proficiency in prosecutors	<b>Responsible Manager:</b> Assistant City Attorney
<b>Problem this strategy is addressing:</b> Manual and/or outdated process	
Executing this strategy requires prosecutors to properly use the Municipal Court software and involves continually working with judges and court clerks to understand the system.	

**MISSION ELEMENT #5:** Risk Management

**Goal 1:** Keep liability costs to a minimum

<b>STRATEGY 1:</b> Improve driver behavior	<b>Responsible Manager:</b> Risk Manager	
<b>Problem this strategy is addressing:</b> Motor Vehicle Accidents		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Calculate annual number of preventable vehicle accidents	1/30/17	Risk Manager
2) Evaluate effectiveness of Drive Cam system.	4/30/17	Risk Manager
3) Develop performance measures to monitor distracted driving.	7/30/17	Risk Manager
4) Review effectiveness of committee process to review employment terminations.	9/30/17	Risk Manager

**Goal 2:** Minimize Workers Compensation claims and costs

<b>STRATEGY 1:</b> Evaluate 504 Physician Panel	<b>Responsible Manager:</b> Risk Manager	
<b>Problem this strategy is addressing:</b> Costs of workers' compensation claims		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Calculate annual cost savings reasonably attributable to 504 Panel	8/30/17	Risk Manager

**Goal 3: Develop and solicit Workers' Compensation third party administration RFP**

<b>STRATEGY 1:</b> Develop and solicit Workers' Compensation third party administration RFP		<b>Responsible Manager:</b> Risk Manager
<b>Problem this strategy is addressing:</b> Expiration of current third party administrator.		
<b>Tasks to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Enlist assistance of Insurance Consultants	6/1/17	Risk Manager
2) Develop Workers' Compensation third party RFP	7/1/17	Risk Manager
3) Review RFP's and make recommendations	8/1/17	Risk Manager
4) Review insurance coverage required of individual contractors.	9/30/17	Risk Manager
5) Review insurance coverage obtained by the City.	9/30/17	Risk Manager

**MISSION ELEMENT #6:** Represent the City and City officials in lawsuits

**Goal 1:** Continue with the development of an engaged, high-performing legal team

<b>STRATEGY 1:</b> Recruit, develop and retain quality attorneys and support staff		<b>Responsible Manager:</b> Chief of Litigation
<b>Problem this strategy is addressing:</b> Economical & effective representation of persons in litigation		
<b>Tasks to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Review potential cost effectiveness of full-time contract Litigator housed in the Legal Department	3/30/17	Chief of Litigation
2) Evaluate attainment of the goal to reduce outsourcing lawsuits by at least 50% from FY 2013-2014	9/30/17	Chief of Litigation

This strategy involves maintaining and developing in-house litigation, labor employment and construction attorney divisions that are equivalent to largest law firms in the City.

**MISSION ELEMENT #7:** Conduct and enforce a program of non-discrimination within the City

**Goal 1:** Conduct Employment and Fair Housing Discrimination investigations in compliance with the EEOC work-sharing agreement and Fair Housing contract

<b>STRATEGY 1:</b> Develop quarterly goals on case closures and promote conciliation or mediation process on EEOC and Fair Housing investigations	<b>Responsible Manager:</b> Human Relations Administrator
<b>Problem this strategy is addressing:</b> EEOC & Fair Housing Act Violations	

Execution of this strategy during the year requires periodic case management meetings with EEOC staff and case management meetings with Fair Housing staff.

**Goal 2:** Comply with the ADA Transition Plan

<b>STRATEGY 1:</b> Establish training to department ADA liaisons.	<b>Responsible Manager:</b> Human Relations Administrator	
<b>Problem this strategy is addressing:</b> Providing accessibility of physical facilities, services, policies and programs in compliance with the Americans with Disabilities Act.		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Obtain and update liaison names from Department Directors	10/31/2016	Human Relations Administrator
2) Provide Training sessions dependent on position	12/31/2016	Human Relations Administrator
3) Conduct annual meetings	9/30/2017	Human Relations Administrator
4) Obtain departmental ADA self-evaluation forms	9/30/2017	Human Relations Administrator

**Goal 3: Community outreach presentations**

<b>STRATEGY 1:</b> Conduct community meetings and presentations pertaining to the Fair Housing Act, EEOC, and ADA.		<b>Responsible Manager:</b> Human Relations Administrator
<b>Problem this strategy is addressing: The need for community education</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Human Relations Youth Commissioners to conduct Youth @ Work outreach training to area High Schools	6/30/2017	Human Relations Administrator
2) Conduct training to the C. C. Apartment Association and C. C. Housing Authority	6/30/2017	Human Relations Administrator
3) Conduct presentations to the Committee For People With Disabilities and the Human Relations Commission	2/28/2017	Human Relations Administrator
4) Promote April as Fair Housing month	5/31/2017	Human Relations Administrator
5) Interact with community advocates	9/30/2017	Human Relations Administrator



# City Auditor's Office Business Plan

**Fiscal Year: 2016-2017**

October 11, 2016

Approved by:

A blue ink signature of Arlena Sones, written in a cursive style, positioned above a horizontal line.

Arlena Sones, City Auditor

A blue ink signature of Chad Magill, written in a cursive style, positioned above a horizontal line.

Chad Magill, Audit Committee Chair

# DEPARTMENTAL PROFILE

## DEPARTMENT DESCRIPTION

In November 2010, ten years after the previous Internal Audit Department (executive function) had been dissolved, voters approved an amendment to the City Charter which created the City Auditor's Office (legislative function). The City Auditor is appointed by and reports to the City Council through the Audit Committee. The Audit Committee provides oversight and guidance to the City Auditor's Office in the performance of its responsibilities.

The City Auditor's Office provides independent and objective feedback to City Council on City departments, programs, activities, and functions. The City Auditor examines departments to determine if the internal control structure designed by management is sufficient to ensure the department's goals are achieved. The office identifies opportunities for management to strengthen internal controls, reduce costs, or increase the efficiency, quality, and effectiveness of operations. The City Auditor's work is vital in maintaining citizen trust and confidence that City resources are used effectively and efficiently.

The City Auditor's Office has a staff of four full-time equivalents (FTEs).

## ORGANIZATION CHART



## CURRENT BUSINESS ENVIRONMENT

City ordinance requires the City Auditor's Office to follow generally accepted government audit standards (GAGAS) established by the Government Accountability Office. Per

GAGAS the City Auditor's Office must undergo a peer review every three years. The first peer review occurred in May 2015. The peer review team determined that our "internal quality control system was suitably designed and operating effectively to provide reasonable assurance of compliance with Government Auditing Standards."

In 2015 the Government Finance Officers Association (GFOA) recommended local governments establish a comprehensive framework for internal control by adopting the COSO *Internal Control-Integrated Framework* (2013). The framework is a conceptual foundation for "designing, implementing, operating and evaluating internal controls" that provides reasonable assurance an organization is achieving its objectives. It also provides a standardized method to assess internal controls during audits. The framework is expected to be adopted through formal City procedure in FY 2017.

The City Auditor's Office has benefited from a stable workforce and has seen zero turnover in three years.

### **RISKS & VULNERABILITIES**

City departments experienced a decade without internal audit services, and management and staff of some departments are unaccustomed to being audited by this office. The lack of audit function appears to have diminished internal control foundations previously established. We strive to provide balanced coverage between auditing basic internal control structures while also addressing emerging risks.

Requests for audit services and fraud investigations throughout the year impact the completion of the annual audit plan approved by City Council. Throughout the year, the approved audit plan must be assessed and sometimes modified.

Implementation of new information systems has stretched thin City IT resources. This occasionally impacts our audits through delayed testwork or development of alternative test methodology.

### **ISSUES AND CHALLENGES FOR FY 2016-17**

Pinnacle issues in FY 2017 for the City Auditor's Office include improved productivity. Our goal is to complete timely audits within the approved hourly budget. As the office matures in its processes, the result will be more timely audit reporting.

Also, we must complete the refinement of audit procedures recommended during our 2015 peer review to improve quality control practices.

### **3 TO 5 YEAR OUTLOOK**

The City Auditor's Office will continue to build relationships with City management and staff to instill confidence that audits are performed professionally and objectively. We anticipate audits will increasingly include language referencing the COSO Internal Control-Integrated Framework.

Our second peer review will be conducted in 2018. It will assesses our continued compliance with government audit standards.

Our hope is to promote the internal audit profession and increase local exposure by hosting continuing professional education training events in the City.

# PERFORMANCE

## DEPARTMENT MISSION AND MISSION ELEMENTS

<b>MISSION:</b>	
Our mission is to provide assurance to the City Council that management has established an effective system of internal control.	
<b>ME#</b>	<b>Mission Element</b>
718	Conduct audits of City departments to address areas of highest risk, and provide actionable recommendations for improvement.

## SERVICES AND SERVICE LEVELS

<b>ME #</b>	<b>Service Provided</b>	<b>Measurement of Service</b>		<b>Is current demand satisfied ?</b>	<b>Current Level of Service</b>
		<i>Description of How Service Provided is Measured (i.e., the "service measure")</i>	<i>Activity level (annual)</i>		
<b>718</b>	<b>AUDIT SERVICES</b>	<b>NO. OF AUDIT REPORTS PUBLISHED</b>	<b>4</b>	<b>NO</b>	<b>3</b>
<b>718</b>	<b>UPDATE CITY COUNCIL ON STATUS OF AUDIT RECOMMENDATIONS</b>	<b>NO. OF FOLLOW-UP REPORTS</b>	<b>4</b>	<b>NO</b>	<b>3</b>
<b>718</b>	<b>MAINTAIN CITY AUDITOR'S HOTLINE FOR FRAUD, WASTE, AND ABUSE</b>	<b>NO. OF ALLEGATIONS RECEIVED</b>	<b>31</b>	<b>NO</b>	<b>31</b>
		<b>NO. OF ALLEGATIONS INVESTIGATED</b>	<b>16</b>		<b>16</b>
<b>718</b>	<b>VERIFY CASH FUNDS</b>	<b>NO. OF CASH COUNT REPORTS</b>	<b>2</b>	<b>NO</b>	<b>1</b>
<b>718</b>	<b>ADMINISTRATIVE SUPPORT TO AUDIT COMMITTEE</b>	<b>MINIMUM FREQUENCY OF COMMITTEE MEETINGS</b>	<b>4</b>	<b>YES</b>	<b>12</b>

### Primary factors creating demands for services and implications:

With our current staffing levels we can produce four audit reports per year; it will take over eight years to provide citywide audit coverage if we conduct only one audit for the 30+ City departments.

In order to meet current demand, more staffing would be required. One additional senior auditor would potentially produce two more audit reports per year, thereby reducing the time to provide audit services to all departments to five years. The cost of salary, fringe, equipment, software license, etc. for one additional position is an estimated \$100,000.

## TABLE OF GOALS AND ASSOCIATED PERFORMANCE MEASURES

ME #	Goal	Performance Measure Associated With Goal	Is Measure included in CPR?	Annual Target
718	Provide effective audit reporting with actionable recommendations	% of recommendations accepted by management	No	90%
718	Provide timely reports	% of audits meeting milestone dates	No	75%
		% of follow-up reports issued within one year of audit	No	75%
718	Provide efficient audit services	% of direct (e.g. audit) hours to total hours	No	63%
		% of audits completed within budgeted hours		75%
718	Continuous improvement through implementation of audit recommendations	% of recommendations implement by management	No	85%
718	Reduce the risk that cash funds are mishandled	No. of cash count reports	No	2
718	Reduce the risk that fraud, waste or abuse occurs and remains undetected	No. of allegations received	No	30
		No. of allegations investigated	No	10

## PERFORMANCE TRENDS

Baseline Measure	FY 15-16 (est)	FY 14-15	FY 13-14	FY 12-13	FY 11-12
% of recommendations accepted by management	92%	91%	97%	100%	100%
% of audits meeting milestone dates	0/3	n/a	n/a	n/a	n/a
No. of follow-up reports issued within one year of audit	0/3	n/a	n/a	n/a	n/a
% of direct (audit) hours/total hours	53%	n/a	n/a	n/a	n/a
% of audits completed within budgeted hours	1/3	n/a	n/a	n/a	n/a
No. of cash count reports	1	2	3	4	1
No. of allegations received	31	30	32	47	29
No. of investigations	14	9	n/a	n/a	n/a

Performance trends appear low because previous audit plans have been overly ambitious considering the newness of the office and the level of experience. Prior audit plans budgeted only 200 hours for hotline reporting/investigations; however, recent data show the actual hours to be closer to 600 hours per year. To compound issues, limited staffing means every audit is on the critical path. If one audit takes longer to complete, it affects the timing of every other project.

# FINANCIAL

## FINANCIAL TREND SUMMARY

The City Auditor's Office has consistency spent below the approved budget. In FY 2015, it expended 96% of its budget. Personnel services, which accounts for over 75% of its budget, are the main expense for the City Auditor's Office.

## EXPENDITURES BY MAJOR CATEGORY

	Adopted Budget 2016-17	Estimated Actual 2015-16	Actual 2014-15	Actual 2013-14
# Budgeted FTEs	4	4	4	4
Personnel Services	358,593	354,558	335,671	319,389
Other operating	6,780	9,481	7,037	4,136
Contractual	17,983	31,369	21,544	14,998
Debt services	0	0	0	0
Internal service allocations	59,339	70,728	66,143	59,496
Capital outlay	0	0	0	0
Total	442,696	466,136	430,395	398,019
Grant expenditures	0	0	0	0

## SOURCES OF REVENUES INCLUDING USER FEES & CHARGES

Total departmental revenue: This office does not generate revenue.

Source of revenue including user fees, charges and internal service fund allocations	If user fee or charges, conceptual basis and % cost recovery target	Date of last study	\$ generated annually
None			

## CAPITAL BUDGET SUMMARY

This office does not have a capital budget in FY 2017.

# BUSINESS PLAN STRATEGIES & TASKS

**MISSION ELEMENT #:** 718

**MISSION ELEMENT:** Our mission is to provide assurance to the City Council that management has established an effective system of internal controls.

**Goal 1:** Provide assurance to City Council that management has developed an adequate system of internal controls.

<b>STRATEGY 1:</b> Obtain City Council approval of annual audit plan.	<b>Responsible Manager:</b> Arlena Sones, City Auditor
<b>Problem this strategy is addressing:</b> Ensures Council concurrence on areas of highest risk to the City (existing and emerging) to maximize effectiveness of limited audit resources.	

Assess areas of risk to the City using input from City Council and City management. Develop annual audit plan to address high risk areas.

**Goal 2:** Provide effective audit reporting with actionable recommendations.

<b>STRATEGY 1:</b> Perform audits in accordance with generally accepted audit standards.	<b>Responsible Manager:</b> Arlena Sones, City Auditor
<b>Problem this strategy is addressing:</b> Inadequate internal control structure/deficiency.	

Develop individual audit program which will answer the audit objective. Conduct the audit efficiently in a professional manner. Develop realistic recommendations with management to address audit deficiency. Report results to the Audit Committee/City Council.

**Goal 3:** Provide assurance to City Council that continuous improvement occurs through implementation of audit recommendations.

<b>STRATEGY 1:</b> Follow-up with management to determine implementation status of significant recommendations.	<b>Responsible Manager:</b> Arlena Sones, City Auditor
<b>Problem this strategy is addressing:</b> Assurance that audit deficiency has been corrected.	

Within one year of audit report, review the progress made in implementing recommendations and provide status update to Audit Committee/City Council.

**Goal 4:** Reduce the risk and minimize the impact of fraud, waste, and abuse of City resources.

<b>STRATEGY 1:</b> Maintain hotline for employees to report allegations of fraud, waste, and abuse.	<b>Responsible Manager:</b> Arlena Sones, City Auditor
<b>Problem this strategy is addressing:</b> Reduce opportunities for fraud, waste, or abuse.	

Track all allegations and conduct investigations of serious issues. Report results to City management.

**Goal 5:** Professional development of audit staff.

<b>STRATEGY 1:</b> Ensure the audit staff has the technical knowledge necessary for audit and investigations.	<b>Responsible Manager:</b> Arlena Sones, City Auditor
<b>Problem this strategy is addressing:</b> Compliance with City ordinance, government audit standards, and licensing bodies.	

As funding permits, schedule training events for staff to meet minimum requirements for continuing professional education (CPE). Track the number of CPE hours obtained.

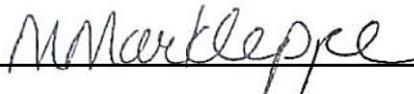


# Code Enforcement (Police)

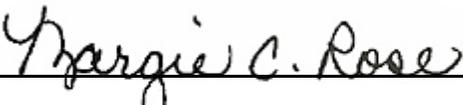
**Fiscal Year: 2016-2017**

August 18, 2016

Approved by:

  
\_\_\_\_\_

Mike Markle, Chief of Police

  
\_\_\_\_\_

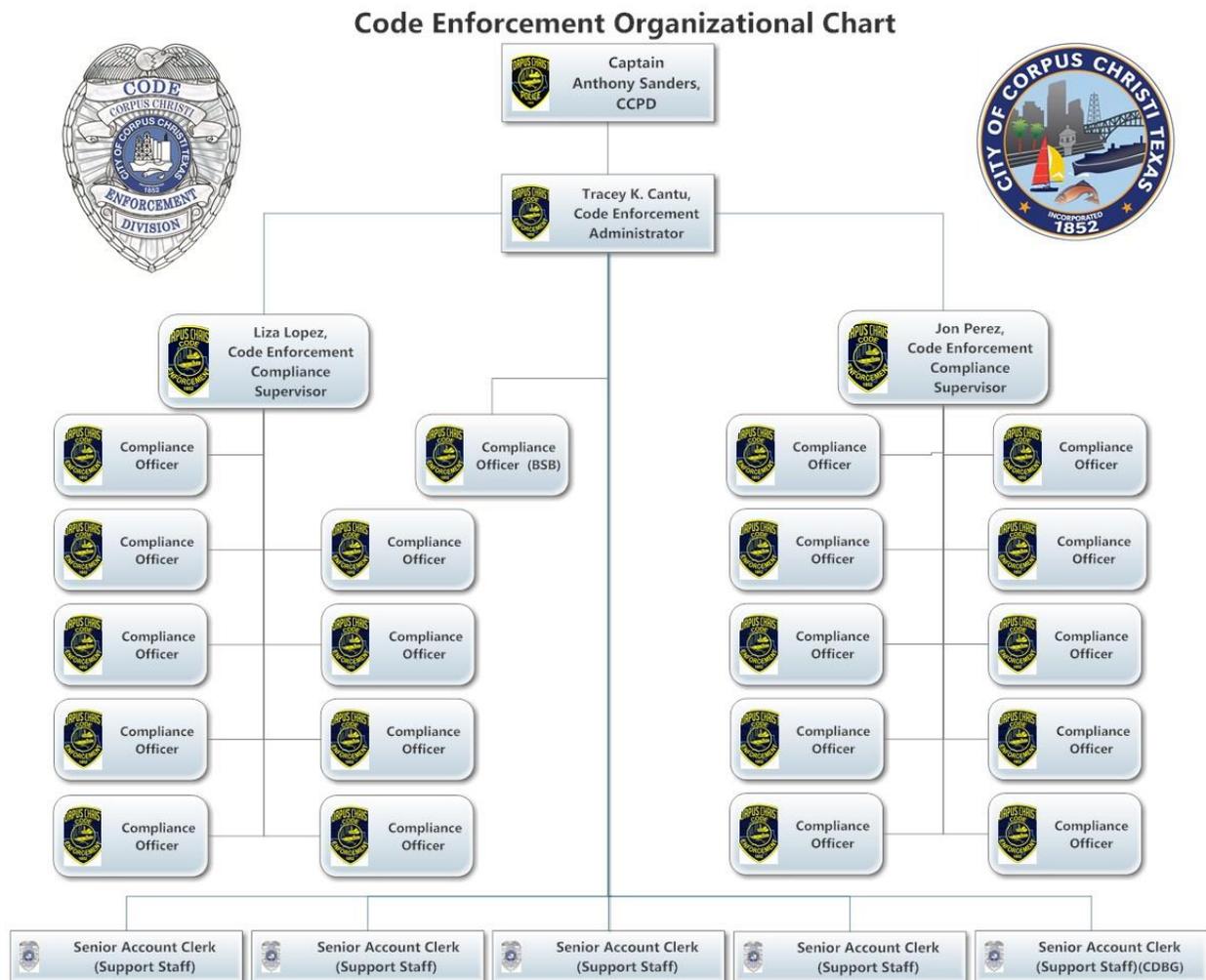
Margie C. Rose, City Manager

# DEPARTMENTAL PROFILE

## DEPARTMENT DESCRIPTION

The Code Enforcement Division is responsible for enforcing ordinances that are designed to ensure our neighborhoods are maintained in a clean and safe manner. It addresses issues such as tall weeds, junked vehicles, zoning violations, work without permit, property maintenance and substandard structures. Using Municipal ordinances and State statutes, it enforces and abates these types of violations.

## ORGANIZATION CHART



## **CURRENT BUSINESS ENVIRONMENT**

The Code Enforcement (CE) Division responds to citizen complaints regarding City ordinance violations. Compliance Officers also proactively patrol assigned inspection areas addressing property maintenance issues, junked vehicles, sub-standard structures, etc. Under the purview of Police Department, the CE Division is now taking a more active and direct role in working with violators and complainants to find lasting impactful results for blighted conditions throughout the community. Compliance Officers are making contact with property owners, tenants, and business owners to assist in resolving the “root problem” of neighborhood eyesores. The CE Division is utilizing administrative abatement measures, such as Chapter 54 of the Texas Local Government Code to attain compliance for long-term blighted properties. Through various public outreach efforts, Code Enforcement is seeking partnerships with the community and volunteer groups that provide assistance to those whom are destitute.

## **RISKS & VULNERABILITIES**

1. Code Enforcement Staffing and Funding levels have been historically inadequate to meet expectations. The division has not been budgeted for additional officers since FY 2012. Limited manpower results in reactive instead of proactive enforcement.
2. As part of the department's more aggressive stance of abating blighted properties, the Code Enforcement Division will be abating more properties than has been seen in previous years. This abatement process will include the use of administrative remedies such as Chapter 54. Abatement funding does not sustain activity level required throughout the fiscal year.
3. Current staffing levels will only work to address the current blight in the city. A substantial reduction in levels will require a goal ratio of staffing one compliance officer per police beat. This commitment will work to reduce blight, which will further attract economic growth to the city.
  - Issues 1 through 3 are being combated by our strategy to “utilize alternate abatement measures and ordinance revisions to resolve violations at problem properties.” The goal is to find long term solutions so we are not returning to the same properties year after year to deal with repeated problems.
  - Issues 1 through 3 are being combated by our strategy to “Taking a more active and direct role in working with violators and complainants to find lasting impactful results for blighted conditions throughout the community.”
4. Lack of adequate office space is hindering the unit’s ultimate goal of creating more efficiency, along with increasing the cohesiveness for the unit. Relocating to a larger space allowing the entire unit to office together will create a more conducive working

environment. Combining the groups under one roof will establish a well-organized workforce that functions cohesively toward resolving issues that blight our community.

- Code Enforcement is researching solutions for more office space.

#### **ISSUES AND CHALLENGES FOR FY 2016-17**

The loss of \$200,000 in CDBG grant funding for abatement activities and the demolition grant program will adversely affect our ability to assist low income residents with removal of health and safety issues.

- Code Enforcement is researching other possible funding sources and additional grants to supplement this effort.

In 2014 when the Code Enforcement division split from the Housing and Community Development Department administrative duties such as payroll, employment forms, accounts receivable requisitions, and travel documentation remained the responsibility of the Director's administrative assistant with Housing and Community Development. A restructuring of this department has forced code enforcement to take on these responsibilities without a budgeted employee for this purpose. Also, the division was also left without a customer service representative to assist with walk-ins or phone calls from the public seeking assistance.

- Code Enforcement has utilized salary savings for the past three years to fund a customer service position that has remained unbudgeted.
- For the remainder of FY16 salary savings will also be utilized to fill an unbudgeted position to take care of the administrative assistant responsibilities.
- Implementating a vacant building and rental registration program would also be under the purview of the administrative assistance. Such programs will generate revenue for the division and fund this position.

### **3 TO 5 YEAR OUTLOOK**

1. As Code Enforcement moves toward reducing the blight in the city, there is an ever growing issue with litter and illegal dumping throughout the city. The addition of 3 to 5 compliance officers yearly for the next five years will assist with identifying and controlling these issues. In addition, these officers will further educate the public on current code violations.
2. Update and revise ordinances such as amending the vacant building ordinance with storefront requirement provisions for commercial structures; creating and passing an ordinance prohibiting parking in the yard; and improving the Building Standards Board process and amending necessary ordinances.
3. Update and revise ordinances such as amending the vacant building ordinance with store-front requirement provisions for commercial structures; Creation and passage of an ordinance prohibiting parking in the yard; and improve the Building Standards Board Process and amend necessary ordinances.
4. Establish revenue sources to support the code enforcement program by implementing registration programs for vacant buildings and rental properties. These registration programs will also provide the City with essential information to locate and notify property owners in case of emergency or code violations, and to ensure the owner understands their obligation to property maintenance as required by City Ordinances.
5. Utilize software and technology upgrades to create efficiencies in processing citizens' concerns becoming more proactive and tracking of case management / statistical data.

# PERFORMANCE

## DEPARTMENT MISSION AND MISSION ELEMENTS

<b>MISSION:</b> To strengthen neighborhoods by preventing the deterioration of housing and commercial properties, through the enforcement and abatement of code violations.	
ME#	Mission Element
157	Administer and enforce housing, zoning, nuisance codes, etc.
158	Violation Prevention

## SERVICES AND SERVICE LEVELS

ME #	Service Provided	Measurement of Service		Is current demand satisfied ?	Current Level of Service
		Description of How Service Provided is Measured (i.e., the "service measure")	Activity level (annual)		
157	Enforcement	Average number of days to investigate calls for service	10.28	no	5 days or less (8.69 fy16)
		Average number of days to resolve cases	27.22	yes	30 days or less (16.84 fy16)
	Abatements	City-wide operation for removal and disposal of blighted conditions at private and public properties, mowing, clearing, demolition of health, safety and quality of life violations.	\$214,032.65	yes	\$214,032.65 budget ed funds
158	Public outreach efforts	Participation in community meetings and events to inform the public of the positive impact code enforcement activities have on improving the community.	37 public projects/ events attended FY14-15	yes	95

158	Education	Efforts to engage, inform, and educate citizens via social media, website, public service announcements, and written materials regarding property maintenance to keep our community free from public health and safety risks.	51,854 people reached by social media FY14-15	no	44,035
	Field contacts - direct contact with property owners, tenants, and complainants to facilitate resolution of health, safety and quality of life violations.	percentage of code enforcement cases brought into voluntary compliance	30%	no	goal of 50% (38% fy16)

**Primary factors creating demands for services and implications:**

Under the “Enforcement” service provided, code enforcement is not meeting are target of an average of five (5) days to respond with an initial investigation for a call for service. There has been improvement from 10.28 days in FY15 to 8.69 currently this FY through creating efficiencies in the work flow process. More manpower would make a significant impact to reduce response time to calls for service. 18 compliance officers cover 160 square miles of territory in the 29 beats (inspection areas). A decision package was submitted requesting an additional 11 officers to improve the beat per officer ratio to 1 for 1 which is the same model per shift as the patrol division of the police department.

**TABLE OF GOALS AND ASSOCIATED PERFORMANCE MEASURES**

ME #	Goal	Performance Measure Associated With Goal	Is Measure included in CPR?	Annual Target
157	Eliminate blighted conditions throughout the City of Corpus Christi	# of sub-standard structures demolished	Yes	75
		# of citations issued	Yes	No target –
		# of completed abatement work orders	Yes	No target –
	Compliance	# of calls for service brought into voluntary compliance	Yes	No target –
		Average number of days to investigate calls for service	Yes	5
		Average number of days to resolve cases	Yes	<30
	158	Improve Awareness through public outreach efforts and inform the public of the positive impact code enforcement activities have on improving the community.	# of public events attended; community meetings attended; presentations provided; community service projects	Yes
# of social media followers			Yes	No target –
# of people reached by social media posts			Yes	No target –
# of social media posts			Yes	No target –

## PERFORMANCE TRENDS

CPR Baseline Measure	FY 15-16 (est)	FY 14-15	FY 13-14	FY 12-13	FY 11-12
Total # full-time code compliance officers	20	20	20	20	16
# Junked vehicles investigated	1,368	1,242	753	969	866
# Tall Weeds Violations	4,786	3,288	4,433	5,089	4,270
# Sub-standard structures demolished	84	59	55	100	74
# Citations issued	852	400	931	636	705
Total # code compliance case investigated	16,113	14,529	11,797	16,370	14,702

## EXTERNAL BENCHMARKS – COMPARISONS TO OTHER CITIES

BENCHMARK CITIES	<u>Average Number of Days to Investigate Calls for Service</u>	<u>Number of Properties Abated Per Capita</u>	<u>Number of Social Media Followers Per Capita</u>
AUSTIN	4.52	0.412	1.5
CORPUS CHRISTI	8	2.07	4
IRVING	1	9.3	N/A
SAN ANTONIO	1.27	NOT PROVIDED	N/A

# **FINANCIAL**

## **FINANCIAL TREND SUMMARY**

Community Development Block Grant (CDBG) has been reduced by \$200,000 for FY16-17. Abatement activities and demolition program have been reduced to \$100,000 each. Personnel funding for FY16-17 will remain consistent at \$307,032 which funds salaries, benefits, and training for five (5) compliance officers and one (1) clerical support employee. The Housing and Community Development Department advises that all CDBG funding for code enforcement will be eliminated for FY18. The current reductions and anticipated loss of funding will directly impact code enforcement's ability to maintain current service levels for abatement and demolition of blighted properties. A loss of FTEs will result in a significant delayed response and resolution of calls for service.

## **EXPENDITURES BY MAJOR CATEGORY**

	<b>Adopted Budget 2016-17</b>	<b>Estimated Actual 2015-16</b>	<b>Actual 2014-15</b>	<b>Actual 2013-14</b>
# Budgeted FTEs	22	22	22	22
Personnel Services	974,119	993,707	976,138	876,019
Other operating	57,193	65,337	62,283	77,238
Contractual	374,214	342,467	330,197	342,968
Debt services	0	0	0	0
Internal service allocations	493,909	553,728	366,708	554,221
Capital outlay	53,208	0	45,412	26,899
<b>Total</b>	<b>1,952,643</b>	<b>1,955,240</b>	<b>1,780,739</b>	<b>1,877,346</b>
Grant expenditures	0	0	0	0

## **SOURCES OF REVENUES INCLUDING USER FEES & CHARGES (by Department)**

Source of revenue including user fees, charges and internal service fund allocations	If user fee or charges, conceptual basis and % cost recovery target	Date of last study	\$ generated annually
Collections on abatement or demolition liens	City ordinance	unk	\$161,600

# BUSINESS PLAN STRATEGIES & TASKS

**MISSION ELEMENT #157:** Administer and enforce housing, zoning, nuisance codes, etc.

**Goal 1: *Eliminate blighted conditions throughout the City of Corpus Christi***

<b>STRATEGY 1:</b> Utilize alternate abatement measures and ordinance revisions to resolve violations at problem properties		<b>Responsible Manager:</b> Captain Anthony Sanders
<b>Problem this strategy is addressing:</b> (1 thru 3) Maximizing effort and creating efficiencies for current staffing levels. Finding creative lasting solutions for long-term blighted properties.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Creation & Passage of an ordinance prohibiting parking in the yard.	Sept 30, 2017	Tracey Cantu
2) Vacant Building Ordinance Amendments to include Store Front Requirements for Commercial Structures	Sept 30, 2017	Tracey Cantu
3) Passage of 2015 International Property Maintenance Code	Oct 1, 2016	Tracey Cantu
4) Creation & Passage of Registration programs for Vacant Buildings and Rental Properties	Sept 30, 2017	Tracey Cantu

**Goal 2: *Compliance***

<b>STRATEGY 1:</b> Taking a more active and direct role in working with violators and complainants to find lasting impactful results for blighted conditions throughout the community.		<b>Responsible Manager:</b> Captain Anthony Sanders
<b>Problem this strategy is addressing:</b> (1 thru 3) Maximizing effort and creating efficiencies for current staffing levels. Finding creative lasting solutions for long-term blighted properties.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Establish a network of agencies and community partners to assist those who are destitute	September 30, 2017 On-going	Tracey Cantu; Michael Gutierrez
2) Measure voluntary compliance rate compared to activity of previous years	September 30, 2016	Jon Perez
3) Evaluate & adjust inspection assignment areas based on volume of calls for service, response rate, and officer caseload levels	November 30, 2015	Jon Perez & Liza Lopez
4) Assess productivity of each compliance officer...monthly evaluation of a direct report activities to be conducted by supervisor	Monthly throughout 2016-2017	Jon Perez & Liza Lopez

**MISSION ELEMENT #158: Violation Prevention**

**Goal 1: Improve Awareness through public outreach efforts and inform the public of the positive impact code enforcement activities have on improving the community.**

<b>STRATEGY:</b> Utilize Social Media and community events & meetings		<b>Responsible Manager:</b> Captain Anthony Sanders
<b>Problem this strategy is addressing:</b> (1 thru 3) Maximizing effort and creating efficiencies for current staffing levels. Finding creative lasting solutions for long-term blighted properties.		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Add paperless fillable applications for outreach services on the Code Enforcement web page.	September 30, 2017	Jon Perez; Tracey Cantu
2) Increase the community's enrollment into Code Enforcement's Facebook page, Twitter and other social media outlets.	September 30, 2017	Jon Perez; Tracey Cantu
3) Revise all educational materials (electronic and paper) to reflect updated 2015 International Property Maintenance Code	October 31, 2016	Jon Perez, Rachel Ramirez



# Development Services

**Fiscal Year: 2016-2017**

September 23, 2016

Approved by:

Handwritten signature of Daniel McGinn in black ink, written over a horizontal line.

Dan McGinn, Interim Director

Handwritten signature of Mark Van Vleck in blue ink, written over a horizontal line.

Mark Van Vleck, Assistant City Manager

# DEPARTMENTAL PROFILE

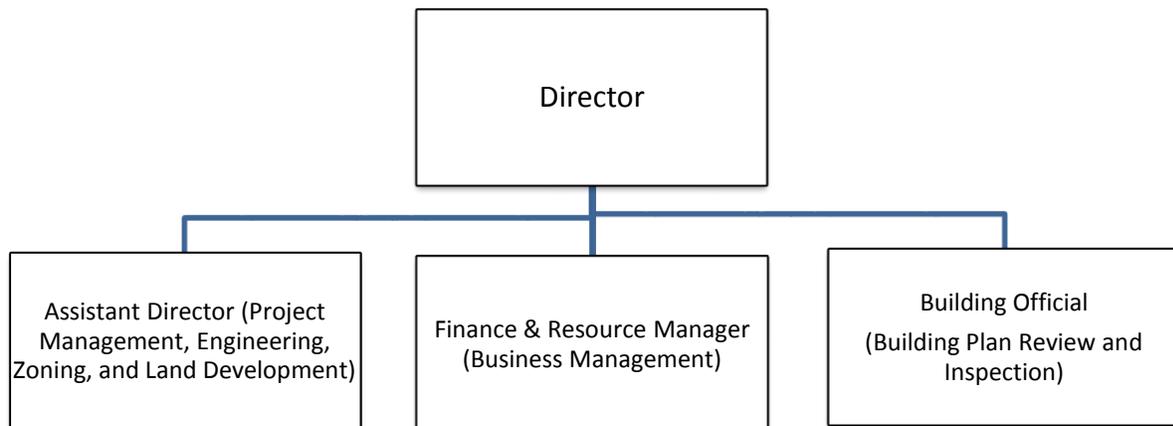
## DEPARTMENT DESCRIPTION

The Development Services Department is responsible for planning, development and permitting activities in the City of Corpus Christi. Development Services brings together all facets of the development process from land use to infrastructure review, to vertical construction. Expanded use of project management services allows us to perform our services to the general public in a customer friendly, accessible, and easy to understand process. The department consists of sixty-one (61) full time employees, supplemented with seasonal and temporary staff, as well as an intern program which draws support from Del Mar College, Texas A&M University Corpus Christi, and Texas A&M Kingsville.

The department continues to take steps to bring service delivery to the next level. Our project management approach covers all complex project types including platting, zoning, building permits and commercial projects. Our internal training programs were expanded to improve consistency; we created a technological advantage by improving our real-time inspection process and electronic plan review and submittals, and we continue to improve our efforts to standardize the processes we use to ensure the consistency and transparency our customers expect.

In November, we will implement our new permitting system through Infor. As part of the new system, the Department will move to a mostly electronic system. This will improve the overall development process by creating a more efficient electronic submittal system and provide automated notifications for the internal and external customers.

## ORGANIZATION CHART



## **CURRENT BUSINESS ENVIRONMENT**

Development Services continues to provide more services to more customers every year, while maintaining similar levels of efficiency in the building permit review processes. In the past three years, residential building permits issued have increased approximately 15% overall while the total number of full time employees has remained the same.

While some indicators show that we are likely to experience a slight decrease in permit activity, the overall economic development environment is relatively stable with projections for slow economic growth, low interest rates, low unemployment rates and net inventories for housing at relatively low levels.

Since the Planning Department was eliminated, Development Services has managed outside planning consultants to help create and update the City's 20-year Comprehensive Plan. And, in the past year, has managed several additional permits for other City departments.

All this additional work was done as we continued to provide our core services of building permits, and maintained our goals of reviewing residential permits within two days, with a year-to-date average of 2.5 days. The review for commercial building permits also stayed well within our goals of 14 days, with a year-to-date average of 9.5 days.

## **RISKS & VULNERABILITIES**

Development Services historically had a high level of turnover and vacancy rate in the inspector division as well as in the land development engineering division. In the past year, inspector vacancies were filled and the group seems to be stabilized. The engineer vacancies were also filled with only one position still actively being filled.

However, these two groups remain critical and vulnerable due to the high volume of work and stress associated with hard deadlines and working with customers on a daily basis.

The design, testing and implementation of the new Infor system for the past year was a complicated task that took more time and resources than anticipated.

Due to these two high risk items, we are currently working to set up a contract to bring in third party reviewers to review items such as public improvements and site plan work. We are also working to get third party building inspections service contract. These would only be used to supplement staff as needed during periods of high volume periods or vacancies.

Development Services works in a high volume, very fast paced, business friendly environment with a strong emphasis on Customer services. This is a unique combination for this type of department, which rarely compares to other municipalities. Because of this, when new employees start, even with previous public sector experience, they go through a very long and difficult learning curve.

## **ISSUES AND CHALLENGES FOR FY 2016-17**

The issues and challenges faced by the department include hiring and retaining qualified staff who share the development philosophies of the department.

Although we filled most vacant positions, training and retaining these new employees will be a challenge; especially critical will be the engineering and inspector positions.

The department is working on several high-profile, crucial, work extensive and time critical projects which take time away from our core business of zoning, platting, public improvements and building permits.

1. Infor
  - Completion of design and testing
  - Training of staff
  - Training of Customers
2. 2015 Building Codes
  - Training of staff
  - Training of Customers
3. Support of Code Enforcement Group
  - a. Building Standards Board
  - b. Zoning – On-site visits and Inspections
  - c. Court Cases – expert/witness testimony
4. Comprehensive Plan
  - Adoption by City Council
  - Implementation
  - Area Development Plans
  - Public outreach to key stakeholder groups
5. FEMA
  - Preliminary and Final Maps
  - Downtown Levee System
  - Hazard Mitigation Plan
  - Training of Customers – Engineers, Surveyors, Contractors, Homeowners
6. Specific Planning Related Items:
  - North Beach
  - New Bridge
  - Signs
  - Carports
  - Day Rentals

While there is no formal planning group, Development Services has managed the former Planning department budget. We will continue to manage that budget and continue to hire outside planning consultants to help implement the new Comprehensive Plan and to create and update Area Development Plans in the upcoming year.

All of these items are critical and must be completed while our core business tasks cannot suffer. In order to accomplish this, outside consultants must be brought in to supplement staff to allow them the flexibility to focus on either the core business or address these critical items.

### **3 TO 5 YEAR OUTLOOK**

The overall economic outlook appears to be positive based on available projections from State and local government agencies. The data suggests slow growth will be the new norm, interest rates may rise, but very slowly and inflation is expected to remain low. We project a continued improvement of the housing market with job expansion and unemployment stable. These factors suggest the likely demand for single and multifamily housing with subsequent commercial development will continue into the near term.

Local school districts are proposing large bond elections for new schools and significant remodels/improvements of existing schools.

Del Mar College is also proposing a large bond election for a new south side campus. Along with the new Harbor bridge, the redevelopment of the former bridge location will likely bring additional business to the area.

We will continue to expand our public outreach to our Customers by providing training on our new codes, new Infor system as well as our general core processes.

Due to the continued work volume, large numbers of specific projects and high risks of vacancies and turnover, a possible option to use outside consultants to complete plan reviews, inspections and special projects has to be a serious consideration for the upcoming years.

1. Continue to leverage capabilities of Infor system to improve process cycle times; fully implement electronic submission and review processes.
2. Continuously improve staff training and continue working with Human Resources on compensation and classification review process to develop, attract and retain the right people.
3. Develop long-range plan for location and configuration of Development Services' office space.
4. Work with Utilities, Traffic and Streets staff to continue development of design standards and details.
5. Improve the flood plain administration program with a focus on improving the CRS (Community Rating System) score and increasing flood insurance discounts.
6. Implement new FEMA Flood Plain Maps. Including Public outreach and education.
7. Determine Code requirements of the National Electric Code, International Building Code and International Residential Code which need to be modified and adopted into the City's Technical Construction Code amendments.

# PERFORMANCE

## DEPARTMENT MISSION AND MISSION ELEMENTS

<b>MISSION: Administer the building and development codes, and facilitate development of the City</b>	
ME#	Mission Element
281	Oversight of Building Construction
282	Provide Project Management and Coordinate with Key Internal Stakeholders
283	Miscellaneous Permitting
284	Oversight of Land Development & Public Infrastructure Process
285	Provide Support to Boards, Commissions and Technical Committees

## SERVICES AND SERVICE LEVELS

ME #	Service Provided	Measurement of Service		Is current demand satisfied ?	Current Level of Service
		Description of How Service Provided is Measured (i.e., the "service measure")	Activity level (annual)		
281	CONDUCT RESIDENTIAL PLAN REVIEWS	# OF DAYS FROM SUBMISSION TO APPROVAL/COMMENTS ISSUED	3,903 APPS.	NO	2 DAYS
		# OF REVISIONS	400		
	CONDUCT COMMERCIAL PLAN REVIEWS	# OF DAYS FROM SUBMISSION TO APPROVAL/ COMMENTS ISSUED	958 APPS.	YES	14 DAYS
		# OF REVISIONS	336		
	ISSUE PERMITS, LICENSES & REGISTRATIONS	# OF DAYS FROM APPLICATION TO ISSUANCE	16,708 APPS.	YES	1 DAY
	CONDUCT INSPECTIONS	# OF DAYS FROM REQUEST TO INSPECTION	38,544 INSP.	YES	1 DAY
% OF INSPECTIONS APPROVED		30,835		80%	
282	PROVIDE PROJECT MANAGEMENT AND COORDINATE WITH KEY INTERNAL STAKEHOLDERS	# OF DAYS FROM INITIAL SUBMISSION TO C OF O	220 C OF OS	NO	VARIABLES
283	PROCESS MISC PERMITS FOR OTHERS	# OF DAYS FROM APPLICATION TO ISSUANCE	2,300 APPS.	YES	1 DAY
284	ZONING APPROVAL	# OF DAYS FROM PLANNING COMMISSION ACTION TO CITY COUNCIL	# OF CASES	NO	30 DAYS
	REVIEW AND APPROVE PLATS	# OF DAYS FROM COMPLETE APPLICATION TO PLANNING COMMISSION APPROVAL	120 PLATS	YES	30 DAYS

285	PROCESS ACCURATE, TIMELY AGENDA ITEMS FOR BUILDING CODE BOARD OF APPEALS, PLUMBING/MECHANICAL ADVISORY BOARD, AND ELECTRICAL ADVISORY BOARD	# OF DAYS FROM COMPLETED APPLICATION-TO PRESENTATION	48 AGENDA ITEMS	YES	10 DAYS
	PROCESS ACCURATE TIMELY AGENDA ITEMS FOR PLANNING COMMISSION, LANDMARK COMMISSION, AND ZONING BOARD OF ADJUSTMENT	# OF DAYS FROM COMPLETED APPLICATION TO PRESENTATION	260 PC 48 ZBA 2 LC	YES	30 DAYS

**Primary factors creating demands for services and implications:**

Increased regulatory oversight by TCEQ creates additional demand of Inspection Staff for backflow / cross connection inspections. Greatly interdepartmental cooperation between Development Services and Code Enforcement creates additional demand of inspection and administrative staff.

The design, testing and implementation of the new Infor system has created a great demand on staff. This has caused the daily business work to fall behind schedule. The continued testing and training of the new system will continue to cause a heavy workload on staff and the work to fall behind schedule.

Currently, Development Services is handling multiple projects that are outside the normal business processes. Comprehensive plan, area development plans, FEMA floodplain maps, and several planning specific items such as carports, signs, etc. will continue to take time away from staff from focusing on the regular business work.

## TABLE OF GOALS AND ASSOCIATED PERFORMANCE MEASURES

ME #	Goal	Performance Measure Associated With Goal	Measure included in CPR?	Annual Target
281	Ensure consistency through reliable plan review and inspection processes that are fast and easy.	% of Commercial Plan reviews that are revisions	YES	<50%
		% of inspections approved	YES	80
		% of Residential Plan Reviews that are revisions	YES	<50%
		Avg.# of days from submission to permit issuance - commercial	YES	14
		Avg.# of days from submission to permit issuance - residential	YES	2
		Increase the # of Businesses who possess a CO	NO	>10%
282	Increase the service level between internal and external Customers and Project Managers.	Number of Projects handled by Project Managers	YES	
		Number of Early Assistance Meetings	YES	
		Number of Pre- Construction Meetings	YES	
283	Provide efficient oversight of inter-departmental permits.	# of permit types eliminated	NO	6
284	Build and administer sustainable land development processes that are fast, easy and predictable.	# of fees assessed	NO	~200
		% of fees changed	NO	25%
		Average # of days from application to approval of Final Plat by Planning Commission	YES	<=60
		Avg. # of days for approval of Public Improvement Plans	YES	<=14
		Avg. # of days for zoning changes action by City Council	YES	>=95
285	Process agenda items that are accurate, timely and ensure follow-through on all items.	% of hearings postponed due to departmental action	NO	0%
		% of hearings postponed due to applicant's action	NO	15%
		# of workshop/training opportunities presented to board, committee and commission members	NO	6
		% of members who attended workshops/training	NO	100%

## PERFORMANCE TRENDS

CPR Baseline Measure	FY 15-16 (est)	FY 14-15	FY 13-14	FY 12-13	FY 11-12
Valuation of Residential permits issued	\$191M	\$202 M	\$233 M	\$215 M	\$135 M
Total new Residential plans reviewed	1,112	1,177	1,245	1,075	1,546
Valuation of Commercial Permits issued	\$379M	\$386 M	\$270 M	\$264 M	\$215 M
Total new Commercial Plans reviewed	959	1,153	1,169	1,090	1,004
Acres Final Platted		1,473	694	843	651
Total inspections		38,544	43,803	37,309	34,828
% Inspections approved		80%	81%	79%	78%

## EXTERNAL BENCHMARKS – COMPARISONS TO OTHER CITIES

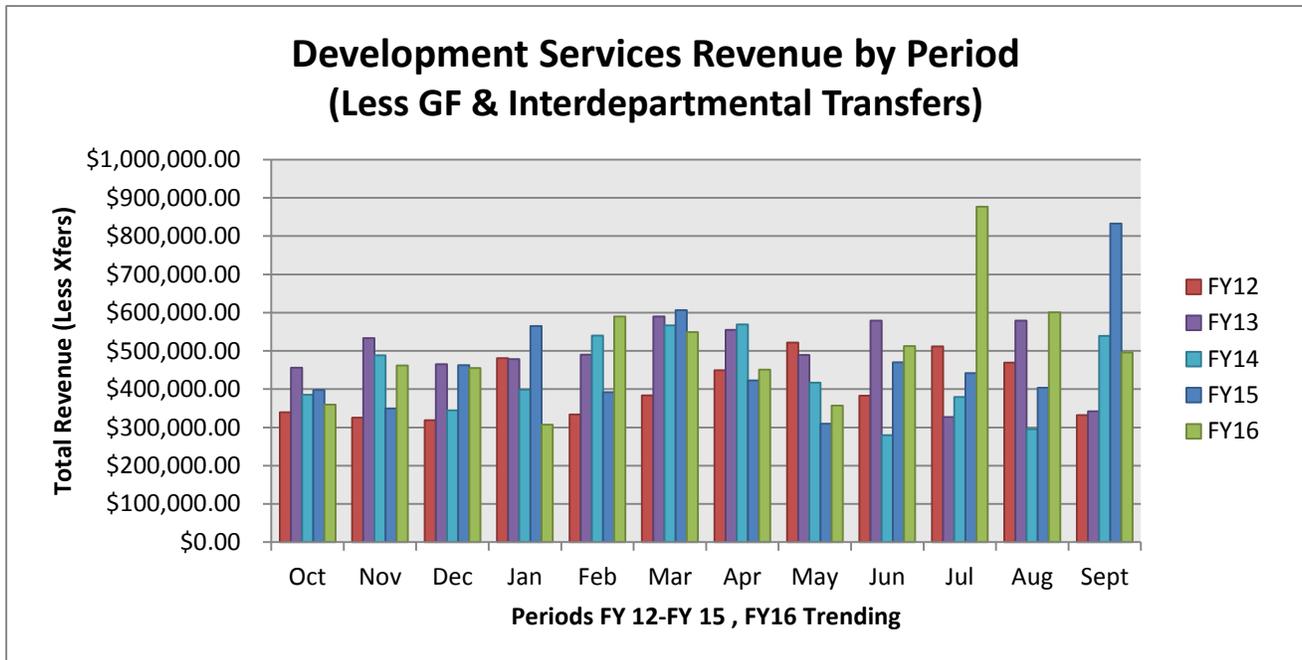
Benchmark Measure Used	Ranking	Explanation of relative ranking
Days for Residential Review	1	Based on Calendar days, not business days
Days for Commercial Review	1	Based on Calendar days, not business days

Austin: 10 days for Residential Review; 20 days for Commercial Reviews

San Antonio: 3 days for Residential Review; 15 days for Commercial Reviews

# FINANCIAL

## FINANCIAL TREND SUMMARY



## EXPENDITURES BY MAJOR CATEGORY

	Adopted Budget 2016-17	Estimated Actual 2015-16	Actual 2014-15	Actual 2013-14
# Budgeted FTEs	61	63	63	63
Personnel Services	\$4,112,429	\$4,083,833	\$3,646,308	\$3,433,913
Other operating	\$1,146,358	3,133,121	\$1,226,491	\$830,364
Contractual				
Debt services				
Internal service allocations	\$1,055,976	\$1,668,772	\$1,333,734	\$1,258,784
Capital outlay		\$217,889		
Total	\$6,314,763	\$9,103,615	\$6,206,533	\$5,523,062
Grant expenditures	NA	NA	NA	NA

## SOURCES OF REVENUES INCLUDING USER FEES & CHARGES (by Department)

Total departmental revenue: \$6,389,040

Source of revenue including user fees, charges and internal service fund allocations	Comments	Date of last study	\$ generated annually
Building Permits	Residential & Commercial building permits & inspections	Currently underway	\$3,100,000
Plan Review	Review residential & commercial plans	"	\$1,100,000
Plumbing Permits	Processing permits & inspections	"	\$ 270,000
Mechanical Permits	Processing permits & inspections	"	\$ 140,000
Electrical Permits	Processing permits & Inspections	"	\$ 137,000
Backflow Prev Device File Fee	Processing applications & inspections	"	\$ 145,000
Beer & Liquor Licenses	Processing applications & issuing permits	"	\$ 114,000
Zoning Fees	Review zoning applications & processing	"	\$ 80,000
Platting Fees	Review platting applications & processing	"	\$ 70,000
Interdepartmental Charges	Services provided to Utilities such as processing plats, construction plat reviews, collect tap fees and manage the backflow program		\$ 955,225
GenFd Transfer			\$ 100,000
Other Revenue	le Oversize load permits, billboard fees, survey fee, driveway permit fee, registrations, certificate of occupancy fee, board of adj appeal fee		\$ 177,816

# BUSINESS PLAN STRATEGIES & TASKS

## MISSION ELEMENT # 281: Oversight of building construction

**Goal 1:** *Ensure consistency through reliable plan review and inspection processes that are fast and easy.*

<b>STRATEGY 1:</b> Work with FEMA and implement new Flood Plain Maps		<b>Responsible Manager:</b> Flood Plain Manager
<b>Problem this strategy is addressing:</b> Outdated flood plain maps		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Update City Council on any appeals to new maps	11-30-2016	Flood Plain Admin.
2) Respond to FEMA on City Appeals	2-30-2017	Flood Plain Admin.
3) Propose Enforceable Prelim. Maps	3-31-2017	Flood Plain Admin.
4) Public Outreach on Enforceable Prelim. Maps	5-31-2017	Flood Plain Admin.
5) Implement Enforceable Prelim. Maps	8-31-2017	Flood Plain Admin.

<b>STRATEGY 2:</b> Create Certificate of Occupancy Policy		<b>Responsible Manager:</b> Building Official
<b>Problem this strategy is addressing:</b> Businesses are occupying Building and Tenant Space without a Certificate of Occupancy.		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Investigate Peer Cities for CO Policy	12-30-2016	Building Official
2) Conduct Outreach and Build Consensus with Local Business Community	2-28-2017	Building Official
3) Draft Ordinance and Build Consensus with Business Community	4-30-2017	Building Official
4) Final Ordinance to City Council for Consideration	6-30-2017	Building Official

<b>STRATEGY 3:</b> Develop an Ordinance Adopting the 2017 National Electric Code	<b>Responsible Manager:</b> Building Official	
<b>Problem this strategy is addressing:</b> The Texas Department of Licensing and Regulation requires municipalities to require all electrical work to conform to the 2017 NEC by September 1, 2017.		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Investigate Changes between 2014 NEC and 2017 NEC	3-30-2017	Building Official
2) Conduct Outreach with Electrical Contractors and Residential / Commercial Builders	4-30-2017	Building Official
3) Draft Ordinance adopting the 2017 NEC	5-30-2017	Building Official
4) Final Ordinance to City Council for Consideration	6-30-2017	Building Official
5) 2017 NEC goes into effect	9-01-2017	Building Official

**MISSION ELEMENT #282: Provide project management and coordinate with key internal stakeholders**

**Goal 1:** Increase the service level between internal and external Customers and Project Managers.

<b>STRATEGY 1:</b> Create a Customer Feedback Survey on the new INFOR system		<b>Responsible Manager:</b> Assistant Director
<b>Problem this strategy is addressing:</b> Improve new Infor Permitting System		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Gather customers' email addresses	1-31-2017	Assistant Director
2) Create on-line Survey	2-30-2017	Assistant Director
3) Publish Survey	3-7-2017	Assistant Director
4) Notify Customers of Survey	3-15-2017	Assistant Director
5) Monitor Survey response	4-1-2017	Assistant Director
6) Resend email to Customers about Survey	4-15-2017	Assistant Director
7) Monitor Survey response	4-30-2017	Assistant Director
8) Close Survey	5-7-2017	Assistant Director
9) Run reports of Survey	5-15-2017	Assistant Director
10) Make adjustments as necessary	5-31-2017	Assistant Director

<b>STRATEGY 2:</b> Create External Customer Training		<b>Responsible Manager:</b> Assistant Director
<b>Problem this strategy is addressing:</b> External Customers do not understand development process		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Create Theme for training package	12-31-2016	Assistant Director
2) Draft script for video	1-31-2017	Assistant Director
3) Produce Draft video	2-30-2017	Assistant Director
4) Publish Video	3-15-2017	Assistant Director
5) Create draft hardcopies of Video	4-1-2017	Assistant Director
6) Create Schedule for "In Person" training	4-15-2017	Assistant Director
7) Publish Schedule to the Public	4-21-2017	Assistant Director
8) Hold Training Sessions	6-30-2017	Assistant Director

## MISSION ELEMENT #283: Miscellaneous permitting

**Goal 1:** Provide efficient oversight of inter-departmental permits.

<b>STRATEGY 1:</b> Coordinate City Permitting Processes with Internal City Departments	<b>Responsible Manager:</b> Building Official	
<b>Problem this strategy is addressing:</b> Reduce confusion by Internal Staff and Customers applying for a permit and Streamline City processes		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Catalog all City Permits by Responsible Department	1-30-2017	Building Official
2) Meet with identified City Departments to Coordinate Strategies	3-31-2017	Building Official
3) Draft MOU for Identified City Departments	4-30-2017	Building Official
4) Train Internal Staff	5-30-2017	Building Official
5) Implement Revised Permit Processes at DS	6-30-2017	Building Official

**MISSION ELEMENT #284: Oversight of land development and public infrastructure process**

**Goal 1:** Build and administer sustainable land development processes that are fast, easy and predictable

<b>STRATEGY 1:</b> Cost of Service Study		<b>Responsible Manager:</b> Finance & Resource Manager
<b>Problem this strategy is addressing:</b> Outdated fee schedule		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Assist consultants with data collection needed to perform Cost of Service Study	3-1-2017	Finance & Resource Mgr.
2) Cost of Service Study completed	5-1-2017	Finance & Resource Mgr.

<b>STRATEGY 2:</b> Update Fee Schedules based on Cost of Service Study		<b>Responsible Manager:</b> Finance & Resource Manager
<b>Problem this strategy is addressing:</b> Outdated fee schedule		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Evaluate Study	5-15-2017	Finance & Resource Mgr.
2) Identify possible fee changes	6-1-2017	Finance & Resource Mgr.
3) Present proposed fee changes to stake holders and key City staff	8-1-2017	Finance & Resource Mgr.
4) Prepare Ordinance	8-1-2017	Finance & Resource Mgr.
5) Present to Planning Commission	8-15-2017	Finance & Resource Mgr.
6) Present to City Council	9-15-2017	Finance & Resource Mgr.
7) Update Municode and Implement new fee schedule	10-1-2017	Finance & Resource Mgr.

**MISSION ELEMENT #285: Provide support to boards, commissions and technical committees**

**Goal 1:** Process agenda items that are accurate, timely and ensure follow-through on all items

<b>STRATEGY 1:</b> Create tracking and reporting system		<b>Responsible Manager:</b> Assistant Director
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Define report criteria in Infor	12-31-2016	Assistant Director
2) Create reports in Infor	1-31-2017	Assistant Director
3) Define report criteria in Legistar	12-31-2016	Assistant Director
4) Create reports in Legistar	1-31-2017	Assistant Director
5) Define reports frequency	1-31-2017	Assistant Director
6) Finalize reports	2-30-2017	Assistant Director

<b>STRATEGY 2:</b> Increased Technical Knowledge for Members		<b>Responsible Manager:</b> Building Official
<b>Problem this strategy is addressing:</b> Continuous changes in the Business Environment & Technical Codes / Ordinances requires continuing education (CE) for members.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Create CE Plan for Each Board	12-30-16	Building Official
2) Present CE Plan to Each Board for Adoption	3-30-17	Building Official
3) Identify CE Providers & Industry Experts (IE)	4-30-17	Building Official
4) Schedule CE / IE Provider Annually	6-30-17	Building Official



# Engineering Services Business Plan

**Fiscal Year: 2016-2017**

October 7, 2016

Approved by:

A handwritten signature in blue ink, appearing to read 'J. Edmonds', written over a horizontal line.

Jeffrey Edmonds,  
Director of Engineering Services

A handwritten signature in blue ink, appearing to read 'M. Van Vleck', written over a horizontal line.

Mark Van Vleck,  
Assistant City Manager

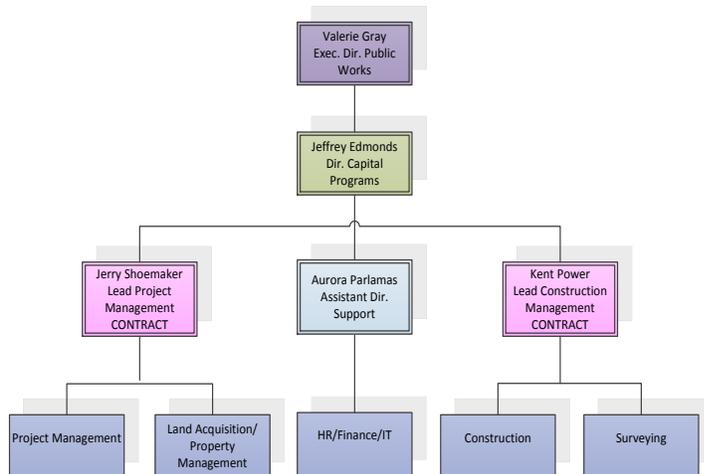
# DEPARTMENTAL PROFILE

## DEPARTMENT DESCRIPTION

Engineering Services Department and the Street Department make up the City's Public Works Departments and report to the Assistant City Manager for Public Works and Utilities.

Engineering Services Department provides engineering and technical support to City departments for all projects resulting in new construction, rehabilitation and replacement of major City infrastructure to ensure efficient, reliable and safe, utility, solid waste, multi-modal transportation, and public facilities. This is achieved by effective planning, operation, maintenance and programmed capital improvements. Engineering Services Department is responsible for implementation of the City's Bond programs, execution of the Capital Improvement Program (CIP), and construction oversight of public facilities and infrastructure improvements.

## ORGANIZATION CHART



### Summary (current as of 8/19/16)

48 employees

28 vacancies

10 advertised

**76 budgeted positions**

0 student interns

8 temporaries

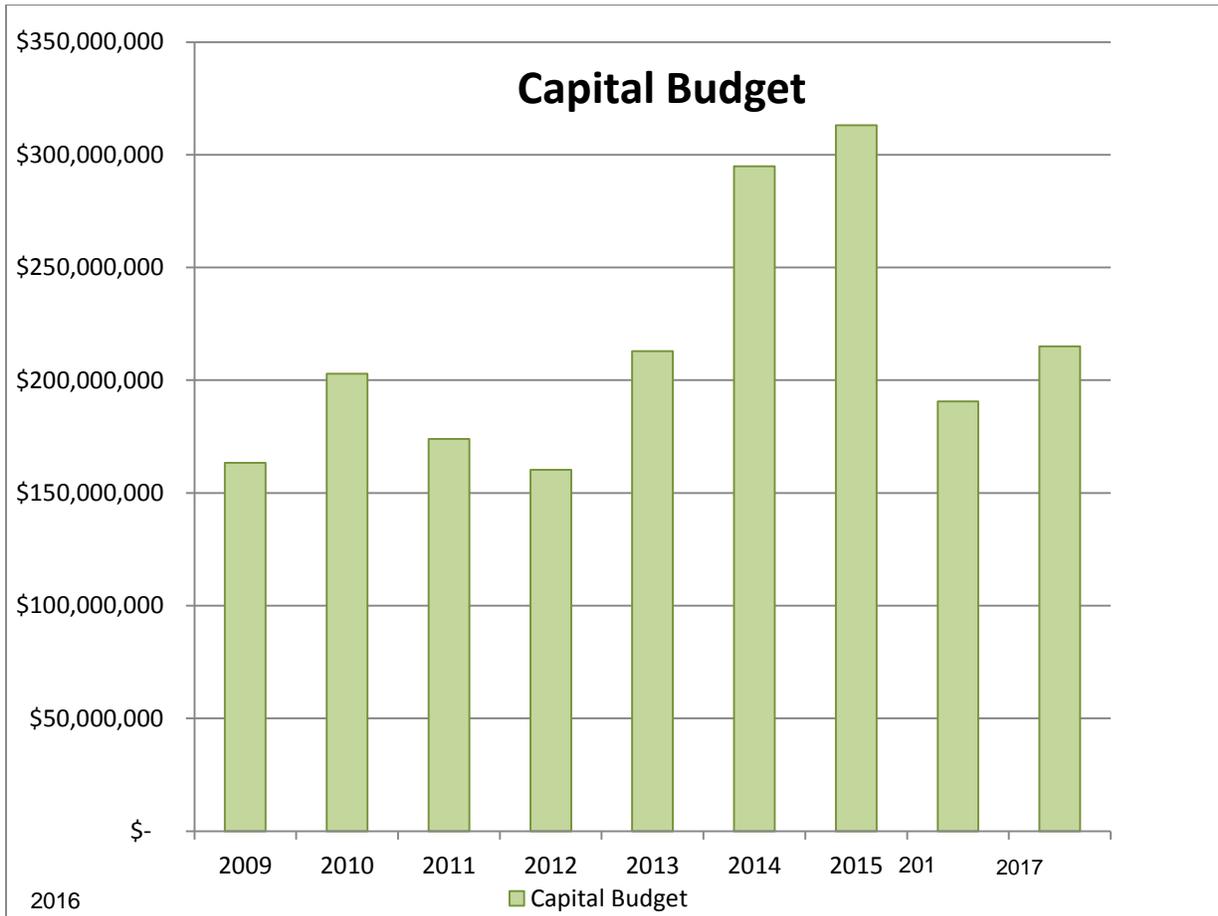
24 contractors

0 proposed positions for 2017

## CURRENT BUSINESS ENVIRONMENT

### Department Business Environment

- a. Issuance of General Obligation (GO) bonds on a two-year-cycle when combined with revenue bonds, certificates of obligation, tax notes, grants and other financing mechanisms has resulted in a continuous but fluctuating workload.
- b. The current workload has approached the capacity of Engineering Services staff, local design consultants, and local contractors to efficiently design and execute the City's construction program.
- c. The City has averaged in excess of 60-large projects under construction each month over the past ten-years.
- d. The CIP doubled from 2012 (\$160M) to 2015 (\$313M) and decreased by an estimated \$122M in 2016. Additionally, the 2016 CIP does not include efforts required for the Street Preventative Maintenance Program (\$15M/yr.) nor the increase in subdivisions inspections. The estimated CIP for 2017 is \$214M.



- f. Engineering Services is responsible for processing, review and approval of payments for architectural, engineering, geotechnical, materials testing, project management, construction observation, and construction progress payments prior to submission to the Finance Department for disbursement of payments.
- g. Infrastructure funding has not been sufficient to keep up with the backlog of required maintenance and repairs.
- h. To manage increased demands in a cost efficient manner, Engineering Services established the IDIQ construction delivery method. This reduced the need for emergency declarations to contract urgent repair activities.
- i. Over the past year, Engineering Services level of work output has saturated the local Engineering and Construction industry capacity. This has led to difficulty getting projects advertised on schedule and getting sufficient numbers of bidders.
- j. With the current labor market conditions, our department is unable to compete with local/regional industry to recruit/retain experienced professional talent.

## **PERFORMANCE TRENDS**

### **Customers Served and Trends**

- a. Engineering Services is an internal services department primarily tasked with assisting operating departments to implement capital projects by providing project management and construction management services. Operations is somewhat distinct from project management in that operations are ongoing and repetitive whereas individual projects are temporary and unique.
- b. Engineering Services is tasked with supplying the project management services that are required to satisfy Operating Departments' capital improvements needs.
- c. Project management involves the planning, scheduling, and controlling of project scoping and design activities. Construction management involves ensuring that projects are completed according to approved plans and specifications to the extent possible.
- d. Engineering must strike a delicate balance in facilitating project execution. There are numerous demands and expectations that are antagonistic with one another. Engineering must facilitate dialogue to strike an appropriate balance between antagonistic expectations. Following are some of the antagonistic expectations:
  - Stakeholder accommodation versus schedule
  - Features and performance versus cost
  - No change orders versus litigation avoidance
  - Well planned versus rapid execution
- e. The department is responsible for ensuring that projects are well planned, properly scoped, well-designed and constructed in accordance with the approved drawings and specifications. In this role, Engineering provides services to essentially every city department.
- f. Engineering Services also provides significant levels of service to citizens, City Council and City Management by responding to inquiries and concerns with current projects or existing infrastructure. Engineering will frequently diagnose problems and refer them to the appropriate operating department for consideration for their CIP.
- g. Engineering provides technical planning support to management and operating departments for major infrastructure initiatives.

## **Regulatory Environment**

- a. Increasing regulatory requirements will continue to drive capital investment.
- b. Increasing regulatory requirements for water quality will impact future Water CIP/COP. Increasing regulatory requirements for storm water quality at receiving water body locations will affect future storm water improvement projects.
- c. Finalization of EPA consent decree to address sanitary sewer overflows will impact future wastewater CIP program.
- d. Support landfill expansion and prevent dangerous conditions and permit violations.

## **Changes in Business Practices**

- a. Engineering will continue its efforts to standardize and streamline key business processes to reduce cycle times and improve overall effectiveness.
- b. The Department will be focused on the business process improvements outlined in the Performance Assessment Implementation Plan.
- c. Engineering Services will work with Human Resources to get some of the hard to fill positions reclassified to enhance our recruiting efforts.
- d. Continue to refine the web-based SharePoint Project Management Site (PMS), to facilitate complete cradle to grave project management and quality management activities. The site features at-a-glance project health reporting, which allow PMs and leadership 24/7 access and triggers early response actions.
- e. In 2016 we improved our documentation and training for processes and procedures. This effort will continue into 2017.
- f. Our Executive Steering Committee will continue to meet on a bi-weekly basis to flowchart processes and implement process improvements.
- g. Implemented a new project risk management procedure.
- h. Implemented monthly safety meetings to minimize risk to employees and the public.
- i. Changed Job Order Contract vehicles (JOC's) to the new FMAC format to address concerns over fairness and transparency.
- j. Improved communication and coordination with other city departments and agencies to produce successful events throughout the City of Corpus Christi and surrounding areas.
- k. Customize engineering construction delivery methods specific to project needs to deliver a better project.

## **Customer Feedback Improving Performance**

- a. Engineering Services recognized that timely processing of small professional services contracts (value less than \$50,000) was needed. We documented process improvements and implemented electronic processing to streamline response times required for signatures. We are continuing to revisit other innovative techniques to improve the process.
- b. We have digitized the process for issuing Requests for Qualifications (RFQ's) as a method to select qualified consultants for professional services contracts. We are posting RFQs electronically. We continue to receive positive feedback from the design consultant community regarding our improved processes that have saved us both time and money.
- c. Engineering and Legal have worked extensively with the ACEC to develop an updated standardized AE agreement.

- d. Engineering has acted on feedback from contractors and AE's to speed invoice, change order and small AE processing.
- e. Engineering Services conducts public meetings (public outreach) with business associations, neighborhood associations and other special interest groups on proposed projects. Public meetings are held during preliminary project design and feedback and comments are incorporated during project design, as appropriate. Public meetings are also held prior to commencing construction on major projects to brief the community and address any concerns.
- f. Regularly report status of Bond Projects, Capital Projects and Change Orders to City Council.
- g. Engineering Services has made changes in Project Management and Support; changes in construction change orders; and hired augment staff for project management and construction inspection.

## **ISSUES AND CHALLENGES FOR FY 2016-17**

The Department is facing the following critical pinnacle issues for the forthcoming year:

1. Integrate Frank Brogan's Performance Assessment Implementation Plan with task, timeline and responsible staff into business plan. (Effectively Manage Projects to Scope, Schedule and Budget – Reference: Changes in Business Practices, all bullets).
2. As the 2012 and 2014 Bond projects move into construction, Engineering will reach a point where more than 60 City projects will be under construction simultaneously. We need to ensure that our systems, procedures and personnel are up to the demands of the increased workload.
3. Restructure the Engineering Department organization to enhance recruiting effectiveness and to reduce reliance on contract employees for staff support.
4. Begin the preparation for a 2018 Bond Program and make procedural improvements that incorporate lessons learned from the 2012 and 2014 Bond Programs.
5. Continue department transition to a client-oriented service department with shared responsibility for project success. Educate operating departments on how to utilize the Engineering Department and how to properly participate in the management of capital projects
6. Conduct another CMMI audit to capture improvements since the baseline 2013 audit. The goal is to raise the overall score from a 2-3 to a 3-4.

## **RISKS & VULNERABILITIES**

### **3 TO 5 YEAR OUTLOOK**

#### ***Critical Tasks and Initiatives***

- a. Continue to aggressively recruit staff to fill vacant positions.
- b. Continue to execute future Capital Budget and Capital Improvement Program.
- c. Continue to execute 2012, 2014 and future Bond Programs.
- d. Continue to execute Street Reconstruction Program and assist Street Department in the execution of the Maintenance Program.
- e. Continue to improve AE consultant selection and contracting process.
- f. Continue to assist Utility Department in planning for possible consolidation or improvement of wastewater treatment plans.
- g. Re-initiate storm water master plan map updates to align with adopted level of service criteria to assist Utility Department with prioritization of future drainage improvements.
- h. Continue to review FEMA map updates and ensure Seawall projects are constructed to meet the level of protection required for downtown area.
- i. Continue improving project management software applications and procedures.
- j. Continue to pursue organizational excellence by actively managing continual process improvements.
- k. Complete "right sizing" of staff resources.
- l. Continue process improvement activities to improve staff turnover to less than 15%.
- m. Improve employee morale to focus on achieving the mission.
- n. Continue to support development of Master and Area Development plans.
- o. Continue to develop and foster public outreach.
- p. Continue to advertise construction projects to non-local contractors to assist with execution of current projects.
- q. Continue to measure projects against CMMI-Dev Maturity Level 3, business best practices. Expect >95% compliance to the documented procedures and best practices. Report all findings and manage all corrective actions through resolution.
- r. Continue to measure processes and sub-process and make improvements accordingly.
- s. Developing test projects to determine accurate street neighborhood reconstruction program.
- t. Continue to decrease need for Change Orders.
- u. Continue to value-engineer all projects for best possible outcome.
- v. Continue to improve reputation of Department through a more aggressive public campaign.
- w. Continue to identify projects for future Bond Issues that will encourage economic development and community growth.
- x. Continue to bid street projects with both concrete and asphalt options to determine best value and increase bidding pool.

### ***Changes on the Horizon***

- a. Current trends indicate a continuing gap between available funds for capital investments and increasing need for infrastructure recapitalization.
- b. Continue to identify maintenance needs initiated to prolong service life of infrastructure and facilities prior to total reconstruction.
- c. Increasing regulatory requirements for water, wastewater and storm water quality will affect future improvement projects.
  - a. Finalization of EPA consent decree to address sanitary sewer overflows will also impact future storm water CIP program.
- d. Current trends in escalating construction prices, availability of contractors, and availability of construction materials will continue to negatively impact construction schedules and project budgets.
- e. Planning for possible consolidation or improvement of wastewater treatment of wastewater plants.
- f. Secure funding and implement projects, if necessary, to develop a regional wastewater treatment plant.
- g. Projects to improve citywide water delivery methods.

### ***Threats***

- a. Critical personnel vacancies and large volume of projects impact ability to proactively manage projects.
- b. Availability of construction contractor community to bid and complete projects due to current work backlog and non-availability of work force.
- c. Escalation of construction prices.
- d. Job descriptions not always in line with duty requirements; inequities in compensation.
- e. Employee morale is an issue due to high workload and unaligned pay scale; flight risk from department for better opportunities (internal & external).
- f. Financial and resource acquisition limitations to secure well-qualified employees.
- g. Strong pro-development interest group with strong success of shifting cost burden to public entity.
- h. Time and department/enterprise/community commitment to push vision forward.
- i. Failure to communicate our successes and areas of responsibility to enterprise and community to counter current perceptions.

### ***Opportunities***

- a. Reclassify employee positions and compensation.
- b. Enhance efficiency through business process improvements.
- c. Continue improving project management software proficiencies to proactively manage and report projects.
- d. Continue implementation of quality management program.
- e. Continue department processes and practices modeling against best management practices and implementing improvements
- f. Ongoing training to educate PM's in best project management practices, including risk management.

- g. Continue department wide succession plan through training and education.
- h. Continue to communicate work plan execution through public outreach & marketing plan and tell our story through local media outlets.
- i. Continue management, procedural, personnel, outreach, and resource improvements.
- j. Develop design criteria, design standards, levels of service and collaborate directly with clients, community stakeholders and professional organizations.
- k. Develop vision strategic goals in concert with clients and community stakeholders.
- l. Develop a variety of contract methods to deliver cost efficient projects.

### ***Vision***

The vision for the Engineering Services Department in the 3- to 5-year timeframe is to become the best Engineering Department in Texas:

- a. Our department will meet the requirements of a CMMI Maturity Level 3-4 accreditation.
- b. Our department's technological resources are congruent with industry standards.
- c. Our projects will be well-planned and executed on schedule and within budget.
- d. Our department resources are aligned to maximize the department's overall levels of efficiency and responsiveness to internal and external clients and customers.

# PERFORMANCE

## DEPARTMENT MISSION AND MISSION ELEMENTS

<b>MISSION:</b> The mission of Engineering Services Department is to assist City departments in support of new projects and maintenance of existing infrastructure.	
ME#	Mission Element
011	Execute CIP
012	Provide technical support services to City departments

## SERVICES AND SERVICE LEVELS

ME #	Service Provided	Measurement of Service		Is current demand satisfied?	Current Level of Service
		Description of How Service Provided is Measured (i.e., the "service measure")	Activity level (annual)		
011	MANAGE PROJECTS	TIMELINESS OF EXECUTION, CONFORMANCE WITH BUDGET REQUIREMENTS AND CONFORMANCE TO DESIGN REQUIREMENTS	NUMBER OF PROJECTS IN DIFFERENT PHASES OF DEVELOPMENT	YES	TBD
012	TECHNICAL SUPPORT SERVICES TO OPERATING DEPARTMENTS	TIMELINESS OF EXECUTION, CONFORMANCE WITH BUDGET REQUIREMENTS AND CONFORMANCE TO DESIGN REQUIREMENTS	NUMBER AND TYPE OF REQUESTS	YES	TBD

**Primary factors creating demands for services and implications:** The primary factors creating demands for services for the Engineering Department are the City's Capital Improvement Program, Bond Program and Operating Department's capital operating projects. Capital Budget has decreased from FY14 (\$294 Million) and FY15 (\$313 Million), to \$190 Million in FY16 and \$215 Million in FY17. The majority of the projects from both FY Bond 2012 and Bond 2014 are either in Design, in Bid, or under Construction. The City's aging infrastructure, deteriorated streets and mandatory regulatory permits and requirements will continue to drive the demand for essential Engineering Services.

**TABLE OF GOALS, STRATEGIES AND ASSOCIATED PERFORMANCE MEASURES**

ME #	Goal	Performance Measure Associated With Goal	Is Measure included in CPR?	Annual Target
011	Deliver projects on time and on budget	Amount of time required from RFP to contract execution.		
		Reductions in turnaround times for routine project management processes; design reviews, RFI's and status reporting.		
		Reductions in average cycle times for routine activities such as contract execution, invoice processing, contract amendment processing and change order processing.		
		1. Percent of projects successfully executed. 2. Numbers and amounts of successful construction claims.		
		Total value of construction change orders divided by total original contract value to calculate portfolio change order percentage.		
		Performance Assessment completion according to contract schedule.		
		Customer satisfaction from operating departments.		
012	1. Acquire ROWs and Easement for public improvements	% of projects with ROW and land acquisition complete prior to completing project bidding		
	2. Provide water supply reservoir monitoring	Provide regular Survey services to monitor reservoir water levels		
	3. Provide timely subdivision inspections	# of permit inspection requests		

**PERFORMANCE TRENDS**

CPR Baseline Measure	FY 15-16 (est)	FY 14-15	FY 13-14	FY 12-13	FY 11-12
<i>Total Full Time employees</i>	76	75	59	81	81
<i># Capital Improvement Projects Managed</i>	178	214	285	154	169
<i># Capital Improvement Projects Completed</i>	47	20	30	35	32
<i>Construction value of projects managed</i>	\$274.3M	\$374.3M	\$370.1M	\$230.5	\$213.1M

**EXTERNAL BENCHMARKS – COMPARISONS TO OTHER CITIES**

Engineering Services had proposed to benchmark and compare results with Austin, San Antonio, Dallas, Plano and Arlington; however, for FY 15/16, we concentrated on reorganizing the department, creating and documenting department-wide processes, responding to numerous assessments and audits, and focusing on critical FTE vacancies.

Benchmark Measure Used	Ranking	Explanation of relative ranking
Percent of Bond projects completed	None	None
Percent of Bond projects per capita	None	None
Bond dollars spend per capita	None	None
Variance between estimate and award	None	None

# **FINANCIAL**

## **FINANCIAL TREND SUMMARY**

Engineering Department is an Internal Service Fund. The department provides CIP and Operating services on a cost reimbursement basis. FY 16/17 Budget assumes all budgeted FTEs will be filled all year long. The current vacancy rate of 38% may continue, at least to some extent, through FY 16/17 and expected expenditures will be considerably less. As vacancies are filled, internal service allocations will increase.

## **EXPENDITURES BY MAJOR CATEGORY**

	<b>Adopted Budget 2016-17</b>	<b>Estimated Actual 2015-16</b>	<b>Actual 2014-15</b>	<b>Actual 2013-14</b>
# Budgeted FTEs	76	76	75	59
Personnel Services	5,025,424	4,199,630	3,728,476	4,088,208
Other operating	988,433	679,654	582,190	695,205
Contractual	0	0	0	0
Debt services	0	0	0	0
Internal service allocations	1,298,927	1,274,330	1,077,070	996,719
Capital outlay	0	0	0	0
<b>Total</b>	<b>7,312,784</b>	<b>6,153,615</b>	<b>5,387,736</b>	<b>5,780,132</b>
Grant expenditures	0	0	0	0

## **SOURCES OF REVENUES INCLUDING USER FEES & CHARGES (by Department)**

Total departmental revenue:

Source of revenue including user fees, charges and internal service fund allocations	If user fee or charges, conceptual basis and % cost recovery target	Date of last study	\$ generated Annually
Engineering svcs – CIP projects			6,077,350
Engineering svcs – Interdept			1,154,826
Transfer from Storm Water			100,000
<b>Total</b>			<b>7,332,176</b>

**CAPITAL BUDGET SUMMARY**

**SHORT RANGE CIP SUMMARY**

Expenditures by Program  
(Amounts in 000's)

<b>Program</b>	<b>Project to Date Obligations &amp; Unspent Budget</b>	<b>CIP Budget Year 1 2016-2017</b>	<b>Year 2 2017-2018</b>	<b>Year 3 2018-2019</b>	<b>Three Year Total</b>
Airport	\$56,066.7	\$23,989.6	\$11,969.6	\$3,639.0	\$39,598.2
Parks & Rec	28,555.1	894.5	8,055.0	18,115.0	27,064.5
Public Facilities	4,965.0	1,760.0	2,528.0	2,681.0	6,969.0
Public Health & Safety	5,350.4	14,260.3	26,345.0	37,305.0	77,910.3
* Streets	152,211.6	27,894.7	6,383.0	-	34,277.7
Gas	12,019.6	4,079.8	3,915.5	3,845.5	11,840.8
Storm Water	62,469.1	31,213.4	19,897.9	17,300.0	68,411.3
Water Supply	178,946.6	4,300.0	6,200.0	10,500.0	21,000.0
Water	61,114.9	51,625.7	72,150.0	53,650.0	177,425.7
Wastewater	93,824.7	54,961.6	55,013.0	37,013.0	146,987.6
<b>TOTAL:</b>	<b>\$655,523.7</b>	<b>\$214,979.6</b>	<b>\$212,457.0</b>	<b>\$184,048.5</b>	<b>\$611,485.1</b>

\*Utility Relocation Costs are reflected in each utility.

# BUSINESS PLAN STRATEGIES & TASKS

## MISSION ELEMENT #011: *Execute CIP*

**Goal 1:** Deliver projects on time and on budget

<b>STRATEGY 1:</b> Create a standardized procurement process that is documented and well-understood by staff and the consulting community.		<b>Responsible Manager:</b> Jeff Edmonds
<b>Problem this strategy is addressing:</b> Consistency and fairness		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Develop a standard A-E agreement	November 30, 2016	Jeff Edmonds
2) Get AE community feedback on new AE agreement	November 30, 2016	Jeff Edmonds
3) Meet with AE community reps to resolve differences.	November 30, 2016	Jeff Edmonds

<b>STRATEGY 2:</b> Standardize AE fee proposal review and negotiation process		<b>Responsible Manager:</b> Jeff Edmonds
<b>Problem this strategy is addressing:</b> Consistency and fairness		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Develop new standard format to AE fee proposals	December 31, 2016	Jeff Edmonds
2) Get AE community feedback on format	December 31, 2016	Jeff Edmonds
3) Train staff of how to review and negotiate AE contracts	December 31, 2016	Jeff Edmonds
4) Train consultants how to prepare AE proposals using preferred format	December 31, 2016	Project Managers

<b>STRATEGY 3:</b> Increase the use of MSA's (IDIQ) contracts for A-E services and reduce reliance on small AE's		<b>Responsible Manager:</b> Jeff Edmonds
<b>Problem this strategy is addressing:</b> Long-term planning, cost efficient contracts and effective service.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Get buy-in from operating departments	October 31, 2016	Jeff Edmonds
2) Find acceptable candidates for MSA contracts	October 31, 2016	Jeff Edmonds
3) Get example contracts approved by Council	October 31, 2016	Jeff Edmonds

<b>STRATEGY 4:</b> Streamline contract execution process		<b>Responsible Manager:</b> Jeff Edmonds
<b>Problem this strategy is addressing:</b> Efficiency and timeliness		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Flowchart, critique and streamline existing business processes	October 31, 2016	Vicki Marsden
2) Develop more streamlined, improved flowcharts	October 31, 2016	Vicki Marsden
3) Troubleshoot improved flowcharts	October 31, 2016	Vicki Marsden
4) Pilot test new procedures	October 31, 2016	Vicki Marsden
5) Debug procedures after pilot test	October 31, 2016	Vicki Marsden
6) Roll out full scale	October 31, 2016	Vicki Marsden

<b>STRATEGY 5:</b> Enhance effectiveness of EPM for online collaboration.		<b>Responsible Manager:</b> Aurora Parlamas
<b>Problem this strategy is addressing:</b> Program management and efficiencies		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Hire IT specialist	October 31, 2016	Aurora Parlamas
2) Troubleshoot and debug EPM software	May 30, 2017	John Romanucci
3) Customize interface to our needs	May 30, 2017	John Romanucci

4) Conduct training sessions with PM's and operating departments	May 30, 2017	John Romanucci
5) Produce project status updates from EPM	May 30, 2017	John Romanucci
6) Monitor and audit appropriate use of the PM system	September 30, 2017	John Romanucci

<b>STRATEGY 6:</b> Flowchart and optimize existing processes		<b>Responsible Manager:</b> Aurora Parlamas
<b>Problem this strategy is addressing:</b> Program management and efficiencies.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Assess current department processes	May 30, 2017	Vicki Marsden
2) Assess departmental needs and end users	May 30, 2017	Vicki Marsden
3) Collaborate with IT	May 30, 2017	John Romanucci
4) Assess available technology	May 30, 2017	John Romanucci

<b>STRATEGY 7:</b> Implement electronic collaboration tools to the extent practical.		<b>Responsible Manager:</b> Aurora Parlamas
<b>Problem this strategy is addressing:</b> Program management and efficiencies.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Investigate capabilities of existing systems.	April 30, 2017	John Romanucci
2) Explore new commercially available systems.	April 30, 2017	John Romanucci
3) Determine most appropriateness business solution.	April 30, 2017	Aurora Parlamas
4) Develop a procurement/deployment strategy.	April 30, 2017	Aurora Parlamas
5) Beta test the selected business solution.	April 30, 2017	John Romanucci
6) Implement full-scale deployment.	April 30, 2017	John Romanucci

<b>STRATEGY 8:</b> Enhance staff capability to keep up with increased workload		<b>Responsible Manager:</b> Aurora Parlamas
<b>Problem this strategy is addressing:</b> Efficiently manage workload		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Hire qualified Project Manager for Construction Division	October 31, 2017	Aurora Parlamas
2) Expand capability to keep up with increasing workload	November 30, 2017	Aurora Parlamas
3) Use outside resources to conduct training seminars	June 30, 2017	Aurora Parlamas
4) Deploy Sr. Engineering staff to Annex to help mentor staff and monitor processes	December 31, 2016	Jeff Edmonds
5) Create more effective transition from design to construction	December 31, 2016	Jeff Edmonds

<b>STRATEGY 9:</b> Streamline construction management business processes		<b>Responsible Manager:</b> Aurora Parlamas
<b>Problem this strategy is addressing:</b> Program management and efficiencies		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Critically review and enhance business processes, i.e. invoice processing, CO processing	December 31, 2016	Aurora Parlamas
2) Audit compliance with new policies/procedures	December 31, 2016	Vicki Marsden

<b>STRATEGY 10:</b> Improve quality of design documents		<b>Responsible Manager:</b> Jeff Edmonds
<b>Problem this strategy is addressing:</b> Effective scope and cost estimates		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Revise and distribute updated plan review checklists.	March 30, 2017	Project Managers

2) Ensure thorough early reviews of design submittals	March 30, 2017	Project Managers
3) Ensure design review comments are effectively addressed in subsequent submittals	March 30, 2017	Project Managers
4) Empower PM's to reject submittals not meeting minimum requirements	March 30, 2017	Project Managers

<b>STRATEGY 11:</b> Enhance staff capability to keep up with increased workload.	<b>Responsible Manager:</b> Jeff Edmonds	
<b>Problem this strategy is addressing:</b> Efficiently manage workload		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Added augmented inspectors	October 31, 2016	Jeff Edmonds
2) Automate processes	October 31, 2016	Vicki Marsden
3) Added field technology	October 31, 2016	John Romanucci
4) Assess current inspection workload	May 30, 2017	Dana Espinal

<b>STRATEGY 12:</b> Early identification and mitigation of potential change orders	<b>Responsible Manager:</b> Jeff Edmonds	
<b>Problem this strategy is addressing:</b> Minimize change orders, reduce scope escalation and fiscally manage projects		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Hold weekly construction update meetings	January 31, 2017	Dana Espinal
2) Document risks to projects	January 31, 2017	Dana Espinal
3) Manage projects in the Project Management Site	January 31, 2017	Project Managers
4) Enhance collaboration between PMs and Construction Division during construction execution	January 31, 2017	Project Managers

<b>STRATEGY 13:</b> Prepare documentation for upcoming performance assessment and audits.		<b>Responsible Manager:</b> Aurora Parlamas
<b>Problem this strategy is addressing:</b> Department effectiveness		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Revisit policy, process and procedure documentation to ensure that it is complete and current.	February 28, 2017	Vicki Marsden
2) Conduct internal audits to ensure that procedures and being followed.	February 28, 2017	Vicki Marsden

<b>STRATEGY 14:</b> Assist with scoping and procurement of performance assessment consultant.		<b>Responsible Manager:</b> Jeff Edmonds
<b>Problem this strategy is addressing:</b> Department effectiveness		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1 Provide suggested language for scope of work that describes departmental business processes.	August 31, 2017	Jeff Edmonds
2) Facilitate consultant interviews & investigations	August 31, 2017	Jeff Edmonds

<b>STRATEGY 15:</b> Continue to improve internal organizational efficiencies.		<b>Responsible Manager:</b> Aurora Parlamas
<b>Problem this strategy is addressing:</b> Employee morale, department effectiveness and efficiency		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Update, publish and train on department processes and procedures	February 28, 2017	Vicki Marsden
2) Develop internal succession plan	June 30, 2017	Aurora Parlamas
3) Continuously assess and realign staffing to meet workflow requirements	July 31, 2017	Aurora Parlamas
4) Augment staff with consultant, contractor and temporary staff as required to support mission	December 31, 2016	Aurora Parlamas

5) Critically review processes and procedures to improve effectiveness	December 31, 2016	Aurora Parlamas
6) Work with HR to refine, improve and finalize the City's Compensation Plan	August 31, 2017	Aurora Parlamas

**MISSION ELEMENT #012: Provide technical support services to all other City Department.**

**Goal 1: Acquire ROWs and Easement for public improvements (Land Acquisition)**

<b>STRATEGY 1:</b> Provide timely acquisition and service for ROW and easements		<b>Responsible Manager:</b> Bobby Harraid
<b>Problem this strategy is addressing:</b> Early identification of land acquisition and right-of-ways (ROWs)		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Monitor against the Land Acquisition timeline plan against project actuals	June 30, 2017	Bobby Harraid

**Goal 2: Provide water supply reservoir monitoring (Survey)**

<b>STRATEGY 1:</b> Provide reservoir monitoring		<b>Responsible Manager:</b> Russell Ochs
<b>Problem this strategy is addressing:</b> Early identification of reservoir water levels.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Report completion of Choke Canyon and Wesley Seale Dam monitoring	March 31, 2017	Russell Ochs

**Goal 3:** Provide timely subdivision inspections (Development Services)

<b>STRATEGY 2:</b> Provide Construction Inspectors for subdivisions managed through Development Services	<b>Responsible Manager:</b> Ed Sanchez	
<b>Problem this strategy is addressing:</b> Early identification of subdivision issues.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Assign construction inspectors to subdivisions and verify reporting to development services	March 31, 2017	Ed Sanchez



# Environmental & Strategic Initiatives

**Fiscal Year: 2016-2017**

September 23, 2016

Approved by:

A handwritten signature in cursive script, reading "Daniel McGinn".

Daniel McGinn, Assistant Director of ESI

A handwritten signature in cursive script, reading "Mark Van Vleck".

Mark Van Vleck, Assistant City Manager

# DEPARTMENTAL PROFILE

## DEPARTMENT DESCRIPTION

The Environmental and Strategic Initiatives Department is responsible for promoting and contributing to the environmental quality of life for the citizens of our community by guiding sustainable development and stewardship of both the built and natural environment. This is achieved through the department's two main divisions: The Department coordinates the functions of:

- CIP Planning – Ensures that public infrastructure and city facilities are developed in a manner consistent with the City's adopted master plans.
- Water Resource Planning – Plans and secures water resources for current and future demands, as well as promote water conservation using efficient best management practices.
- Environmental Services – Serves as the City's Environmental Affairs and Regulatory Compliance point of contact for environmental agencies and the community as well as technical expert on federal, state and local environmental regulations.

Both Water Resources Planning and Environmental Services develop, execute and/or administer programs that promote natural resource conservation and environmental stewardship and provide staff support to internal and external customers.

## ORGANIZATION CHART



## **CURRENT BUSINESS ENVIRONMENT**

The Environmental and Strategic Initiatives Department serves internal and external customers by reviewing and assessing regulatory and natural resource impacts, and water resource needs. Business practices are flexible and responsive to these changing environments and are positioned to keep the city proactive and moving forward in a positive direction. Currently, the City and its industry partners are exploring new options to create alternative sources of sustainable water supplies.

## **RISKS & VULNERABILITIES**

1. Inadequate staff resources to promote Water Conservation outreach.
2. Uncertainty in appropriate Watershed Protection resource programming.
3. Well permitting administration within Corpus Christi Aquifer Storage and Recovery Conservation District limits.
4. Development of short and long range Water Supply Strategies to meet regional requirements.
5. Water Supply Demand Forecasts Methodology for new and existing Large Volume Customers.

## **ISSUES AND CHALLENGES FOR FY 2016-17**

1. Revamping Water Conservation Management Plan that measures compliance with Texas Water Development Board water conservation objectives.
2. Development of diversified Water Resource Water Management strategies including continued near term efforts investigating desalination and aquifer storage and recovery (ASR).
3. Development of a strategic action plan to assess and manage the growth of the Southside.
4. Changing environmental regulations at both the state and federal levels and possible impacts to city operations.
5. Seizing full opportunity of RESTORE trust funds as well as any other funding opportunities available to coastal communities along the Gulf of Mexico.

## **3 TO 5 YEAR OUTLOOK**

1. Increased use of social media to inform and engage residents.
2. Ensure that the city is on track for implementation of the various city wide master plans.
3. Water Conservation continues at a rate of 1% reduction per year.
4. Water Diversification strategies are evaluated and implemented as appropriate.
5. Environmental regulation changes and potential impacts to city operations.
6. The opportunity to change or define direction of environmental philosophy of the organization.

# PERFORMANCE

## DEPARTMENT MISSION AND MISSION ELEMENTS

<b>MISSION:</b> To promote a livable and vibrant community for the citizens of Corpus Christi through strategic and progressive comprehensive planning; and to provide science-based environmental regulatory support to protect the public health and environmental resources through responsible stewardship, education and outreach, and regulatory compliance; and to anticipate, identify, and plan for future water resource needs of the City of Corpus Christi and the Coastal Bend Community.	
ME#	Mission Element
071	CIP Planning
072	Water Planning
073	Serve as City Technical Expert on federal, state and local environmental regulations

## SERVICES AND SERVICE LEVELS

ME #	Service Provided	Measurement of Service		Is current demand satisfied?	Current level of service
		Description of How Service provided is measured	Activity Level (annual)		
071	Coordinate and maintain the capital improvements plan	% of public projects reviewed for compliance with master plan	3 plans		85% of plans
072	Develop and implement future water supplies/strategies	Water supply meets or exceeds water demand for each planning horizon			
	Drought and conservation planning and program management	% reduction in Residential Gallons per Capital Daily (gpcd) water usage			1%
073	Monitor, evaluate impacts and implementation of federal/state regulations and environmental programs	Number of notices of violation			
	TCEQ Rider 8 Air Quality contract and underground storage tank administration	Quarterly reports are submitted			
	Spill incident reporting and remediation	Hours taken to report incident			24 hours

### Primary factors creating demands for services and implications:

Respective Aquifer Storage and Recovery feasibility and Variable Salinity Desalination study objectives are mature in their program approach. Additional funding by adjustment to Water Supply Capital Improvement Program Sequence No. WS-02 is anticipated to complete requirements.

Ongoing Future Water Supplies/Strategies will require greater investment and effort in defining Future Water Demands. Assessment methodologies and communication protocols to better anticipate Large Volume Users (both existing and future) water supply requirements is a requisite and immediate objective.

Water Conservation objective to reduce per capita consumption by 1% from previous five years remains a hollow statement without critical assessment. This year, efforts will be made to measure program efficiency.

Compliance with federal and state regulations are mandatory. Non-compliance implications include civil and criminal fines and imprisonment.

**TABLE OF GOALS AND ASSOCIATED PERFORMANCE MEASURES**

ME #	Goal	Performance Measure Associated with Goal	Is Measure included in CPR?	Annual Target
071	Ensure public projects are consistent with the goals and visions of the various City adopted master plans	Participate in the design and review of at least 75% of all public projects processed through the Capital Programs Department	YES	
072	Current and future water supply is diversified, drought resistant and cost effective	Ensure that the annual regional demand is, at a maximum 80%, of the safe yield of the water supply system	YES	
	Promote conservation and environmental stewardship	Residential per capita use is at least .5% less than the average per capita water use from the previous five-year average	YES	
073	City facilities and projects are in compliance with federal, state and local environmental regulations	% of initial responses within 48 hours of environmental inquiry	YES	

## EXTERNAL BENCHMARKS – COMPARISONS TO OTHER CITIES

Benchmark Measure Used	Ranking	Explanation of relative ranking
Residential Gallons per Capital Daily (gpcd) water usage	5	13 selected cities were used as benchmarks on water user group survey by Texas Water Development Board since 2007 accumulative reduction in gpcd a 16% which ranks the City 5 <sup>th</sup> .

The intent of this table is to report the water per-person use (gallons per capita day or gpcd) from selected Cities that form the Regional Water User Group (WUG) Entities. The data has been primarily collected through the Texas Water Development Board’s annual survey of water use and is stored in the Texas Water Development Board’s water use database.

The City of Corpus Christi is currently ranked 5<sup>th</sup> among the selected Cities which represents an improvement of 3 places since the 2012 last available data which was used in last financial year’s Business Plan of 2015-2016. The cumulative reduction in residential water use over the period from 2007 to 2014 stands at 16%.

Water Conservation efforts have undoubtedly shown to be effective as we continue to educate and develop our citizens to become more conscientious water users. The next strategic step for the ESI department is to now promote and start to create systems to support and measure efficient water reuse in our communities. A growing number of communities across the United States are already beginning to move in this direction.

### Texas Benchmark for Residential Gallons Per capita Daily water usage (gpcd)

Ranking	City	2007-2011 avg. gpcd	2012	2013	2014	% Reduction-2012	% Reduction-2013	% Reduction-2014	Cumulative reduction - record
1	Austin	95	83	74	68	-13%	-11%	-8%	-32%
2	Plano	112	119	105	89	6%	-12%	-15%	-21%
3	Lubbock	96	84	86	78	-13%	2%	-9%	-19%
4	Garland	89	89	82	75	0%	-8%	-9%	-16%
5	Corpus Christi	78	76	68	66	-3%	-11%	-3%	-16%
6	Laredo	86	81	76	73	-6%	-6%	-4%	-16%
7	Fort Worth	81	78	74	69	-4%	-5%	-7%	-16%
8	San Antonio	88	70	78	73	-20%	11%	-6%	-15%
9	Grand Prairie	83	80	75	71	-4%	-6%	-5%	-15%
10	Irving	100	94	91	88	-6%	-3%	-3%	-12%
11	Amarillo	106	112	102	96	6%	-9%	-6%	-9%
12	Arlington	96	99	92	89	3%	-7%	-3%	-7%
13	El Paso	85	90	87	84	6%	-3%	-3%	-1%

\*Source: TWDB Municipal water use survey. 2014 is the most recent information.

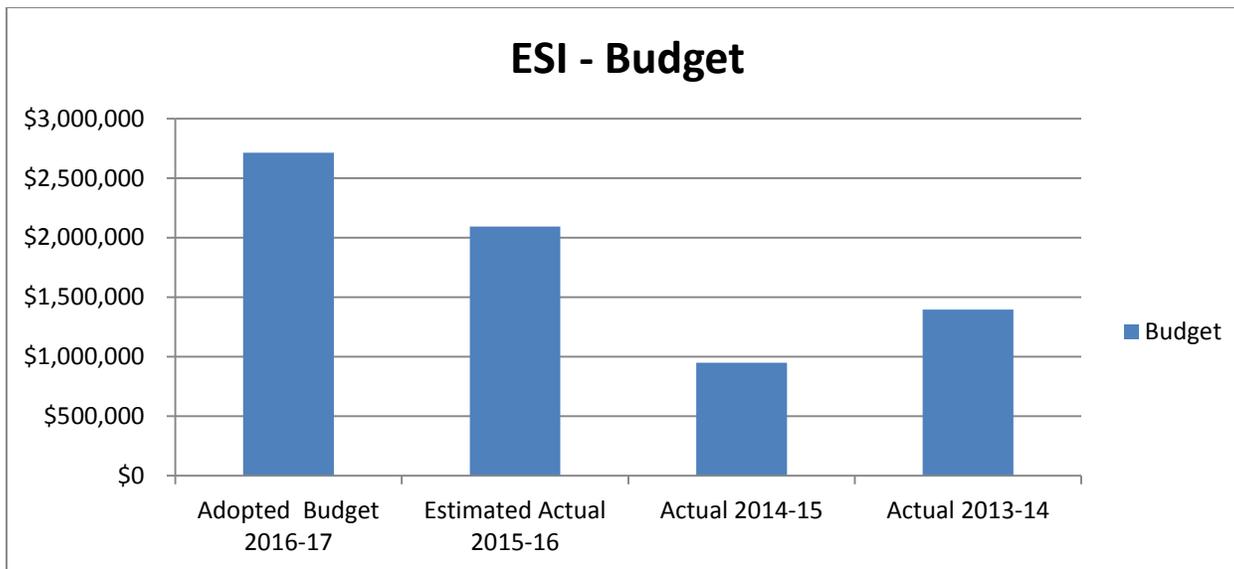
1. Calculation methodology: The benchmark value is the cumulative percent reduction from year 2007 to 2014. This is calculated by first finding the average of the residential per capita water use from five years of 2007-2011. From this average, the percent reduction – 2012 is calculated with the 2012 gpcd. For example, the 2007-2011 average

per capita water use for Corpus Christi was 78 gallons per capita per day (gpcd), and the 2012 value was 76 gpcd. The percent reduction from 78 to 76 is 3%. The 2012 to 2014 percent reductions were calculated according to this formula, for example, percent reduction-2013 =  $(2013\text{-gpcd} / 2012\text{-gpcd}) - 1$ . Cumulative reduction is the sum of years 2007 to 2014 percent reductions.

2. Description of data sources that will be used, Source of data is Texas Water Development Board municipal water use survey. This is an online database that is a collection of surveys done by all Texas water utilities. The information is a year delayed.
3. Assumptions: Reporting to the TWDB should be consistent among utilities, so we assume they follow guidelines of State reporting (e.g. that residential includes both single and multi-family units).

# FINANCIAL

## FINANCIAL TREND SUMMARY



## EXPENDITURES BY MAJOR CATEGORY

	Adopted Budget 2016-17	Estimated Actual 2015-16	Actual 2014-15	Actual 2013-14
# Budgeted FTEs	8	8	10	-
Personnel Services	\$1,168,223	\$605,847	\$311,258	\$515,211
Other operating	\$98,455	\$58,460	\$47,018	\$176,054
Contractual	\$1,383,332	\$1,357,215	\$530,404	\$537,473
Debt services				
Internal service allocations	\$64,280	\$66,432	\$61,760	\$153,455
Capital outlay		\$5,000		\$13,449
<b>Total</b>	<b>\$2,714,291</b>	<b>\$2,092,955</b>	<b>\$950,440</b>	<b>\$1,395,642</b>
Grant expenditures	NA	NA	NA	NA

**SOURCES OF REVENUES INCLUDING USER FEES & CHARGES (by Department)**

Total departmental revenue: \$ 0

Source of revenue including user fees, charges and internal service fund allocations	Comments	Date of last study	\$ generated annually
N/A	N/A	N/A	N/A

**CAPITAL BUDGET SUMMARY**

Not applicable to this department.

# BUSINESS PLAN STRATEGIES & TASKS

## MISSION ELEMENT #071: CIP Planning

**Goal 1:** Review public projects for consistency with the goals and visions of the various master plans.

<b>STRATEGY 1:</b> Participation in public project development to ensure compliance with master plans.		<b>Responsible Manager:</b> Assistant Director
<b>Problem this strategy is addressing:</b> Ensure that public infrastructure and city facilities are developed in a manner consist with the city's adopted master plans.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Participate in initial design and scoping meeting for all public infrastructure and facility projects.	09/30/2017	Assistant Director
2) Review final plans for consistency with objectives identified in approved master plans.	09.30.2017	Assistant Director

## MISSION ELEMENT #072: Water Planning.

**Goal 1:** Current and future sustainable water supply is diversified, drought resistant and cost effective.

<b>STRATEGY 1:</b> Continue progress on Region N Water Management Strategies (i.e. Variable Salinity Desalination pilot project schedule adherence) and develop 5-year large volume user water demand profile		<b>Responsible Manager:</b> Larijai Francis
<b>Problem this strategy is addressing:</b> Plan and secure water resources for current and future demands.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Review study deliverables.	12/31/2016	Larijai Francis
2) Develop Pilot plant siting and protocol.	05/15/2017	Larijai Francis
3) Equipment acquisition and installation.	11/27/2017	Larijai Francis
4) Pilot technology testing and data collection, to include research study on Brine Recovery.	12/30/2017	Larijai Francis

<b>STRATEGY 2:</b> Develop Water Conservation and Drought Management strategy that aligns budget investment with predicted conservation results		<b>Responsible Manager:</b> Larijai Francis
<b>Problem this strategy is addressing:</b> Plan and secure water resources for current and future demands.		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Develop updated water indexing system	1/15/2017	Larijai Francis
2) Draft revised Drought Contingency Plan	11/31/2017	Larijai Francis
3) Present draft to stakeholders	04/30/2017	Larijai Francis
4) Final copy Drought Contingency Plan	05/31/2017	Larijai Francis
5) City Council Approval and Implementation	07/31/2017	Larijai Francis

<b>STRATEGY 3:</b> Continue progress on Region N Water Management Strategies (i.e. Aquifer Storage and Recovery feasibility project schedule adherence) and develop 5-year large volume user water demand profile		<b>Responsible Manager:</b> Larijai Francis
<b>Problem this strategy is addressing:</b> Plan and secure water resources for current and future demands.		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Aquifer characterization study	1/30/2017	Larijai Francis
2) Exploratory test drilling program	12/31/2017	Larijai Francis
3) Groundwater modeling	12/31/2018	Larijai Francis
4) Study and reports completed	02/28/2019	Larijai Francis

**MISSION ELEMENT # 073:** *Serve as City's technical expert on environmental issues.*

**Goal 1:** *To ensure City facilities and projects are in compliance with federal, state and local environmental regulations.*

<b>STRATEGY 1:</b> TCEQ Rider 8 Air quality contract and Underground Storage Tank administration		<b>Responsible Manager:</b> Sharon Bailey Lewis
<b>Problem this strategy is addressing:</b> To ensure environmental compliance with National Ambient Air Quality Standard for Ozone and regulations pertaining to Underground Storage Tanks		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Administer TCEQ Rider 8 Air Quality Grant.	09/30/2017	Sharon Bailey Lewis
2) Administer A/Q Group Chair Contract.	09/30/2017	Sharon Bailey Lewis

<b>STRATEGY 2:</b> Renew Permits and Certifications.		<b>Responsible Manager:</b> Sharon Bailey Lewis
<b>Problem this strategy is addressing:</b> To ensure environmental compliance with all applicable federal state and local environmental laws.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Renew Multi-Sector General Permit.	11/14/2016	Sharon Bailey Lewis
2) Renew Pesticide General Permit.	02/02/2017	Sharon Bailey Lewis
3) Certify Underground Storage Tanks.	05/01/2017	Sharon Bailey Lewis

<b>STRATEGY 3:</b> Monitor Federal register and Texas Register and submit environmental reports.		<b>Responsible Manager:</b> Sharon Bailey Lewis
<b>Problem this strategy is addressing:</b> City is in compliance with all reporting requirements of federal, state and local environmental laws.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Submit Tier Two Report.	03/01/2017	Sharon Bailey Lewis

**STRATEGY 4:** Manage Spill Incident Reporting and Remediation.

**Responsible Manager:** Sharon Bailey Lewis

**Problem this strategy is addressing:** All incidents on City property will be handled in accordance with all federal, state and local laws.

**Tasks necessary to execute strategy:**

<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Spills are investigated within twenty-four hours	09/30/2017	Sharon Bailey Lewis
2) Reportable spills are reported to TCEQ within twenty-four hours	09/30/2017	Sharon Baily Lewis



# Facilities and Property Management

**Fiscal Year: 2016-2017**

September 23, 2016

Approved by:

A handwritten signature in black ink, appearing to be 'Ed Leonard', written over a horizontal line.

Ed Leonard, CFM, MBA  
Director of Facilities & Property Management

A handwritten signature in black ink, appearing to be 'E. Jay Ellington', written over a horizontal line.

E. Jay Ellington ICMA-CM  
Interim Assistant City Manager

# DEPARTMENTAL PROFILE

## DEPARTMENT DESCRIPTION

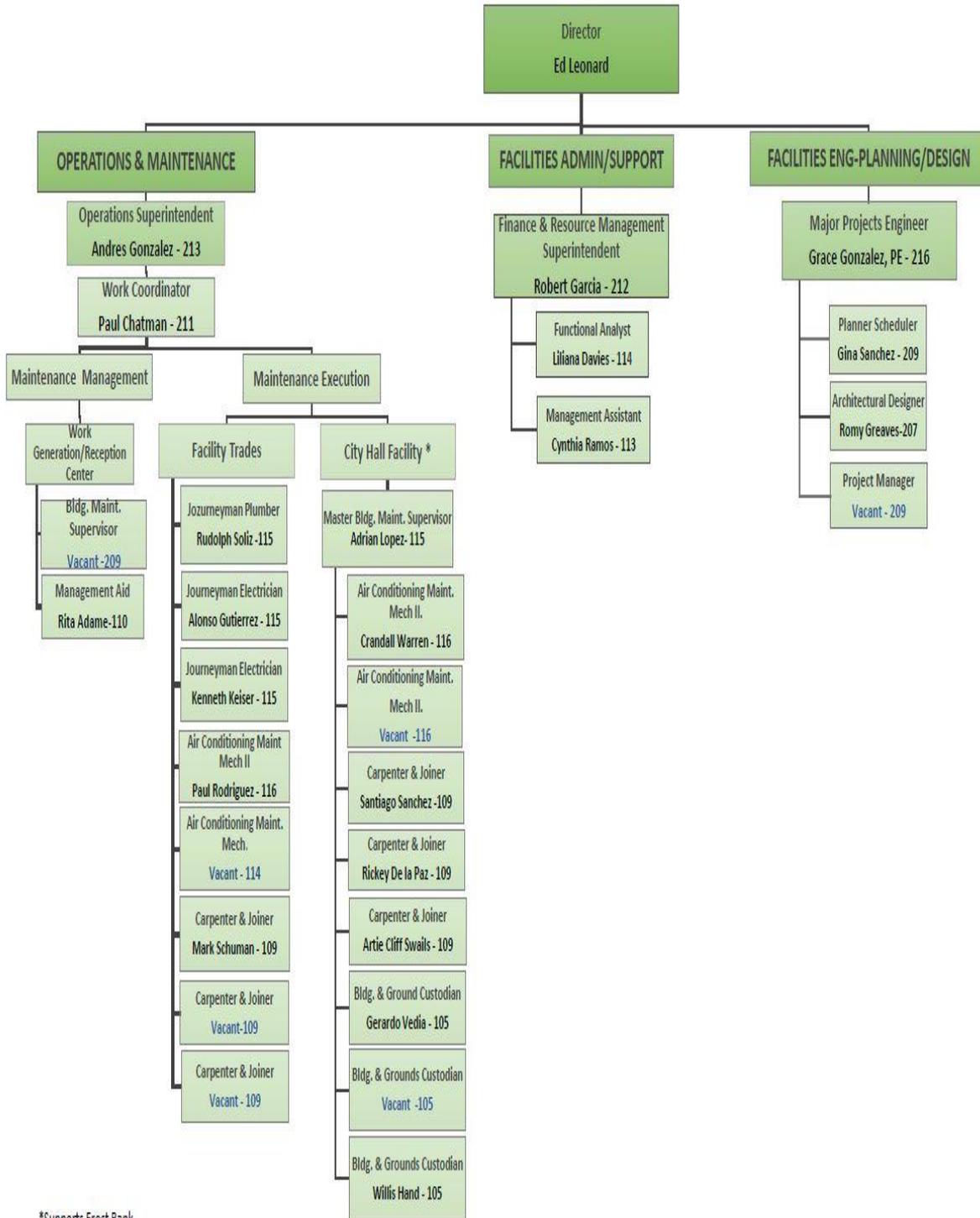
Facilities Maintenance Division was previously a division within General Services Department; however, it was established as the Facilities and Property Management (FPM) Department in FY13-14. What is facilities management? Facilities Management is a continuum that entails planning, programming, budgeting, design, contracting, construction, use, operation, maintenance, alteration, recapitalization, and disposal of facilities, not a series of discrete components. The facility management process integrates people, place, process and technology to deliver high quality customer services in a responsive manner and at an economical cost that meets customers' needs, expectations and satisfaction. FPM services delivered include facility inventory & condition assessments, assets recapitalization, facilities maintenance and repair of buildings, building systems, structures, utilities and equipment; project management/architectural services, real estate and space management, energy management, facility support contract services, ADA management, and physical security.

Moreover, to effectively deliver services, the FPM Department with a Full Time Equivalent (FTE) staffing of 28 personnel is organized into three (3) divisions: Operations & Maintenance (Maintenance Management, and Maintenance Execution), Facilities Administration/Support, and Facilities Engineering-Planning/Design. See organizational chart on next page. Current initiative includes phasing the consolidating and centralizing of facilities maintenance and repair under the FPM umbrella; thus far, Gas, Health and Corpus Christi Police Departments maintenance and repair needs have been consolidated under FPM. Other initiatives include developing preventative maintenance inspection (PMI) program, starting a facility condition and assessment program, completing the reconciling of City's Class 1 and 2 real properties with Nueces County Appraisal District (NCAD) and developing a Facility Condition Index (FCI) program.

Further, the following are a listing of FPM's significant accomplishments for FY15-16:

- Repaired the long-standing City Hall leaking skylight, funded through a \$2M Certificate of Obligation(Facilities Recapitalization Five-Year Work Plan);
- Repaired aging and deteriorating roofs, upgraded/repaired HVAC systems, along with other improvements on Lindale, Green Wood and Northwest Senior Centers, funded by a \$2M Certificate of Obligation (Facilities Recapitalization Five-Year Work Plan);
- Started the upgrade and modernization of the fire alarm systems at City Hall and Corpus Christi Police Department headquarters building—work in progress (WIP); and
- Repaired the severely deteriorated City Warehouse roof, moving the roof status from emergency to urgent.

# ORGANIZATION CHART



\*Supports Frost Bank

## **CURRENT BUSINESS ENVIRONMENT**

The Facilities and Property Management Department provides facilities maintenance, repair and minor construction support for 599 (482 buildings, 66 structures, and 51 complexes) Class 2 Real Property. Of the 599 properties, two (2) are currently excess to the City's long-term needs. Further, of 599 properties, 105 are leased out (Lessor); the City is also the lessee for 22 properties with various types of lease agreements, e.g., Triple-Net or Double-Net.

Additionally, it also manages 943 plots of Class 1 (land) Real Property. Of the 943 plots 78 are currently excess to the City's long-term needs and are being dedicated to either affordable housing, Infill Housing Incentive Program (IHIP), reserved for Navy clear zones or offered for sale to the general public. Moreover, of the 943 plots, 81 are leased out as farm land, golf course leases, sport complexes.....etc. Nonetheless, though the Facility and Property Management Department is a cost center that is funded through allocations from other departments, its support is vital to revenue centers and other cost centers meeting their mission of becoming the benchmark departments among Texas Cities. Moreover, current emerging changes include changing ADA requirements, lower sales tax revenues due to the plummeting of oil prices on the world market, coupled with a marked slow-down in regional Eagleford Shale activity, and increasing requirements for security, sustainability, and emergency preparedness, as well as the embracing of current/new contracting vehicles, i.e., Indefinite Delivery Indefinite Quality (IDIQ), Facilities Multiple Award Contract (FMAC). Nonetheless, the projected efficiencies for FY16-17 include:

- Require a City Estimate (CE) for all procurements/acquisitions to determine if bid contract prices are fair and reasonable;
- Hire Project Manager (Energy Manager) to monitor and manage the energy program to improve cost avoidance and increase savings;
- Maintain low limit inventory on critical, long lead time parts or components or equipment;
- Institute a comprehensive preventative maintenance inspection program and a controlled inspection program.

Further, the FPM Department delivers maintenance and repair, minor construction, asset recapitalization, facility support services contracting, facility condition assessment, real estate and space planning for 34 departments comprising 3219 personnel (internal customers).

## **RISKS & VULNERABILITIES**

City-owned and leased facilities are currently being managed through a centralized-decentralized process. Facility and Property Management Department has partial to full control for three (3) buildings (2 owned and 1 leased-City Hall, Maintenance Shop, and Frost Bank). All other buildings and other real and personal property are owned and managed by departments. Maintenance and repair needs are provided, for the most part, through a chargeback system whereby labor is funded through an allocation in the O&M budget and customers pay as they go (PayGo) for material and some other cost. Customers also budget for most rehabilitating or replacing or constructing of capital projects.

Moreover, this centralized-decentralized process results in facilities being run to failure with facilities failing prematurely, invariably resulting in crisis management situation—Quadrant 1 (Urgent and Important). The process and funding level allow for little to no preventative maintenance to extend facility lifecycle, enhance performance reliability, reduce the cost of ownership, deliver more effective customer service, reduce replacement cost.....etc. Further, the condition of buildings and building systems are estimated/unknown, for there is no periodic/programmatic condition assessments to 1) identify deficiencies, 2) serve as the basis for developing a maintenance and repair (M&R) O&M and Capital budgets, 3) serve as a tool to monitor and measure the effectiveness of the M&R program or 4) to develop a Facility Condition Index (FCI), which is the ratio of M&R backlog to facility/plant current replacement value (CRV).

FCI is a metric that is typically derived from Facility Condition Assessment (FCA) and is used for determining the condition of facility assets, the size and extent of deferred backlog, and it is also a vital tool for effective facility management and decision support. For example, facilities with a FCI equal to or less than 5% are generally rated to be in good condition, facilities ratings ranging between 6-10% are in fair condition, ratings ranging between 10-30% are in poor condition and ratings greater than 30% are in critical condition.

FCI drives where investment is needed to protect and preserve facility assets so that they can effectively and reliably meet their design function(s) and intent. Moreover, as a consequence of the current centralize-decentralize facility management process, departments are inadequately funded (M&R) to meet at least, the minimum cost of ownership. The Building Research Board of the National Research Council suggests the minimum M&R funding to meet facility ownership obligations should range between 2-4% of the aggregate facility/plant current replacement value (CRV) cost.

Further, the City has a culture of deferred maintenance and underfunding that undermines M&R, creating facilities condition that can affect public health and safety, reduce

productivity and cause long-term financial losses when facilities must be prematurely replaced. In response to growing backlog of deferred M&R projects, the Facilities and Property Management Department has developed and rolled out a Five-Year Facilities Recapitalization Work Plan. Year 1 (FY14-15) of Five-Year Work Plan is being executed, funded through a \$2M Certificate of Obligation (CO). Projects for Year 1 include 1) repair of City Hall skylight, and 2) replace roofs and perform other improvements to Lindale, Greenwood and North West Senior Centers.

City Council approved Year 2 (FY16-17) that will be funded through another \$2M CO. Projects include 1) Replace City Warehouse Roof, 2) Replace La Retama Central Library Roof, 3) Replace Oak Park Recreation Center Roof, and Replace Oveal Williams Senior Center Roof.

### **ISSUES AND CHALLENGES FOR FY 2016-17**

As in prior fiscal years, the FPM Department continues to face a number of critical issues and challenges in FY16-17. These issues and challenges include 1) lack of a fully centralized process for managing facilities (only Corpus Christi Police Department, Health Department and Gas Department M&R needs are centralized under Facilities), 2) lack of a proactive PMI program, 3) lack of a proactive condition assessment program, 4) under investing/underfunding M&R, 5) under investing in recapitalizing of facility assets, 6) aging infrastructure and growing backlog of M&R needs, and under investing in employee training to hone, upgrade and acquire new skills. See Mission Element #191 Goal 3.

### **3 TO 5 YEAR OUTLOOK**

Within 3-5 years, resources permitting (vibrant economy), the department will attempt to exploit a number of opportunities to improve the delivery of facility support services. These opportunities include 1) leveraging technology to improve service, 2) ascertain information needed to manage effectively and leverage technology to automate producing it, 3) develop a facilities master plan from which all other plans are developed, 4) develop a facility business plan driven by the facility master plan and dovetails and supports the City business and departmental business plans. See Mission Element #191 Goal 2.

Further, the Facilities and Property Management Department will operate as a business, understand its business, know the business of its customers and communicate in the language of its customers, including policy makers and administrators. Moreover, the Facilities and Property and Property Management will start transitioning from the traditional “Boiler Room” to the Board Room, develop a Recapitalization, Maintenance Action Plan (MAP), Maintenance Execution Plan (MEC) and an Asset Management Plan (AMP). Additionally, continue the process of centralizing facility management. See Mission Element #191 Goal 4.

# PERFORMANCE

## DEPARTMENT MISSION AND MISSION ELEMENTS

<b>MISSION:</b> Assist City departments in meeting facilities and property requirements	
ME#	Mission Element
191	Maintain and management the City's facilities and properties

## SERVICES AND SERVICE LEVELS

ME #	Service Provided	Measurement of Service		Is current demand satisfied	Current Level of Service
		Description of How Service Provided is Measured (i.e., the "service measure")	Activity level (annual)		
191	Maintenance & Repair of Buildings & Grounds	# of maintenance hours performed	Annual	Yes	45,639
	Energy Management	#KWh consumed	Annual	Yes	4,110,614
	Property management of City's inventory of land, building & leases	# of Class 1 (Land) property/parcels managed  # of Class II (Buildings, structures, utilities, equipment) managed	Annual	Yes	943  599
	Capital Planning	# of capital projects planned and executed	Annual	Yes	8

**Primary factors creating demands for services and implications:** Facilities and Property Management Department goal is to deliver high quality services to its customers, enabling them meet their mission. Delivered services include facility inventory & condition assessment, asset recapitalization, maintenance and repair, facility support contracting, project management, real estate & space management, energy management, and physical security. The demand for services is driven by customer needs, funding availability and priorities.

**Proposed Baselines:**

1. # of Class 2 Real Property( Buildings, structures, and utilities): 599
2. # of buildings maintained and repaired: 482
3. Total square footage of Class 2 Real Property: 2,328,831
4. # of parcels Class 1 Real Property (Land): 943.
5. Square footage of space air conditioned:422,263

**TABLE OF GOALS AND ASSOCIATED PERFORMANCE MEASURES**

ME #	Goal	Performance Measure Associated With Goal	Is Measure included in CPR?	Annual Target
191	Improve function and reliability of facilities	% of available maintenance hours dedicated to preventative maintenance	Yes	20%
	Reduce lifecycle cost of facilities ownership	% of budget dedicated to maintenance and repair	Yes	2-4% of plant replacement value for M&R

**PERFORMANCE TRENDS**

CPR Baseline Measure	FY 15-16 (est)	FY 14-15	FY 13-14	FY 12-13	FY 11-12
Full-time employees	28	20	20	18	
Total expenditure	\$6.2M	\$3.9M	\$3.3M	\$3.6M	
# of work orders completed	4184	5156	3312	2830	
# of buildings maintained	482	470	470	470	
Square footage of buildings maintained	2,453,733	2,453,733			
Sq footage of air conditioned space maintained	422,263				
# of properties maintained	599				

The above data drives operations action needed to effectively meet customer needs, expectations and satisfaction. It drives the level of resources needed and allocated to deliver customer services.

## EXTERNAL BENCHMARKS – COMPARISONS TO OTHER CITIES

City of Corpus Christi benchmark cities: San Antonio, Austin, Arlington, Fort Worth, Garland, Amarillo, Lubbock, Grand Prairie, Irving, Dallas, Plano, El Paso and Laredo

Benchmark Measure Used	Ranking	Explanation of relative ranking
Complaints received per capita (100,000)	50	City ranked in the 50 <sup>th</sup> percentile based on limited information available from benchmarked cities
Percent of facilities that received preventative maintenance	22	City ranked in the 22 <sup>th</sup> percentile based on limited information available from benchmarked cities
Percentage of facilities inventory that is in good to fair condition	21	City ranked in the 21 <sup>th</sup> percentile based on limited information available from benchmarked cities
Percentage planned maintenance vs. reactive maintenance	21	City ranked in the 21 <sup>th</sup> percentile based on limited information available from benchmarked cities
Percent of plant replacement value budgeted for maintenance and repair	17	City ranked in the 17 <sup>th</sup> percentile based on limited information available from benchmarked cities

All of the information needed from benchmark cities for a full comparison is not currently available.

# FINANCIAL

## FINANCIAL TREND SUMMARY

Underfunding has undermined maintenance and repair (M&R) of facilities, increasing the cost of ownership. This underfunding can affect public health and safety, posed operational liability, reduce productivity and cause long-term financial losses due to premature failures. To start a facilities sustaining, restoring and modernizing program to protect the investment in facility assets, a Facilities Five-Year Recapitalizing Work Plan was established. The Work Plan was funded through a \$2M Certificate of Obligation. Year 1 (FY14-15) of the plan is currently being executed. City Council approved Year 2 (FY16-17) of the Work Plan in the FY16-17 Capital Improvement Program (CIP) budget. Tight budgets, competing demands and declining revenues makes it difficult to procure additional funding.

## EXPENDITURES BY MAJOR CATEGORY:

	Adopted Budget 2016-17	Estimated Actual 2015-16	Actual 2014-15	Actual 2013-14
# Budgeted FTEs	28	28	29	20
Personnel Services	1,820,002	1,708,671	1,374,874	795,947
Other operating	276,201	254,967	222,969	133,597
Contractual	1,755,047	2,303,883	1,816,569	1,839,330
Debt services	230,527	231,449	234,357	216,967
Internal service allocations	507,155	423,828	312,774	305,092
Capital outlay	200,000	1,269,003	0	0
<b>Total</b>	<b>4,788,932</b>	<b>6,191,800</b>	<b>3,961,542</b>	<b>3,290,933</b>
Grant expenditures	0	0	0	0

## SOURCES OF REVENUES INCLUDING USER FEES & CHARGES (by Department)

Total departmental revenue: \$4,656,147

Source of revenue including user fees, charges and internal service fund allocations	If user fee or charges, conceptual basis and % cost recovery target	Date of last study	\$ generated annually
Resale of Electricity	Frost Bldg – Bank Tenant Electricity Use	FY2016	11,600
Building Maintenance Allocations	City Hall = FTE Basis & City-Wide = Ave. No. of W/O's	FY2016	4,644,547

## **CAPITAL BUDGET SUMMARY**

Typically, a Capital Improvement Program (CIP) is a short-range planning and fiscal management tool employed to coordinate the planning, timing and financing of capital improvements over a multi-year period that is usually 5-10 years. Capital improvements are typically major, non-repeating expenditures on items such as land, buildings, building systems, infrastructure, utilities and equipment. The CIP is a dynamic working document that is reviewed and updated annually to reflect changing needs, priorities and funding opportunities. City Council approved the FY16-17 CIP budget in August 2016. The Public Facilities Program of the FY16-17 CIP comprise of two focuses.

Focus One of the FY16-17 Public Facilities Program is directed at the construction phase of Bond 2012 projects listed in Proposition Three–Service Center and Proposition Five–Library. The list includes a new Signs & Marking and Signals Shop (replacing aging and deteriorating building at 3654 McBride) and Roofs Replacements at three City facilities. Projects will be procured through the new Facilities Multiple Award Contract (FMAC) mechanism that replaced Job Order Contracting (JOC). Programmed expenditure for the projects is \$1,76M.

Focus Two for FY16-17 includes additional improvements to City public facilities through the Facilities Five-Year Recapitalization Work Plan. The intent of the Work Plan is to sustain, restore and modernize capital assets and will be funded through a \$2M Certificate of Obligation (CO). Year one (FY14-15) Work Plan is currently being executed. Year one projects include 1) Repair of City Hall Skylight, and 2) Repair Roofs and other Improvements to Lindale, Green Wood and Northwest Senior Centers. City Council has authorized \$2,000,000 CO to fund Year two (FY16-17) projects: Repair La Retama Central Library Roof, Repair Roof on City Warehouse, Repair Oak Park Recreation Center Roof and Repair Oveal Williams Senior Center Roof.

# BUSINESS PLAN STRATEGIES & TASKS

**MISSION ELEMENT #191:** Maintain and manage the City's facilities and properties

**Goal 1:** Improve customer satisfaction and customer service delivery

<b>STRATEGY 1:</b> Employ measures to improve customers satisfaction and communication		<b>Responsible Manager:</b> Ed Leonard
Determine the level of customer satisfaction in order to make needed adjustments		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Conduct an inter-departmental customer survey to gage the level of customer satisfaction	02/28/2017	Ed Leonard Cindy Ramos
2) Respond to customers' emergency work requests within an hour at least 98% of the time during normal and outside of normal business hours	11/30/2016	Andres Gonzalez Paul Chatman
3) Meet close up with customers at least bi-annually to assess their needs and expectations and craft a plan(s) of action and milestone (POA&M) to meet them	09/30/2017	Ed Leonard Andres Gonzalez Paul Chatman

**Goal 2:** *Develop and align facility master and strategic plans*

<b>STRATEGY 1:</b> Align strategic plans with department's vision and mission		<b>Responsible Manager:</b> Ed Leonard
Lack of alignment of goals, objectives, strategies, and tactics with vision and mission		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Develop a facility master plan	09/30/2017	Ed Leonard
2) Identify a funding stream(s) to procure funding to outsource developing of a facilities master plan	09/30/2017	Ed Leonard
3) Develop a facilities strategic plan that dove tails with the facilities master plan, along with facilities goals, objectives, strategies and tactics (GOST)	09/30/2017	Ed Leonard
4) Develop an asset management plan	09/30/17	Ed Leonard Robert Garcia

**Goal 3:** Establish a facility condition assessment (FCA) program

<b>STRATEGY 1:</b> Develop and implement an FCA program		<b>Responsible Manager:</b> Ed Leonard
Lack of a vital FCA program		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Identify and secure funding to establish a FCA program	09/30/2017	Ed Leonard
2) Convert a vacant Building Maintenance Supervisor position into a Planner & Estimator position or equivalent to conduct inspections and to develop project cost estimates for addressing facility maintenance and repair deficiencies	09/30/2017	Ed Leonard
3) Procure funding to outsource FCA	09/30/2017	Ed Leonard

**Goal 4:** Improve facility operations & maintenance work planning and scheduling

<b>STRATEGY 1:</b> Develop and implement facility M&R work plans 2. Decrease non-emergency work request cycle time by 5%		<b>Responsible Manager:</b> Ed Leonard
Lack of facility M&R work plans		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Develop a Maintenance Execution Plan (MEC)– Annual Maintenance Plan	02/28/2017	Andres Gonzalez
2) Develop a weekly Shop Load Plan for the various crafts from the MEC. Develop Shop Load Plan based on a 75-25 % ratio; 75% for specific planned projects and 25% for urgent jobs and other unforeseen events	11/30/2016	Paul Chatman Andres Gonzalez
3) Develop a dynamic and prioritized Maintenance Action Plan( MAP) of unfunded/unbudgeted projects to drive budget building, resource allocation, priorities.....etc.	11/30/2016	Andres Gonzalez

**Goal 5: Improve internal and management control of assets**

<b>STRATEGY 1:</b> Strengthen internal and management control of assets		<b>Responsible Manager:</b> Ed Leonard
Improve safeguarding of assets and achieve effective stewardship		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
Develop and maintain an auditable record for capital and other assets	12/31/2016	Robert Garcia
Conduct a physical inventory of all assets initially and at least quarterly thereafter	12/31/2016	Robert Garcia
Sub-custody assets to users	12/31/2016	Robert Garcia
Establish procedures for reporting damage, missing, lost or stolen items	01/31/2017	Robert Garcia

**Goal 6: Improve recapitalizing of facility assets**

<b>STRATEGY 1:</b> Restructure sustaining, restoring and modernizing capital assets		<b>Responsible Manager:</b> Ed Leonard
Strengthening capital assets management		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Develop and maintain a current listing of buildings, building systems, structures...etc. of CIP projects for recapitalization through Bond, CO.....etc.	02/28/2017	Grace Gonzalez
1) Coordinate CIP projects planning, programming, budgeting, design, construction.....etc. for FY16-17 with Engineering Services and customers	02/28/2017	Grace Gonzalez
3)Maintain an updated inventory of City leased facilities(Lessor) and develop a replacement schedule for buildings and building systems, i.e., roofs, HVAC, boilers.....etc.	02/28/2017	Grace Gonzalez

**Goal 7: Develop preventative maintenance inspection (PMI) program**

<b>STRATEGY 1:</b> Develop and implement a PMI program		<b>Responsible Manager:</b> Ed Leonard
Lack of a structured PMI program		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Establish processes and procedures for conducting PMI	03/30/2017	Andres Gonzalez
2) Develop plan to implement PMI into a periodic and programmatic maintenance program, including out lease facilities	03/30/2017	Andres Gonzalez
3) Integrate PMI into weekly Shop Load Plan and work schedules	03/30/2017	Andres Gonzalez
4) Coordinate PMI performance with operators of City out lease facilities, i.e., ABC, Art Museum....etc.	12/31/2016	Andres Gonzalez
5) Complete at least 90% of planned preventative maintenance (PM) tasks	08/31/2017	Paul Chatman

**Goal 8: Improve reconciling of Class I and II Real Property**

<b>STRATEGY 1:</b> Conduct inventory of Class I and II real property		<b>Responsible Manager:</b> Ed Leonard
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Reconcile Class 1 (Land) real property with Nueces County Appraisal District	06/30/2017	Gina Sanchez
2) Reconcile Class 2 (buildings, structures, utilities, equipment) with Nueces County Appraisal District	06/30/2017	Gina Sanchez
3) Identify 100% of all Class 1 and Class 2 real property that are excess to the City's long-term needs.	06/30/2017	Gina Sanchez

**Goal 9:** Improve procuring of goods and services

<b>STRATEGY 1:</b> Improve execution of procurement process	<b>Responsible Manager:</b> Ed Leonard	
Strengthen the procurement process		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1)Develop and institute processes to prevent unauthorized purchases	11/30/2016	Robert Garcia
2)Provide initial training and continuous current updates on procurement policy changes	11/30/2016	Robert Garcia
3)Require a city estimate on all procurements for price comparison to determine if vendor(s) quotes are fair and reasonable	11/30/2016	Robert Garcia



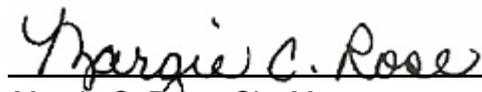
# Financial Services Business Plan

**Fiscal Year: 2016-2017**

August 26, 2016

Approved by:

  
Constance P. Sanchez, Department Director

  
Margie C. Rose, City Manager

# DEPARTMENTAL PROFILE

## DEPARTMENT DESCRIPTION

The Financial Services Department is made up of five main divisions: administration, accounting, treasury, collections, and procurement. These five divisions have 102 full-time equivalent (FTE) budgeted positions.

The **administration division** consists of the director, two assistant directors, and an executive assistant and is responsible for the overall management and operations of the department. One assistant director is responsible for the accounting, treasury divisions, and collections divisions, and the second assistant director is responsible for the procurement division.

The **accounting division** is responsible for the daily operations of general accounting and grants, reconciliation of the City's bank accounts, paying of City invoices city-wide, and administration of payroll. During fiscal year 2016 (FY2016), the Financial Services Department underwent a financial assessment by the Weaver Consulting Firm. This assessment brought to light the department's understaffing issue. The assessment recommended five (5) critical positions that were needed to ensure a more efficient way of doing business. However due to budgetary constraints in the upcoming fiscal year, these positions will not be incorporated into the department. Additionally, two current positions (one in Accounting and one in Central Cashiering) were frozen in FY16 and will continue to be frozen in FY17. As a result, implementation of the needed changes will be delayed for at least one fiscal year. On a positive note, the City received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting award for its Comprehensive Annual Financial Report (CAFR). This is the 31<sup>st</sup> consecutive year. The department will continue to strive to achieve this goal every year.

The **treasury division** includes Cash Management and Central Cashiering. Cash Management handles the City's cash and investment portfolio. Central Cashiering processes the City's payments for walk-in customers at City Hall, Development Services, and the JC Elliott Transfer Station. This division is working on the implementation of the new cash receipts system that is scheduled to go live in December 2016.

The **collections division** includes accounts receivable and the Utility Business Office (UBO). It is responsible for the monthly billing and collection of the City's miscellaneous receivable and utility accounts. This City's accounts receivable division provides customer service for any questions pertaining to miscellaneous billings, and the Utility Business Office division provides customer service through its resolutions division (both walk-in and by phone) for the City's utility billing. The Utility Business Office provides customer care to over 100,000 customers. The main focus for the collections division, as a whole, is to provide excellent customer service. The Utility Business Office has shown significant improvements since hiring a Collections Manager in the latter part of calendar year 2015. This division will also be implementing a new billing system in December 2016.

The City's **procurement division** includes the City's purchasing function, the City's warehouse, messenger service and postage services. The purchasing function is responsible for acquiring goods and services needed by citywide departments. The City's warehouse is responsible for

stocking those items that are needed by departments on a daily basis and are fairly standardized in nature. Messenger service is tasked with the distribution of interoffice mail to departments citywide and U.S. postal mail received on a daily basis. Postage services apply postage to all outgoing mail from City hall, tracks the postage by department organization number and charges departments for their usage.

During FY15 and the beginning of FY16, the division had been directed by the procurement manager. However, as a result of the implementation of the new INFOR software system last fiscal year, it became evident that additional executive leadership and direction were needed in this area, and so a second assistant director of Finance position was reestablished at the beginning of FY16. The Financial Services Department hired a new Assistant Director of Finance over Purchasing in January 2016. This change has made a huge impact on how the City procures goods and services.

A goal for the purchasing division in FY16 was to become fully staffed. An expenditure budget to hire temporary, leased workers was approved in FY2016 to allow the division to determine exactly which positions were needed in order to maintain the current level of service. The Weaver Assessment addressed the need to convert the temporary, leased workers to full-time positions, and as a result, a decision package was proposed for FY17 to convert the temporary employees to full-time positions. Unfortunately, the decision package was not approved. However, an expenditure budget for the temporary leased workers was approved to enable the division to provide the same level of service.

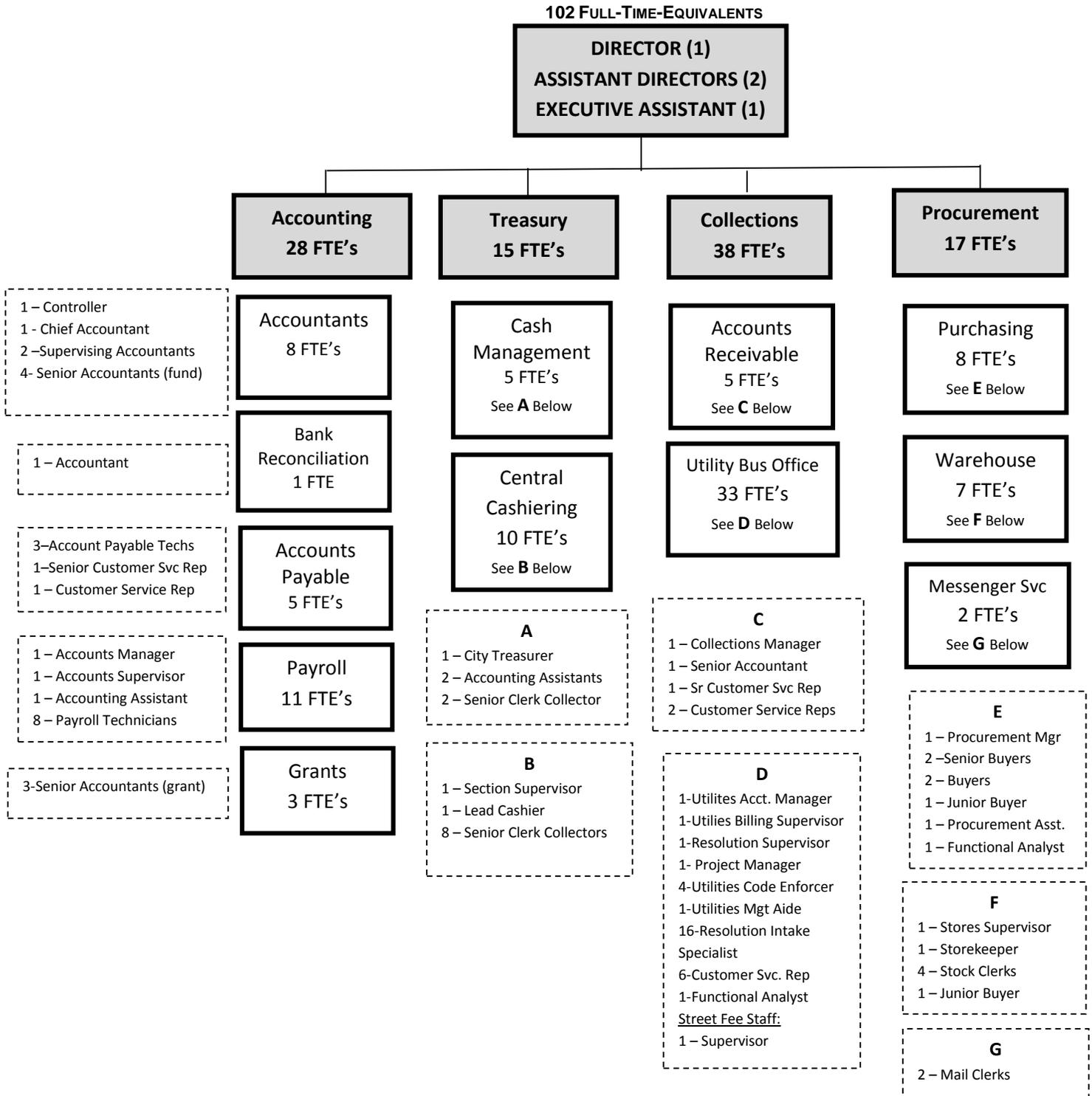
The Weaver Assessment also evaluated the viability of the City's Warehouse. The assessment confirmed the viability of the Warehouse and made recommendations for improving the physical structure of the building. Temporary improvements were immediately made, and permanent improvements are scheduled to be made in FY2017. Another recommendation was the elimination of the markup of prices at the Warehouse to recover overhead costs. This has been implemented for FY17 with the costs for the Warehouse being recovered through departmental allocations. It is anticipated that sales will increase at the Warehouse due to the fact that City departments will no longer be paying a markup.

Significant accomplishments during FY2015-16 include:

- Refunded the City's qualifying, outstanding utility system revenue bonds to achieve a net present value savings of \$15.1 million or 17.84%. This equates to an average annual debt service savings of approximately \$890,000 per year for 23 years.
- Refunded the City's qualifying, outstanding general obligation bonds to achieve a net present value savings of \$800,430 million or 4.89%. This equates to an average annual debt service savings of approximately \$60,000 per year for 15 years.
- Implemented 18% of the recommendations from the Weaver Assessment by June 30, 2016.
- Repaired the Warehouse roof with replacement scheduled for FY2017.
- Completed the FY2015 CAFR by the due date to qualify for the GFOA's Certificate of Achievement for Excellence in Financial Reporting award.

- Developed all new procurement and contract templates to expedite purchasing procedures.
- Standard & Poor's Ratings Services (S&P) raised its rating on the City of Corpus Christi's general obligation debt to "AA" from "AA-" in June 2016.

## ORGANIZATION CHART



## **CURRENT BUSINESS ENVIRONMENT**

The Financial Services Department is continuing to undergo implementation of new software. In FY2015, the financial system and purchasing system were implemented. Implementation of utility billing, receivable billing, and cash receipting occurred throughout the entire 2016 fiscal year - with completion scheduled for the end of the first quarter of FY2017. In addition, the Financial Services Department underwent a departmental assessment during the fiscal year affirming that the department functions at a high level maximizing its limited resources. During FY2017, implementation of all modules of the software system should be completed. It will be challenging for staff to learn the new processes while keeping daily operations going on. The end result, however, should improve efficiency and effectiveness for the department.

## **RISKS & VULNERABILITIES**

The greatest risk the department faces is not being able to meet critical deadlines due to inadequate staffing. The Financial Services Department is under constant pressure to produce complex, technical financial reports for both internal and external customers including regulatory agencies. The Weaver Assessment commended the staff for producing such reports with the limited resources we have. However, this level of constant stress cannot be maintained over a long period of time. Productivity becomes an issue when the staff has worked many hours of overtime for four to six months straight in an effort to meet these deadlines. This has been an ongoing issue for years and has hurt the department because we have lost some very valued and key employees due to the hours worked and the lack of compensation. In fact, Financial Services lost a key member of our accounting staff during the latter part of FY2016.

## **ISSUES AND CHALLENGES FOR FY 2016-17**

1. Adequately staff and compensate the Financial Services Department.

The Weaver Assessment cited that the staff in the Financial Services Department is paid below the estimated market value of comparable positions as calculated by the City's Human Resources Department. Management will be working with Human Resources in FY2017 to review each position and determine the best avenue for classifying and compensating the positions. Additionally, the Weaver Assessment cited a high reliance on temporary leased workers. During FY2017 management will review and assess the jobs performed by the temporary leased workers and will recommend to executive management which positions should be converted to full-time positions.

## 2. Develop enhanced reporting for Financial Services

The Weaver Assessment cited lack of adequate reporting resulting from the implementation of the new financial software. Management is in the process of issuing a request for proposal for reporting software that should assist in filling this void. Awarding of a contract is expected to occur in October 2016, with implementation of the new reporting tool by FY2018.

## 3. Utility meter and billing issues

An excessive number of estimated utility meter reads has been occurring due to a variety of reasons including meter malfunctions. In addition, the Weaver Assessment cited the fact that the City Utilities Department and UBO do not have a systematic process to detect, identify, resolve, or communicate interdepartmental issues related to the utility meters, meter readings, and utility billing. During FY2017, Financial Services staff will continue to work with the Utilities Department to resolve these issues.

## 4. Update policies and procedures

Financial Services is working towards adopting the GFOA's best practices for financial policies. Management will be working with the Office of Strategic Management during FY2017 to standardize the existing financial policies and add additional policies in accordance with best practices.

## **3 TO 5 YEAR OUTLOOK**

- Automate payroll processes – including recording of time and supervisor approvals.
- Increase efficiencies in closing out the accounting books at fiscal year-end and preparing the year-end financial report.
- Establish consolidated purchasing contracts for economies of scale and increased efficiencies.
- Improve the customer experience with the Utility Business Office.
- Implement a barcoding system for the Warehouse.
- Evaluate moving postage services in-house to increase efficiencies and reduce costs.

# PERFORMANCE

## DEPARTMENT MISSION AND MISSION ELEMENTS

<b>MISSION:</b>	
ME#	Mission Element
181	Process transactions and maintain financial records for receipts, disbursements, inventories, and general ledger
182	Produce financial reports
183	Provide utility billing and collections
184	Administer centralized treasury for debt, cash, and investment management
185	Centralized purchasing system

## SERVICES AND SERVICE LEVELS

ME #	Service Provided	Measurement of Service		Is current demand satisfied ?	Current Level of Service
		Description of How Service Provided is Measured (i.e., the "service measure")	Activity level (annual)		
181	CLOSING THE BOOKS ON A MONTHLY BASIS	NUMBER OF DAYS TO CLOSE MONTH	14	NO	20
	MANAGE THE BILLING COLLECTION AND FINANCIAL REPORTING OF THE CITY OF CORPUS CHRISTI'S VARIOUS MISCELLANEOUS RECEIVABLES ACCOUNTS	BILL CUSTOMERS ON SCHEDULE AND PURSUE COLLECTIONS FOR ACCOUNTS OVER 60 DAYS OLD. AVERAGE COLLECTION RATE	100%	NO	85%
	PAY VENDOR INVOICES REMITTED BY DEPARTMENTS TO ACCOUNTS PAYABLE	PAY AN AVERAGE OF 2500 VENDORS, OR 3,200 TO 4,000 INVOICES PER MONTH, WITHIN 10 DAYS OF RECEIPT OF INVOICE IN ACCOUNTS PAYABLE AND ABIDE BY PROMPT PAYMENT ACT IN PAYMENT OF INVOICES WITHIN 30 DAYS OR LESS. PERCENTAGE OF INVOICES PAID WITHIN 30 DAYS OR LESS.	100%	NO	70%
	PAY EMPLOYEES BI-WEEKLY	NUMBER OF CORRECTION CHECKS ISSUED PER PAYROLL	5	YES	5
	PROCESSING PAYROLL	NUMBER OF HOURS TO PROCESS PAYROLL	14	NO	14
	MAINTAIN FINANCIAL RECORDS FOR INVENTORIES AND CAPITAL ASSETS	CLOSE WAREHOUSE INVENTORY BY THE LAST DAY OF EACH MONTH.	5	YES	5

		NUMBER OF DAYS TO CLOSE AFTER MONTH-END			
182	PRODUCE MONTHLY FINANCIAL REPORTS	INTERNAL FINANCIAL REPORTS ARE AUTOMATICALLY RUN EVERY NIGHT. SUBMIT EXTERNAL FINANCIAL REPORTS (SALES TAX RETURNS, COURT COSTS RETURNS, GRANTS FINANCIAL REPORTS) BY DUE DATE. % OF REPORTS SUBMITTED TIMELY	98%	YES	98%
	COMPLETE THE COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR) BY MARCH 31 <sup>ST</sup> OF EVERY YEAR	NUMBER OF MONTHS IT TAKES TO PRODUCE CAFR	6	YES	6
	PREPARE ANNUAL SUPPLEMENTAL DISCLOSURE AND BOND OFFICIAL STATEMENTS AS NEEDED	PREPARE ANNUAL SUPPLEMENTAL DISCLOSURE WITHIN 6 MONTHS OF FISCAL YEAR-END. PREPARE OFFICIAL STATEMENTS AS NEEDED IN ACCORDANCE WITH THE FINANCIAL ADVISOR'S TIMELINES	6	YES	6
	PREPARE GRANTS SCHEDULE OF FEDERAL/STATE EXPENDITURES OF AWARDS (SINGLE AUDIT) WITH NO FINDINGS	PRODUCE SCHEDULE OF FEDERAL/STATE EXPENDITURES OF AWARDS (SINGLE AUDIT) WITHIN 6 MONTHS OF FISCAL YEAR-END	6	YES	6
183	BILL CUSTOMERS FOR ALL UTILITY ACCOUNT BALANCES DUE THE CITY	REVIEW/ANALYZE 100% OF METER ERROR MESSAGES TO ENSURE ACCURATE BILLING. PERCENTAGE OF ERROR MESSAGES REVIEWED.	100%	YES	100%
	PURSUE COLLECTIONS WHEN A CUSTOMER REACHES DELINQUENT STATUS	PURSUE COLLECTIONS FOR ACCOUNTS >60 DAYS, PURSUE COLLECTIONS FOR UNAUTHORIZED USE ACCOUNTS, AND ENFORCE CODE VIOLATIONS. AVERAGE COLLECTION RATE.	90%	NO	70%
	PROVIDE CUSTOMER CARE	ASSIST EACH UTILITY CUSTOMER THAT CONTACTS THE UTILITY BUSINESS OFFICE IN A TIMELY MANNER. PERCENTAGE OF CUSTOMERS SEEN/ADDRESSED WITHIN 48 HOURS	100%	NO	98%

184	MANAGE CITY'S CASH FLOW AND INVEST CASH	PERCENT CASH RECEIPTS RECEIVED AND PROCESSED ON THE SAME DAY	100%	NO	99%
	STRUCTURE THE ISSUANCE OF DEBT TO MEET THE CITY'S CAPITAL IMPROVEMENT NEEDS	PERCENT OF DEBT SERVICE PAYMENTS PAID ON OR BEFORE DUE DATE	100%	YES	100%
	ENSURE COMPLIANCE WITH DEBT COVENANTS AND OTHER REPORTING REQUIREMENTS	ENSURE UTILITY RATES ARE ADEQUATE TO GENERATE ENOUGH REVENUE TO PAY THE DEBT SERVICE ON THE JUNIOR LIEN UTILITY REVENUE BONDS. $\geq 1.15$ DEBT SERVICE COVERAGE RATIO	1.15	YES	1.15
	COMPLY WITH DEBT COVENANTS AND OTHER REPORTING REQUIREMENTS	ENSURE UTILITY RATES ARE ADEQUATE TO GENERATE ENOUGH REVENUE TO PAY THE DEBT SERVICE ON THE PRIORITY LIEN UTILITY REVENUE BONDS. $\geq 1.25$ DEBT SERVICE COVERAGE RATIO	1.25	YES	1.25
	COMPLY WITH DEBT COVENANTS AND OTHER REPORTING REQUIREMENTS	ENSURE THE TAX RATE IS ADEQUATE TO GENERATE ENOUGH REVENUE TO PAY THE DEBT SERVICE ON GENERAL OBLIGATION BONDS. LEGAL DEBT MARGIN $\leq 10\%$ OF TOTAL ASSESSED VALUE - TO-AL ASSESSED VALUE = $22,397,235,680 * 10\% = 2,239,723,568$	1,744,056,102	YES	1,744,056,102
	RECONCILE ALL BANK ACCOUNTS	COMPLETE RECONCILIATION OF COMBINED BANK ACCOUNT 25 BUSINESS DAYS AFTER GL CLOSES FOR MONTH. NUMBER OF DAYS TO COMPLETE RECONCILIATION AFTER GL CLOSE	25	YES	25
	RECONCILE ALL BANK ACCOUNTS	COMPLETE RECONCILIATION OF ALL OTHER BANK ACCOUNTS 35 BUSINESS DAYS AFTER GL CLOSES FOR THE MONTH. NUMBER OF DAYS TO COMPLETE RECONCILIATION OF ALL OTHER BANK ACCOUNTS AFTER GL CLOSE.	35	YES	35
185	MANAGE PURCHASING SYSTEM TO INCLUDE PURCHASE ORDERS AND SUPPLY/SERVICE AGREEMENTS	PROCESS REQUISITIONS FOR DEPARTMENTS AND PROVIDE SUPPORT AND ASSISTANCE TO ALL DEPARTMENTS.	17,000	YES	17,648

	MANAGE WAREHOUSE OPERATIONS	STOCK AND DISTRIBUTE COMMONLY USED ITEMS.	\$3M	YES	\$3M
	MANAGEMENT AND ADMINISTRATION OF THE P-CARD PROGRAM	PROCESS P-CARD TRANSACTIONS TO ENSURE COMPLIANCE WITH THE CITY'S POLICY AND PROCEDURES.	\$6M	YES	\$6M
	DISTRIBUTION OF THE MAIL	PICK UP AND DELIVER MAIL TO EVERY CITY LOCATION AT LEAST ONCE A DAY FOR MOST LOCATIONS, AND TWICE FOR OTHER LOCATIONS.	1,350 PIECES DAILY	YES	1,350 PIECES DAILY

**Primary factors creating demands for services and implications:** The Financial Services Department plays a vital role for all City departments in reference to procuring and paying for goods and services and paying of employees. These factors in themselves create a demand for services which are oftentimes time sensitive. The implications of missing deadlines or not complying with departmental requests include vendors not getting paid; employees not getting paid; and departments not being able to procure the needed goods or services to get their jobs done.

**TABLE OF GOALS AND ASSOCIATED PERFORMANCE MEASURES**

ME #	Goal	Performance Measure Associated With Goal	Measure included in CPR?	Annual Target
181	Accurately and timely record financial transactions.	# of days elapsing after month-end close financial accounting period.	Yes	
	Accurately manage the billing, collection and financial reporting of the City of Corpus Christi's various miscellaneous receivable accounts.	% of collected versus % billed	Yes	% collected versus billed
	Accurately and timely pay vendor invoices remitted by departments to Accounts Payable.	Pay invoices within 30 days of date of receipt by the City of Corpus Christi	Yes	30 days or less
	Accurately and timely pay employees bi-weekly.	The number of correction payroll checks issued ach pay period.	Yes	
	Maintain financial records for inventories and capital assets.		Yes	
182	Complete the Comprehensive Annual Financial Report (CAFR) by March 31 <sup>st</sup> of every year		Yes	
	Prepare annual Supplemental Disclosure and Bond Official Statements as needed.		Yes	
	Timely produce monthly financial reports	# of days elapsing after month-end close financial accounting period.	Yes	20 days after month end
	Prepare Schedule of Federal/State Expenditures of Awards (Single Audit) with no findings.		Yes	
183	Accurately bill citizens in a timely basis for all utility account balances due to the City of Corpus Christi.		Yes	
	Actively pursue delinquent collections for utility customers	<ul style="list-style-type: none"> <li>• % of utility receivables past due (&gt; 30 days)</li> <li>• Monthly collection rate on utility bills</li> <li>• Monthly utility delinquency rate</li> </ul>	Yes	% of utility receivables over 30 days should be ≤ 20%
	Minimize call waiting time	The length of time a utility customer is "on hold"/ in the queue	Yes	
	Assist with the implementation of new financial software system.		Yes	
184	Manage City's cash flow and invest cash on a daily basis		Yes	
	Structure the issuance of debt to meet the City's capital improvement needs.		Yes	
	Comply with debt covenants and other reporting requirements.		Yes	
	Timely reconcile all bank accounts.	# of outstanding bank reconciling items monthly	Yes	
185	Increase efficiencies in procuring goods and services.	# of RFP's or RFB's requested but not yet issued	Yes	
	Enable City to have an efficient P-card program	# and dollar value of P-card purchases	Yes	

## PERFORMANCE TRENDS

CPR Baseline Measure	FY 15-16 (est)	FY 14-15	FY 13-14	FY 12-13	FY 11-12
Finance Dept full-time employees	102	92	92	91	92
Finance Dept expenditures	\$11.2M	\$10.8M	\$9.9M	\$9.5M	\$10.1M
GO Bond Rating – S&P	AA	AA-	AA-	AA-	AA-
Revenue Bond Rating – S&P	A+	A+	A+	A+	A+
Property Tax Rate (per \$100 valuation)	0.606264	\$0.585264	\$0.585264	\$0.570557	\$0.570557
GFOA Certificate of Excellence?		Yes	Yes	Yes	Yes
Completion of CAFR by March 31 <sup>st</sup> with Clean Opinion.		Yes	Yes	Yes	Yes

## EXTERNAL BENCHMARKS – COMPARISONS TO OTHER CITIES

Benchmark Measure Used	Ranking	Explanation of relative ranking
Average Days to process invoices	8 of 9	The median was 7 days, and Corpus Christi was 35 days. The highest city was 36 days and the lowest was 3 days.
Number of days to close the month	16 of 16	The median was 9 days, and Corpus Christi was 14 days. The highest city was Corpus Christi at 16 days, and the lowest was 3 days.
Number of days to close annually	6 of 16	The median was 48 days, and Corpus Christi was 37 days. The highest city was 90 days, and the lowest was 10 days.

In the first comparison, the Weaver Assessment report compared various financial benchmarks for Corpus Christi with publicly-available information from 9 other cities:

1. City of Arlington
2. City of Austin
3. City of Fort Worth
4. City of Garland
5. City of Houston
6. City of Laredo
7. City of El Paso
8. City of Plano
9. City of San Antonio

For the last two comparisons, the Weaver Consulting Firm was able to find comparable from 15 other Texas cities:

1. City of Houston
2. City of San Antonio
3. City of Dallas
4. City of Austin
5. City of Fort Worth
6. City of El Paso
7. City of Arlington
8. City of Plano
9. City of Laredo
10. City of Lubbock
11. City of Garland
12. City of Irving
13. City of Grand Prairie
14. City of McAllen
15. City of Midland

# FINANCIAL

## FINANCIAL TREND SUMMARY

Financial Services has maintained a relatively flat budget. The number of budgeted full-time equivalents increased by 10 in FY16 due to the approval of a decision package converting 10 temporary leased workers in UBO to full-time positions. The associated increase in expenditures, however, was nominal because the cost for these workers was previously included in an expenditure code for temporary leased workers included in the "Personnel Services" category. In FY2015, the department experienced over 12 vacancies through-out the fiscal year of mostly upper-level positions resulting in lower "Personnel Services" expenditures in that fiscal year. Additionally, in FY2016, the budget was increased by \$390,000 for one-time expenditures including the cost for the Weaver Assessment and for financial reporting software.

## EXPENDITURES BY MAJOR CATEGORY

	Adopted Budget 2016-17	Estimated Actual 2015-16	Actual 2014-15	Actual 2013-14 (14-months)
# Budgeted FTEs	102	102	92	92
Personnel Services	\$5,534,227	\$5,277,166	\$4,442,161	\$5,507,346
Other operating	3,695,788	3,687,323	3,260,553	1,751,271
Contractual	1,501,297	1,632,110	1,360,425	1,868,534
Internal service allocations	1,709,237	1,689,168	1,530,854	1,773,248
Capital outlay	0	16,240	12,569	8,323
<b>Total</b>	<b>\$12,440,549</b>	<b>\$12,302,007</b>	<b>\$10,606,561</b>	<b>10,908,723</b>

## SOURCES OF REVENUES INCLUDING USER FEES & CHARGES (by Department)

Total departmental revenue: \$11,522,662

Source of revenue including user fees, charges and internal service fund allocations	If user fee or charges, conceptual basis and % cost recovery target	Date of last study	\$ generated annually
Operating Revenue (Accounting)	n/a	n/a	\$1,440,636
General Resources (Accounting)	n/a	n/a	\$2,610,225
Grant Revenue (Accounting)	n/a	n/a	\$ 127,774
Direct Charges (Purchasing)	n/a	n/a	\$3,302,217
Allocations (Purchasing)	n/a	n/a	\$1,782,714
Reimbursements (UBO)	n/a	n/a	\$2,259,096

# BUSINESS PLAN STRATEGIES & TASKS

**MISSION ELEMENT #181: Maintain financial records for receipts, disbursements, and inventories.**

**Goal 1: Accurately and timely record financial transactions.**

<b>STRATEGY 1:</b> Work with departments, software modules and other resources and records to identify financial transactions and record them properly.		<b>Responsible Manager:</b> Martha Messer, Chief Accountant	
<b>Problem this strategy is addressing:</b> Ensuring the accurate recording of financial transactions			
<b>Tasks to execute strategy:</b>			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>
1) First Quarter Report		January 13, 2017	Martha Messer
2) Second Quarter Report		April 14, 2017	Martha Messer
3) Third Quarter Report		July 14, 2017	Martha Messer
4) Fourth Quarter Report		October 13, 2017	Martha Messer

<b>STRATEGY 2:</b> Review and adopt best practices policies for maintaining financial records for receipts, disbursements, and inventories.		<b>Responsible Manager:</b> Alma Casas, Assistant Director of Finance	
<b>Problem this strategy is addressing:</b> Current Financial policies do not incorporate best practices			
<b>Strategy Tasks</b>			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>
1) Review and Update Policies and Procedures		December 31, 2017	Alma Casas

<b>STRATEGY 3:</b> Revise and update existing process flowcharts for Accounts Payable, Payroll, and General Ledger to reflect current processes.		<b>Responsible Manager:</b> Judy Sandroussi	
<b>Problem this strategy is addressing:</b> Outdated process flowcharts			
<b>Strategy Tasks</b>			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>
1) Review and Update Flowcharts		December 31, 2017	Judy Sandroussi

<b>STRATEGY 4:</b> Determine employees' training needs for processes, new regulations, and systems.		<b>Responsible Manager:</b> Margaret Morin, Collections Manager
<b>Problem this strategy is addressing:</b> The Accounts Receivable division employees is collecting on behalf of many city departments without proper training in collection laws and regulations.		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Conduct Annual Training	September 30,2017	Margaret Morin

<b>STRATEGY 5:</b> Review and revise the Financial Services Business Plan to encompass compliance requirements of policies. Monitor compliance of activities.		<b>Responsible Manager:</b> Alma Casas, Assistant Director of Finance
<b>Problem this strategy is addressing:</b> Lack of compliance with policy requirements		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Identify compliance elements	December 31, 2017	Alma Casas
2) Develop reports for monitoring compliance	December 31, 2017	Alma Casas

<b>STRATEGY 6:</b> Individuals with check signing authority, and those whose names are printed on checks should review and approve the check register. In addition, the City should update the electronic signatures to include the Treasurer, who is actively reviewing and approving the check register.		<b>Responsible Manager:</b> Alma Casas, Assistant Director of Finance
<b>Problem this strategy is addressing:</b> There is no approval matrix with defined thresholds for check disbursements.		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Define Check Signatories	October 31, 2016	Alma Casas
2) Review and Update Check Signatories	December 31, 2016	Alma Casas

<b>STRATEGY 7:</b> Develop standard format organization charts and update division organization charts.		<b>Responsible Manager:</b> Dalia A. Perez, Executive Assistant
<b>Problem this strategy is addressing:</b> The Financial Services department does not have a standard format for organization charts and does not include temporary leased workers on the organization charts.		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Standardize and Update Organization Charts	December 31, 2016	Dalia A. Perez

<b>STRATEGY 8:</b> The manager of each division will be responsible for conducting a workforce planning analysis to identify current and future staffing needs. Decision package will be submitted during the FY18 budget process to fund positions.		<b>Responsible Manager:</b> Alma Casas, Assistant Director of Finance
<b>Problem this strategy is addressing:</b> The Financial Services department does not have a formal process to determine staffing levels		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Complete Workforce Planning Analysis	May 31, 2017	Alma Casas
2) Submit Decision Packages for FTE's	May 31, 2017	Alma Casas

<b>STRATEGY 9:</b> Complete time study of every division. Use data from time study to plan staffing levels and work assignments, accordingly.		<b>Responsible Manager:</b> Alma Casas, Assistant Director of Finance
<b>Problem this strategy is addressing:</b> The Financial Services department does not track time spent on tasks		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Complete Time Study	May 31, 2018	Alma Casas

<b>STRATEGY 10:</b> Work with Human Resources to evaluate the positions identified and determine whether they should be reclassified or if the midpoint pay should be increased to match the estimated market value.		<b>Responsible Manager:</b> Alma Casas, Assistant Director of Finance	
<b>Problem this strategy is addressing:</b> During the Weaver Assessment, it was discovered that several positions were being paid below the Human Resources department's own compensation rate plan			
<b>Strategy Tasks</b>			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>
1) Review Positions Identified		May 31, 2017	Alma Casas

<b>STRATEGY 11:</b> Evaluate the qualifications of individuals identified to determine whether they should be reclassified to a different position. Alternately, Financial Services should revise these job descriptions.		<b>Responsible Manager:</b> Judy Sandroussi, Controller	
<b>Problem this strategy is addressing:</b> Staff Meeting Job Description Qualifications			
<b>Strategy Tasks</b>			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>
Review Job Qualifications of Staff		September 30, 2017	Judy Sandroussi

**Goal 2:** Accurately manage the billing, collection and financial reporting of the City of Corpus Christi's various miscellaneous receivable accounts.

<b>STRATEGY 1:</b> Coordinate with various City departments and external entities to provide accurate and timely billings to customers, taxpayers, property owners and then to maximize collection efforts.		<b>Responsible Manager:</b> Margaret Morin, Collections Manager	
<b>Problem this strategy is addressing:</b> Ensuring that the City is accurately billing and collecting what is due the City			
<b>Strategy Tasks</b>			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>
1) First Quarter Report		January 13, 2017	Margaret Morin
2) Second Quarter Report		April 14, 2017	Margaret Morin
3) Third Quarter Report		July 14, 2017	Margaret Morin
4) Fourth Quarter Report		October 13, 2017	Margaret Morin

<b>STRATEGY 2:</b> Update monthly and quarterly CPR metrics.		<b>Responsible Manager:</b> Alma Casas, Assistant Director of Finance
<b>Problem this strategy is addressing:</b> Not all CPR metrics are a good indication of the City's financial performance		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) CPR Metrics	Monthly	Alma Casas

<b>STRATEGY 3:</b> Develop procedures for scanning all customers' documents. Scan and attach all documents to customers' accounts.		<b>Responsible Manager:</b> Margaret R. Morin-Collections Manager
<b>Problem this strategy is addressing:</b> Minimize researching time		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Develop Document Image Retention Policies and Procedures	May 31, 2017	Margaret R. Morin
2) Scan and attach documents to customers' accounts	February 28, 2018	Margaret R. Morin

<b>STRATEGY 4:</b> Ensure that all staff attend mandatory training on proper collections procedures.		<b>Responsible Manager:</b> Margaret R. Morin-Collections Manager
<b>Problem this strategy is addressing:</b> Collections Laws are very strict and staff has never attended training on proper collections procedures		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Attend Collections Training Seminars	September 30,2017	Margaret R. Morin

**Goal 3:** Accurately and timely pay vendor invoices remitted by departments to Accounts Payable.

<p><b>STRATEGY 1:</b> Set a cut-off time for remittance of invoices by departments, set up procedures for adding new vendors, input data daily into Infor for check processing and maintain and improve internal audit control procedures to review data entered for accuracy prior to issuing checks.</p>		<p><b>Responsible Manager:</b> Kimberly Galan-Flores, Accounts Manager</p>
<p><b>Problem this strategy is addressing:</b> Ensuring that the City is accurately and timely paying vendors.</p>		
<p><b>Strategy Tasks</b></p>		
<p><b>Task Name</b></p>	<p><b>Task Due Date</b></p>	<p><b>Task Owner</b></p>
1) First Quarter Report	January 13, 2017	Kim Galan-Flores
2) Second Quarter Report	April 14, 2017	Kim Galan-Flores
3) Third Quarter Report	July 14, 2017	Kim Galan-Flores
4) Fourth Quarter Report	October 13, 2017	Kim Galan-Flores

<p><b>STRATEGY 2:</b> Establish written procedures to escalate instances of missing documentation necessary to process invoices for payment through City management to ensure invoices are paid promptly.</p>		<p><b>Responsible Manager:</b> Kim Galan-Flores, Accounts Manager</p>
<p><b>Problem this strategy is addressing:</b> Timeliness of invoice processing</p>		
<p><b>Strategy Tasks</b></p>		
<p><b>Task Name</b></p>	<p><b>Task Due Date</b></p>	<p><b>Task Owner</b></p>
Develop Accounts Payable Escalation Procedures	June 30, 2017	Kim Galan-Flores

<p><b>STRATEGY 3:</b> Create formalized monitoring and escalation procedures to address discrepancies between purchase orders and invoices. The initial purchase requestor should be included in the resolution efforts to clear the buyer message timely and to ensure the issue is addressed appropriately. In addition, formalized cross training among personnel from the Purchasing and Accounts Payable Departments should be conducted to aid in the timely resolution of discrepancies.</p>		<p><b>Responsible Manager:</b> Kim Galan-Flores, Accounts Manager</p>
<p><b>Problem this strategy is addressing:</b> Timeliness of invoice processing</p>		
<p><b>Strategy Tasks</b></p>		
<p><b>Task Name</b></p>	<p><b>Task Due Date</b></p>	<p><b>Task Owner</b></p>
1) Develop A/P Escalation Procedures	June 30, 2017	Kim Galan-Flores
2) Cross train A/P and Purchasing Staff	June 30, 2017	Kim Galan-Flores

<b>STRATEGY 4:</b> Document, approve, and share procedures performed by the Lead Accounts Payable Technician for addressing purchase order and invoice issue. Place on the shared drive for Accounts Payable staff reference.		<b>Responsible Manager:</b> Kim Galan-Flores	
<b>Problem this strategy is addressing:</b> Timeliness of invoice processing			
<b>Strategy Tasks</b>			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>
1) Develop Lead Accounts Payable Tech Procedures		June 30, 2017	Kim Galan-Flores
2) Upload Lead Accounts Payable Tech Procedures on Shared Drive		June 30, 2017	Kim Galan-Flores

**Goal 4:** Accurately and timely pay employees bi-weekly.

<b>STRATEGY 1:</b> Review employees' time on a bi-weekly basis and ensure the payroll process is initiated every two weeks.		<b>Responsible Manager:</b> Kimberly Galan-Flores, Accounts Manager	
<b>Problem this strategy is addressing:</b> Ensuring that the City is accurately and timely paying its employees.			
<b>Strategy Tasks</b>			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>
1) First Quarter Report		January 13, 2017	Kim Galan-Flores
2) Second Quarter Report		April 14, 2017	Kim Galan-Flores
3) Third Quarter Report		July 14, 2017	Kim Galan-Flores
4) Fourth Quarter Report		October 13, 2017	Kim Galan-Flores

<b>STRATEGY 2:</b> Revise Payroll Policies to include the expectation that the employee's direct supervisor review and approves their timesheet. In addition, the review and approval should be conducted electronically, which can be evaluated by Payroll for compliance.		<b>Responsible Manager:</b> Kim Galan-Flores, Accounts Manager	
<b>Problem this strategy is addressing:</b> Authorization of Payments to Employees			
<b>Strategy Tasks</b>			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>
Revise Payroll Policies to require direct supervisor approval electronically		June 30, 2017	Kim Galan-Flores

<p><b>STRATEGY 3:</b> Upgrade KRONOS System, which should include the functionality for supervisors to review and approve time electronically. The review and approval application should be limited to direct supervisors who have the immediate knowledge of employee schedules and attendance.</p>		<p><b>Responsible Manager:</b> Kim Galan-Flores, Accounts Manager</p>
<p><b>Problem this strategy is addressing:</b> Authorization of Payments to Employees</p>		
<p><b>Strategy Tasks</b></p>		
<p><b>Task Name</b></p>	<p><b>Task Due Date</b></p>	<p><b>Task Owner</b></p>
Upgrade KRONOS	September 30,2017	Kim Galan-Flores

<p><b>STRATEGY 4:</b> Reconciliation of the KRONOS payroll data to the Firehouse timekeeping system, at least monthly, to ensure it is accurate. The reconciliation should be documented and any discrepancies should be identified and addressed immediately. The City should also consider implementing a data integration between Firehouse timekeeping system and KRONOS or to replace Firehouse with a KRONOS integrated system that meets the needs of the City and the Fire Department.</p>		<p><b>Responsible Manager:</b> Kim Galan-Flores</p>
<p><b>Problem this strategy is addressing:</b> Paying Employees Correctly</p>		
<p><b>Strategy Tasks</b></p>		
<p><b>Task Name</b></p>	<p><b>Task Due Date</b></p>	<p><b>Task Owner</b></p>
Reconciliation of the KRONOS data to the Firehouse timekeeping system	March 31, 2017	Kim Galan-Flores

<p><b>STRATEGY 5:</b> Require direct supervisors to review and approve employee timesheets for City employees, electronically.</p>		<p><b>Responsible Manager:</b> Kim Galan-Flores</p>
<p><b>Problem this strategy is addressing:</b> Authorization of Payments to Employees</p>		
<p><b>Strategy Tasks</b></p>		
<p><b>Task Name</b></p>	<p><b>Task Due Date</b></p>	<p><b>Task Owner</b></p>
Implement Electronic Approval of Employee Timesheets	June 30, 2017	Kim Galan-Flores

**Goal 5:** Maintain financial records for inventories and capital assets.

<p><b>STRATEGY 1:</b> Use INFOR records of capital expenditures and inventory purchases to quantify and depreciate assets based on Generally Accepted Accounting Principles (GAAP); maintain depreciation schedules in excel; depreciate assets following departmental policy regarding capitalization and useful lives. Record assets and depreciation as part of year-end closing processes. Record use of inventory throughout the year.</p>	<p><b>Responsible Manager:</b> Martha Messer, Chief Accountant</p>	
<p><b>Problem this strategy is addressing:</b> Accurately maintaining financial records for inventories and capital assets.</p>		
<p><b>Strategy Tasks</b></p>		
<p><b>Task Name</b></p>	<p><b>Task Due Date</b></p>	<p><b>Task Owner</b></p>
<p>1) First Quarter Report</p>	<p>January 13, 2017</p>	<p>Martha Messer</p>
<p>2) Second Quarter Report</p>	<p>April 14, 2017</p>	<p>Martha Messer</p>
<p>3) Third Quarter Report</p>	<p>July 14, 2017</p>	<p>Martha Messer</p>
<p>4) Fourth Quarter Report</p>	<p>October 13, 2017</p>	<p>Martha Messer</p>

**MISSION ELEMENT #182: Produce financial reports**

**Goal 1:** Complete the Comprehensive Annual Financial Report by March 31<sup>st</sup> of every year.

<p><b>STRATEGY 1:</b> Work with City departments to ensure all year-end information is processed accurately and then schedule each accountant's time to ensure that all work is completed by specified deadlines.</p>		<p><b>Responsible Manager:</b> Judy Sandroussi, Controller</p>
<p><b>Problem this strategy is addressing:</b> Completing an annual financial audit report</p>		
<p><b>Strategy Tasks</b></p>		
<p><b>Task Name</b></p>	<p><b>Task Due Date</b></p>	<p><b>Task Owner</b></p>
1) Send out year-end memo to all City Departments outlining expectations for the year-end closing process.	August 11, 2017	Alma Casas
2) Prepare an audit schedule for each of the accountants	September 15, 2017	Martha Messer
3) Obtain actuarial report of OPEB (Other Post-Employment Benefits) obligation	October 31, 2017	Martha Messer
4) Monitor audit schedule to ensure tasks are completed on time.	December 31, 2016 January 31, 2017 February 28, 2017	Martha Messer
5) Prepare draft CAFR (Comprehensive Annual Financial Report).	February 28, 2017	Judy Sandroussi
6) Prepare final CAFR and pdf file.	March 25, 2017	Judy Sandroussi
7) File final CAFR report with the City Secretary's office and the Government Finance Officers Association (GFOA).	March 31, 2017	Judy Sandroussi

<p><b>STRATEGY 2:</b> Identify reports not currently available in the INFOR system that are necessary to complete the financial close and CAFR processes. Define the data elements necessary to build the report. Submit request to the appropriate IT support resource (INFOR, IT Department and/or other internal resources) to develop, test, and implement the reports to ensure the necessary data elements are available.</p>		<p><b>Responsible Manager:</b> Martha Messer, Chief Accountant</p>
<p><b>Problem this strategy is addressing:</b> The lack of adequate reports produced by the INFOR system that are necessary to complete the CAFR process</p>		
<p><b>Strategy Tasks</b></p>		
<p><b>Task Name</b></p>	<p><b>Task Due Date</b></p>	<p><b>Task Owner</b></p>
1) Procure CAFR Software	September 30, 2017	Martha Messer
2) Full CAFR Software Implementation	October 1, 2018	Martha Messer

**Goal 2:** Prepare annual Supplemental Disclosure and Bond Official Statements as needed.

<b>STRATEGY 1:</b> Work with City departments to ensure all information is gathered. Prepare schedules. Accomplish supplemental disclosure requirements in synch with CAFR preparation to the extent possible.		<b>Responsible Manager:</b> Martha Messer, Chief Accountant	
<b>Problem this strategy is addressing:</b> Preparing and filing all required bond documents and disclosures			
<b>Strategy Tasks</b>			
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>	
1) Send out information requests (e-mails or memos) to certain City departments requesting required information that is not included in CAFR.	November 30, 2016	Barbara Bailey	
2) Prepare all schedules (tables) for Supplemental Disclosure or Official Statement.	February 28, 2017	Barbara Bailey	
3) Prepare draft Supplemental Disclosure report.	March 17, 2017	Barbara Bailey	
4) File Supplemental Disclosure with EMMA (Electronic Municipal Market Access)	March 31, 2017	Martha Messer	

**Goal 3:** Timely produce monthly financial reports.

<b>STRATEGY 1:</b> Use the INFOR reporting tool to provide daily and monthly revenue and expenditure reports for all City departments on City shared drive in conjunction with IT department.		<b>Responsible Manager:</b> Martha Messer, Chief Accountant	
<b>Problem this strategy is addressing:</b> Being able to provide accurate and timely monthly financial reports			
<b>Strategy Tasks</b>			
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>	
1) First Quarter Report	January 13, 2017	Martha Messer	
2) Second Quarter Report	April 14, 2017	Martha Messer	
3) Third Quarter Report	July 14, 2017	Martha Messer	
4) Fourth Quarter Report	October 13, 2017	Martha Messer	

<b>STRATEGY 2:</b> Develop a manual of policies and procedures for use by staff in new account set up, billing and collections services.		<b>Responsible Manager:</b> Margaret R. Morin-Collections Manager
<b>Problem this strategy is addressing:</b> There are no written procedures when setting up new accounts and/or collecting on accounts		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Develop policy and procedures manual	March 31, 2017	Margaret R. Morin

<b>STRATEGY 3:</b> Communicate with departments informing them of billing services available by the Accounts Receivable division.		<b>Responsible Manager:</b> Margaret R. Morin-Collections Manager
<b>Problem this strategy is addressing:</b> Missed opportunities to streamline billing		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Send Memorandum to Departments	December 1, 2016	Margaret R. Morin

<b>STRATEGY 4:</b> Establish escalation procedures to notify department/division managers, or other appropriate levels of City management when reports and reconciliations due to the Finance Department are delinquent. The Department should continue their efforts to implement the FloQast software to track deadlines and progress for tasks related to closing.		<b>Responsible Manager:</b> Martha Messer, Chief Accountant
<b>Problem this strategy is addressing:</b> Meeting fiscal deadlines		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
Develop Escalation Procedures	March 31, 2017	Martha Messer

**Goal 4:** Prepare Schedule of Federal/State Expenditures of Awards/ Single Audit with no findings.

<p><b>STRATEGY 1:</b> Work with granting agencies and City's independent auditors to correctly report grant awards on the Schedule of Federal/State Expenditures of Awards.</p>	<p><b>Responsible Manager:</b> Judy Sandroussi, Controller</p>	
<p><b>Problem this strategy is addressing:</b> Accurately account for and report grant expenditures in the annual audit</p>		
<p><b>Strategy Tasks</b></p>		
<p><b>Task Name</b></p>	<p><b>Task Due Date</b></p>	<p><b>Task Owner</b></p>
<p>1) First Quarter Report</p>	<p>January 13, 2017</p>	<p>Judy Sandroussi</p>
<p>2) Second Quarter Report</p>	<p>April 14, 2017</p>	<p>Judy Sandroussi</p>
<p>3) Third Quarter Report</p>	<p>July 14, 2017</p>	<p>Judy Sandroussi</p>
<p>4) Fourth Quarter Report</p>	<p>October 13, 2017</p>	<p>Judy Sandroussi</p>

**MISSION ELEMENT #183: Provide contract services for utility billing and collections**

**Goal 1:** Accurately bill citizens for all utility account balances due to the City of Corpus Christi.

<b>STRATEGY 1:</b> Issue 100% of bills monthly		<b>Responsible Manager:</b> Margaret Morin, Collections Manager	
<b>Problem this strategy is addressing:</b> Accurately bill utility customers monthly			
<b>Strategy Tasks</b>			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>
1) First Quarter Report		January 13, 2017	Margaret Morin
2) Second Quarter Report		April 14, 2017	Margaret Morin
3) Third Quarter Report		July 14, 2017	Margaret Morin
4) Fourth Quarter Report		October 13, 2017	Margaret Morin

<b>STRATEGY 2:</b> Revamp and strengthen the current adjustment policy. The policy will include a limited list, as to qualify for an adjustment.		<b>Responsible Manager:</b> Joanna Moreno, UBO Accounts Manager	
<b>Problem this strategy is addressing:</b> Adjustments were given on a broad scale – revised policy makes it more defined			
<b>Strategy Tasks</b>			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>
1) Revise Adjustment Policy		September 30, 2016	Margaret R. Morin

**Goal 2:** Actively pursue delinquent collections for utility customers

<b>STRATEGY 1:</b> Continue with collection efforts initiated in September 2013		<b>Responsible Manager:</b> Margaret Morin, Collections Manager	
<b>Problem this strategy is addressing:</b> Increase money that is owed to the City from utility customers			
<b>Strategy Tasks</b>			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>
1) First Quarter Report		January 13, 2017	Margaret Morin
2) Second Quarter Report		April 14, 2017	Margaret Morin

3) Third Quarter Report	July 14, 2017	Margaret Morin
4) Fourth Quarter Report	October 13, 2017	Margaret Morin

**Goal 3: Minimize call wait time**

<b>STRATEGY 1:</b> Monitor call logs on a weekly basis by call representative to determine average call time and patterns, if any.		<b>Responsible Manager:</b> Margaret Morin, Collections Manager
<b>Problem this strategy is addressing:</b> Improving customer service by reducing customer all waiting time		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) First Quarter Report	January 13, 2017	Margaret Morin
2) Second Quarter Report	April 14, 2017	Margaret Morin
3) Third Quarter Report	July 14, 2017	Margaret Morin
4) Fourth Quarter Report	October 13, 2017	Margaret Morin

<b>STRATEGY 2:</b> Reorganize the organization structure within the Utility Business Office Resolution Intake to include supervisors or work leads that align closer to the HR practice of a 1:5 ratio.		<b>Responsible Manager:</b> Margaret Morin, Collections Manager
<b>Problem this strategy is addressing:</b> Some supervisors are managing more employees than the preferred 1:5 ratio.		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Restructure UBO Staffing	January 31, 2017	Margaret Morin

<b>STRATEGY 3:</b> Convert positions that are being utilized by temporary leased workers into City Temps. Then submit decision packages during the FY18 budget process to fund FTE positions.		<b>Responsible Manager:</b> Margaret Morin, Collections Manager
<b>Problem this strategy is addressing:</b> The Financial Services department does not have enough FTE's and must utilize temporary leased workers in order to maintain the current level of service		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Submit Decision Package to convert temporary workers	May 31, 2017	Margaret Morin

**Goal 4:** Assist with the implementation of new financial software system.

<b>STRATEGY 1:</b> Participate in testing and implementation of the new system to ensure it will meet the needs of the City.		<b>Responsible Manager:</b> Margaret Morin, Collections Manager
<b>Problem this strategy is addressing:</b> Ensuring a smooth "go live" implementation date		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Attend training for developing process in new system	December 31, 2016	Margaret Morin
2) Test processes in the new software system	December 31, 2016	Margaret Morin

<b>STRATEGY 2:</b> Moving into the IPS system, procedures will be established to define the number of estimations per account.		<b>Responsible Manager:</b> Joanna Moreno, UBO Accounts Manager
<b>Problem this strategy is addressing:</b> To ensure we are complying with the number of estimations per ordinance 55-28		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Define the number of estimations per account	December 1, 2016	Margaret R. Morin

<b>STRATEGY 3:</b> Provide an online application to open new utility services.		<b>Responsible Manager:</b> Joanna Moreno, UBO Accounts Manager
<b>Problem this strategy is addressing:</b> No online application for establishing new utility service		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Create an online application for new utility services	December 31, 2016	Margaret R. Morin

<b>STRATEGY 4:</b> Align the policy and procedures to flow with the new IPS system.		<b>Responsible Manager:</b> Joanna Moreno, UBO Accounts Manager
<b>Problem this strategy is addressing:</b> Updating Policy and Procedures		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Review and Update Policy and Procedures	March 31, 2017	Margaret R. Morin

**MISSION ELEMENT #184: Administer centralized treasury for debt, cash, and investment management.**

**Goal 1:** Manage city’s cash flow and invest cash on a daily basis.

<b>STRATEGY 1:</b> Manage investments with judgment and care to preserve capital and protect principal; maintain sufficient liquidity to meet operating needs; diversify investments to minimize risk while maximizing interest earnings.		<b>Responsible Manager:</b> Judy Villalon, City Treasurer	
<b>Problem this strategy is addressing:</b> Ensuring there is adequate cash to pay bills and any excess cash is properly invested.			
<b>Strategy Tasks</b>			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>
1) First Quarter Report		January 13, 2017	Judy Villalon
2) Second Quarter Report		April 14, 2017	Judy Villalon
3) Third Quarter Report		July 14, 2017	Judy Villalon
4) Fourth Quarter Report		October 13, 2017	Judy Villalon

<b>STRATEGY 2:</b> Revise and update the Investment Policy to accurately reflect the positions in place at the City.		<b>Responsible Manager:</b> Judy Villalon, City Treasurer	
<b>Problem this strategy is addressing:</b> Investment Analyst position needs to be removed from Investment policy, as the position was not approved in the 2017 budget process.			
<b>Strategy Tasks</b>			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>
1) Review with Investment Committee		September 16,2016	Judy Villalon
2) Convert existing position to Investment Analyst		October 15, 2016	Judy Villalon
3) Approval of Investment Policy by Council		December 13,2016	Judy Villalon

<b>STRATEGY 3:</b> Inform the Investment Committee members that the Investment Policy includes the unfunded Investment Analyst position.		<b>Responsible Manager:</b> Judy Villalon, City Treasurer	
<b>Problem this strategy is addressing:</b> Failure to update policies as changes occur can result to inaccurate and incomplete policies.			
<b>Strategy Tasks</b>			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>
1) Investment Policy approved by Investment Committee annually		December 31, 2016	Judy Villalon

<p><b>STRATEGY 4:</b> Cash Management will coordinate with IT and review the development and implementation of automating the export, transmission and upload of cash receipts data from the Departmental systems into the Infor system. As department conversions occur automated solutions of uploads into INFOR should be considered as part of the developmental and implementation process. The processing routine should include a report to Cash Management personnel that identifies the total number and dollar value of transactions both exported from departmental systems and import into Infor in order to focus on the reconciliation process to ensure complete and accurate data.</p>	<p><b>Responsible Manager:</b> Judy Villalon, City Treasurer</p>	
<p><b>Problem this strategy is addressing:</b> Delayed input of information into INFOR results in untimely and inaccurate reporting of the City's financial information.</p>		
<p><b>Strategy Tasks</b></p>		
<p><b>Task Name</b></p>	<p><b>Task Due Date</b></p>	<p><b>Task Owner</b></p>
<p>1) Review Interface Processes</p>	<p>September 30,2017</p>	<p>Judy Villalon</p>

<p><b>STRATEGY 5:</b> Cash Management will limit access to the blank check stock to individuals who do not have check printing ability, but who still have responsibilities within the Cash Management Division in order to have appropriate segregation of duties. The City will change security combinations quarterly and upon the separation of employees with access.</p>	<p><b>Responsible Manager:</b> Judy Villalon, City Treasurer</p>	
<p><b>Problem this strategy is addressing:</b> Limited restrictions to access the storage room and unchanged security combinations could result in misplaced or misused check stock.</p>		
<p><b>Strategy Tasks</b></p>		
<p><b>Task Name</b></p>	<p><b>Task Due Date</b></p>	<p><b>Task Owner</b></p>
<p>Quarterly Security Combination Change</p>	<p>December 31,2016</p>	<p>Judy Villalon</p>
<p>Quarterly Security Combination Change</p>	<p>March 31, 2017</p>	<p>Judy Villalon</p>
<p>Quarterly Security Combination Change</p>	<p>June 30, 2017</p>	<p>Judy Villalon</p>
<p>Quarterly Security Combination Change</p>	<p>September 30,2017</p>	<p>Judy Villalon</p>

<p><b>STRATEGY 6:</b> Cash Management will coordinate with IT and review the development and implementation of automating the export, conversion and upload of multiple interface data to the Infor system. The processing routine should include a report to Cash Management personnel that identifies the total number and dollar value of transactions both exported and converted from the departmental interface systems and import into Infor in order to focus on the reconciliation process to ensure complete and accurate general ledger data.</p>		<p><b>Responsible Manager:</b> Judy Villalon, City Treasurer</p>
<p><b>Problem this strategy is addressing:</b> The manual conversion and upload process results in process inefficiencies and potential errors.</p>		
<p><b>Strategy Tasks</b></p>		
<p><b>Task Name</b></p>	<p><b>Task Due Date</b></p>	<p><b>Task Owner</b></p>
<p>1) Coordinate with IT to implement changes in interface processes</p>	<p>September 30,2017</p>	<p>Judy Villalon</p>

<p><b>STRATEGY 7:</b> City Management will fill the Investment Analyst position. The Investment Analyst should have the appropriate knowledge and experience to perform the function as described in the City's Investment Policy. In addition, the Investment Analyst position should assist the City in segregating investment functions. The Investment Analyst should perform research, analyze available funds for investing and provide recommendations to the City Treasurer.</p>		<p><b>Responsible Manager:</b> Judy Villalon, City Treasurer</p>
<p><b>Problem this strategy is addressing:</b> The lack of oversight and attention by City Management could result in Investment strategies that do not align with expectations or result in poor investment decisions.</p>		
<p><b>Strategy Tasks</b></p>		
<p><b>Task Name</b></p>	<p><b>Task Due Date</b></p>	<p><b>Task Owner</b></p>
<p>Quarterly Investment Meetings</p>	<p>December 31,2016</p>	<p>Judy Villalon</p>
<p>Quarterly Investment Meetings</p>	<p>March 31,2017</p>	<p>Judy Villalon</p>
<p>Quarterly Investment Meetings</p>	<p>June 30, 2017</p>	<p>Judy Villalon</p>
<p>Quarterly Investment Meetings</p>	<p>September 30,2017</p>	<p>Judy Villalon</p>

<b>STRATEGY 8:</b> Ensure that Central Cashiering Manager has access to all cameras installed at all Central Cashiering locations, which should be secured and monitored periodically.		<b>Responsible Manager:</b> Judy Villalon, City Treasurer
<b>Problem this strategy is addressing:</b> The lack of adequate physical controls increases the risk of fraud and/or employee safety.		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
Review Security Cameras	December 31,2016	Judy Villalon
Review Security Cameras	March 31, 2017	Judy Villalon
Review Security Cameras	June 30, 2017	Judy Villalon
Review Security Cameras	September 30,2017	Judy Villalon
<b>STRATEGY 9:</b> Enhance security measures at substations to ensure employee safety.		<b>Responsible Manager:</b> Judy Villalon, City Treasurer
<b>Problem this strategy is addressing:</b> The lack of adequate physical controls increases the risk of employee safety.		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Remodel Development Services Cashier Area	December 31, 2016	Judy Villalon

<b>STRATEGY 9:</b> Central Cashiering will continue to implement RCS to eliminate the reliance on the current application to ensure a more reliable method / application that enables management to reconcile payment information more efficiently, with less risk, and with better back up and support system.		<b>Responsible Manager:</b> Judy Villalon, City Treasurer
<b>Problem this strategy is addressing:</b> Dependence on unsupported applications for conducting key functions of central cashiering increases the risk for delay or inability to facilitate key processes.		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) RCS Implementation	March 31, 2017	Judy Villalon

**Goal 2:** Structure the issuance of debt to meet the City’s capital improvement needs.

<b>STRATEGY 1:</b> Work with departments to assess their needs and then prepare the bond offering documents to effectuate the bond sale.		<b>Responsible Manager:</b> Martha Messer, Chief Accountant
<b>Problem this strategy is addressing:</b> Strategically issuing debt to fund the City’s capital improvement needs		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) First Quarter Report	January 13, 2017	Martha Messer
2) Second Quarter Report	April 14, 2017	Martha Messer
3) Third Quarter Report	July 14, 2017	Martha Messer
4) Fourth Quarter Report	October 13, 2017	Martha Messer

**Goal 3:** Comply with debt covenants and other reporting requirements.

<b>STRATEGY 1:</b> Work with departments, financial advisor, and bond counsel to prepare necessary documents to ensure compliance.		<b>Responsible Manager:</b> Martha Messer, Chief Accountant
<b>Problem this strategy is addressing:</b> Ensuring all debt payments are made on time and all bond covenants are followed		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) First Quarter Report	January 13, 2017	Barbara Bailey
2) Second Quarter Report	April 14, 2017	Barbara Bailey
3) Third Quarter Report	July 14, 2017	Barbara Bailey
4) Fourth Quarter Report	October 13, 2017	Barbara Bailey

<b>STRATEGY 2:</b> Revise and update the Debt Policy to include the best practices labeled “Essential” and “Important” by the GFOA in their financial policy guide		<b>Responsible Manager:</b> Martha Messer, Chief Accountant
<b>Problem this strategy is addressing:</b> Best practices not addressed in Debt Policy		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
Review and Update Debt Policy	September 30, 2017	Martha Messer

Essential policy and best practices will address the following topics: Requirements for Pay as you go Financing; Debt Service Schedule; Debt Service Funds; Use of Credit Enhancements; Use of Redemption Features; Use of Capitalized Interest; Credit Ratings; Interfund Borrowing

“Discretionary” best practices will include the following: Intergovernmental coordination; Credit Rating Goals; Alternative Financing Products; Other forms of Debt

**Goal 4:** Timely reconcile all bank accounts

<b>STRATEGY 1:</b> Work with accountants to enable all bank reconciliation items to be recorded monthly.		<b>Responsible Manager:</b> Martha Messer, Chief Accountant
<b>Problem this strategy is addressing:</b> Ensuring all cash transactions are properly recorded every month and that all reconciling items are recorded prior to the closing of the month		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) First Quarter Report	January 13, 2017	Teddi Giggy
2) Second Quarter Report	April 14, 2017	Teddi Giggy
3) Third Quarter Report	July 14, 2017	Teddi Giggy
4) Fourth Quarter Report	October 13, 2017	Teddi Giggy

**MISSION ELEMENT #185: *Administer a centralized purchasing and procurement system.***

**Goal 1:** Increase efficiencies in procuring goods and services.

<b>STRATEGY 1:</b> Monitor and track the number of outstanding RFPs and RFBs requested but not yet issued.		<b>Responsible Manager:</b> Kim Baker, Assistant Director of Finance – Purchasing	
<b>Problem this strategy is addressing:</b> Ensuring timely issuance of procurements to meet department's needs.			
<b>Strategy Tasks</b>			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>
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In order to implement this strategy, as a matter of routine, the RFPs and RFBs requested are monitored and reported on by staff at the weekly staff meeting

<b>STRATEGY 2:</b> Coordinate with IT department to grant access to Rich Client for 100+ requestors and to train them on the use of the software, in order for them to access the City-wide list of registered suppliers.		<b>Responsible Manager:</b> Kim Baker, Assistant Director of Finance over Purchasing	
<b>Problem this strategy is addressing:</b> Departments do not have a list of registered suppliers or commodity codes			
<b>Strategy Tasks</b>			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>
1) Contact IT to provide Departments access to Rich Client for contract information		December 31, 2016	Yolanda Davila
2) Train Departments on use of the Rich Client module of Rich Client		June 30, 2017	Yolanda Davila

<b>STRATEGY 3:</b> Generate a report, periodically, of all open purchase orders and identify the purchase orders that exceed the thresholds. Perform follow-up procedures to determine whether these purchase orders should be cancelled.		<b>Responsible Manager:</b> Kim Baker, Assistant Director of Finance over Purchasing (monitoring)
<b>Problem this strategy is addressing:</b> Open purchase orders are not being closed when the purchase order is no longer needed		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Produce a Fiscal Year End Report of all open POs for Departments to review	August 31, 2017	Yolanda Davila Functional Analyst (reports) Senior Buyers (coordination with departments for contracts)
2) Close all unneeded POs	September 30, 2017	Yolanda Davila

<b>STRATEGY 4:</b> Run reports periodically to clean up duplicate and inactive vendors.		<b>Responsible Manager:</b> Kim Baker, Assistant Director of Finance over Purchasing (monitoring)
<b>Problem this strategy is addressing:</b> Database can become cluttered with unnecessary information if not monitored periodically with most of this occurring with the recent change over of database systems		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Review database for duplicate vendors and document file of any changes to remove duplicates	August 31, 2017	Yolanda Davila

<b>STRATEGY 5:</b> Evaluate vendor's performance and develop centralized system to store performance information for use to determine vendor's responsibility on future solicitations.		<b>Responsible Manager:</b> Kim Baker, Assistant Director of Finance over Purchasing
<b>Problem this strategy is addressing:</b> Vendors may bid on work that they are not capable of performing		
<b>Strategy Tasks</b>		

Task Name	Task Due Date	Task Owner
1) Develop a Procedure to evaluate Vendor's performance	January 31, 2017	Kim Baker
2) Create a database to store the performance evaluations to be used when doing responsibility checks	March 31, 2017	Yolanda Davila

<b>STRATEGY 6:</b> Develop and implement a training program for contract administrators that reside with the various departments.	<b>Responsible Manager:</b> Kim Baker, Assistant Director of Finance over Purchasing	
<b>Problem this strategy is addressing:</b> Departments have responsibility for contract administration but may not be trained to handle this function effectively		
<b>Strategy Tasks</b>		
Task Name	Task Due Date	Task Owner
1) Develop training program	March 31, 2017	Kim Baker Maria Pedraza
2) Train Department staff on Contract Administration	June 30, 2017	Kim Baker Maria Pedraza Yolanda Davila

<b>STRATEGY 7:</b> Work with IT to develop reports that can be generated in Infor rather than Excel to provide helpful data on requisitions and purchase orders and to monitor purchasing activities for compliance and efficiency improvements.	<b>Responsible Manager:</b> Kim Baker, Assistant Director of Finance over Purchasing	
<b>Problem this strategy is addressing:</b> Monitoring of department spending is a management priority and tools are needed to more effectively perform this task		
<b>Strategy Tasks</b>		
Task Name	Task Due Date	Task Owner
1) Determine what report structure is needed to provide to IT to create reports and work with IT to develop reports	October 31, 2016	Yolanda Davila

<p><b>STRATEGY 8:</b> Research existing Policies and Procedures for contracts handled by other departments and other Cities including contingency approvals and educate departments on the proper use of change orders.</p>		<p><b>Responsible Manager:</b> Kim Baker, Assistant Director of Finance over Purchasing</p>
<p><b>Problem this strategy is addressing:</b> Departments often want to change order contracts but have no contingency approved by Council or no contract language to support change orders and often what to go to the maximum allowed by regulation of 25%</p>		
<p><b>Strategy Tasks</b></p>		
<p><b>Task Name</b></p>	<p><b>Task Due Date</b></p>	<p><b>Task Owner</b></p>
<p>1) Develop Policies and Procedures</p>	<p>December 31, 2016</p>	<p>Kim Baker Maria Pedraza</p>
<p>2) Add to Contract Administration Training</p>	<p>March 31, 2017</p>	<p>Kim Baker Maria Pedraza</p>

<p><b>STRATEGY 9:</b> Replace the warehouse roof and rebuild the offices that were damaged by the roof leaks.</p>		<p><b>Responsible Manager:</b> Kim Baker, Assistant Director of Finance over Purchasing</p>
<p><b>Problem this strategy is addressing:</b> Not protecting the assets in the warehouse could be a waste of public funds and also create a health and safety issue for the employees working in the warehouse.</p>		
<p><b>Strategy Tasks</b></p>		
<p><b>Task Name</b></p>	<p><b>Task Due Date</b></p>	<p><b>Task Owner</b></p>
<p>1) Request funding and contract for the repairs</p>	<p>September 30, 2017</p>	<p>Kim Baker and Facilities Department</p>

<p><b>STRATEGY 10:</b> Convert positions that are being utilized by temporary leased workers into City Temps and develop decision packages will be submitted during the FY18 budget process to fund FTE positions.</p>		<p><b>Responsible Manager:</b> Kim Baker, Assistant Director of Finance over Purchasing</p>
<p><b>Problem this strategy is addressing:</b> The Financial Services department does not have enough FTE's and must utilize temporary leased workers in order to maintain the current level of service</p>		

Strategy Tasks		
Task Name	Task Due Date	Task Owner
1) Temporary Workers	05/31/2017	Kim Baker

<b>STRATEGY 11:</b> Complete time study the Purchasing division and use data from time study to plan staffing levels and work assignments, accordingly.	<b>Responsible Manager:</b> Kim Baker, Assistant Director of Finance over Purchasing	
<b>Problem this strategy is addressing:</b> The Financial Services department does not track time spent on tasks		
Strategy Tasks		
Task Name	Task Due Date	Task Owner
1) Complete Time Study	May 31, 2018	Kim Baker

**Goal 2:** Enable the City to have an efficient P-card program.

<b>STRATEGY 1:</b> Monitor and track small dollar purchase orders and procurement (P-Card) expenditures.	<b>Responsible Manager:</b> Maria Pedraza, Procurement Manager	
<b>Problem this strategy is addressing:</b> Monitoring small dollar purchases to ensure purchasing system is not by-passed		
Strategy Tasks		
Task Name	Task Due Date	Task Owner
1) First Quarter Report	January 13, 2017	Sandy Casorla
2) Second Quarter Report	April 14, 2017	Sandy Casorla
3) Third Quarter Report	July 14, 2017	Sandy Casorla
4) Fourth Quarter Report	October 13, 2017	Sandy Casorla



# Fire Department

**Fiscal Year: 2016-2017**

September 26, 2016

Approved by:

A handwritten signature in blue ink that reads "Robert A. Rocha".

Robert A. Rocha, Fire Chief

A handwritten signature in black ink that reads "Margie C. Rose".

Margie C. Rose, City Manager

# DEPARTMENTAL PROFILE

## DEPARTMENT DESCRIPTION

The Corpus Christi Fire Department is part of an overall public safety and protection system. Fire Administration oversees 4 separate divisions of the department: Prevention, Operations, Logistical Support, Training and Safety. The Fire Department has direct command and control of the administration and operation of the City's Office of Emergency Management.

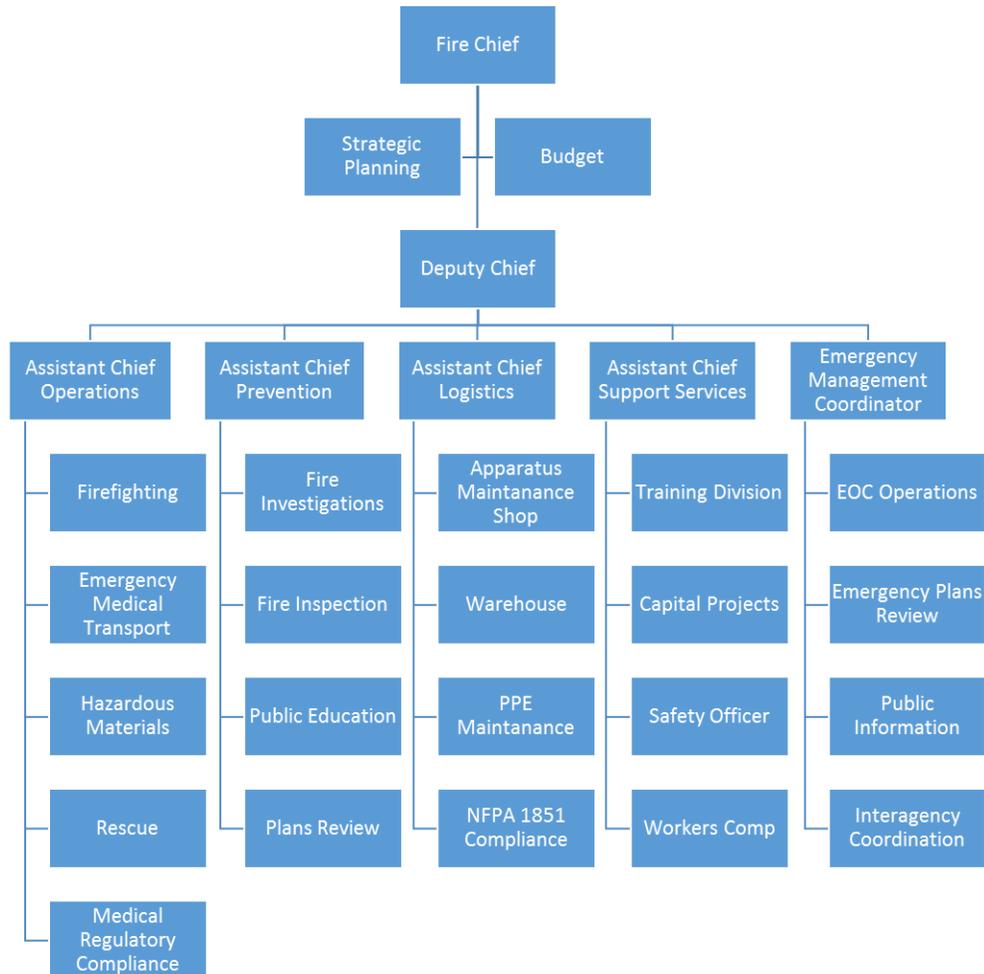
The department is authorized to employ 430 employees consisting of 414 uniformed personnel and 16 civilians. Uniformed personnel assigned to shift, staff 17 fire stations while working a continuous schedule of 24 hours on/48 hours off. The department responded to 51,522 calls for service in Calendar Year 2015.

The department's main function is to protect life, property, the environment and the assets of the City from any emergency. This is accomplished through preparedness, prevention, public education, emergency medical services, fire suppression, hazardous material incident response and the development and enforcement of fire codes.

During FY 2016, the Fire Department continued its implementation of recommendations made by the 2013 MGT of America, Inc. Efficiency Study. Some of the recommendations implemented include:

- Reorganization of the Fire Department from three (3) to four (4) Battalions
- Reclassification of the EMS Captain position into a Battalion Chief position
- Creation of a new job description for Battalion Chiefs consistent with outcome from the MGT Study
- Implementation of Emergency Medical Dispatch (EMD) protocols used by dispatchers to better process emergency medical calls for service
- Establishment of a Fire Department Training Council to improve the working relationship between Del Mar College and the Fire Department
- Creation of a Data Collection Committee to produce results based metrics for Fire and EMS Operations
- Started the 3 Year – Fire Department Accreditation Process. Accreditation is a comprehensive self-assessment to compare current service levels and performance with best practices throughout the industry.
- Continued in the long term hiring and staffing project to full staff the Corpus Christi Fire Department to its authorized 414 sworn personnel by hiring Fire Academy Class 38.

## ORGANIZATION CHART



## CURRENT BUSINESS ENVIRONMENT

The Corpus Christi Fire Department is a comprehensive Fire-based Emergency Medical Services (EMS) system that provides all Advanced Life Support (ALS) ambulances and fire apparatus. As with most public safety providers, the department is seeing an increase in call volume. For the past 6 years, the department has experienced an average increase of 7.66% per year and has increased its call volume 55% from 2009 to 2015. The majority of calls received are medical calls for service which totals 79% of all calls received. The department averages approximately 300 structure fires per year.

According to Firehouse Magazine, the Corpus Christi Fire Department is the 60<sup>th</sup> busiest Fire Department in the United States and ranks above many metropolitan cities including Omaha, Nebraska – Pittsburg, Pennsylvania – Tacoma, Washington and New Orleans, Louisiana.

Corpus Christi Fire Department 2009 thru 2015  
Calls for Service by Call Type  
National Fire Incident Reporting System (NFIRS)

	2009	2010	2011	2012	2013	2014	2015
<b>Fires</b>							
Structure Fires	262	300	348	289	317	285	265
Vehicle fires	195	212	217	159	171	149	178
Other Fires	629	537	744	506	488	451	324
<b>Total Fires</b>	<b>1,086</b>	<b>1,049</b>	<b>1,309</b>	<b>954</b>	<b>976</b>	<b>885</b>	<b>767</b>
	3.27%	2.76%	3.24%	2.17%	2.12%	1.86%	1.49%
<b>Rescue Calls</b>							
Emergency Medical Calls	24,927	29,317	31,234	34,189	35,518	37,406	40,549
All Others	69	74	93	97	99	86	108
<b>Total Rescue Calls</b>	<b>24,996</b>	<b>29,391</b>	<b>31,327</b>	<b>34,286</b>	<b>35,617</b>	<b>37,492</b>	<b>40,657</b>
	75.31%	77.40%	77.53%	77.94%	77.21%	78.68%	78.91%
<b>False Calls</b>							
Malicious Calls	35	38	53	63	35	41	49
Other False Calls	1,389	1,542	1,539	1,550	1,632	1,788	1,987
<b>Total False Calls</b>	<b>1,424</b>	<b>1,580</b>	<b>1,592</b>	<b>1,613</b>	<b>1,667</b>	<b>1,829</b>	<b>2,036</b>
	4.29%	4.16%	3.94%	3.67%	3.61%	3.84%	3.95%
<b>Other Calls</b>							
Pressure, Ruptures (200 - 251)	30	36	34	30	42	36	35
Hazardous Condition Calls	921	1,066	988	1,063	1,170	1,026	1,189
Service Calls	1,163	1,506	1,461	1,888	2,003	1,827	2,200
Good Intent Calls	3,507	3,274	3,628	4,094	4,590	4,507	4,601
Severe Weather/Natural Disaster	0	7	3	8	1	2	5
Special Incident Calls	62	65	62	56	67	49	32
Unknown Incident	0	0	0	0	0	0	0
<b>All Other Calls</b>	<b>5,683</b>	<b>5,954</b>	<b>6,176</b>	<b>7,139</b>	<b>7,873</b>	<b>7,447</b>	<b>8,062</b>
	17.12%	15.68%	15.29%	16.23%	17.07%	15.63%	15.65%
<b>Total Calls</b>	<b>33,189</b>	<b>37,974</b>	<b>40,404</b>	<b>43,992</b>	<b>46,133</b>	<b>47,653</b>	<b>51,522</b>
<b>Percentage +/-</b>		14.42%	6.40%	8.88%	4.87%	3.29%	8.12%

## RISKS & VULNERABILITIES

The Corpus Christi Fire Department lists the following as significant risk/vulnerabilities and plans are in place to mitigate impact:

- Increasing call volume**  
The department continues to see a rise in calls for service. To address the issue, the Fire Department in 2013 placed into service two (2) new medic unit companies utilizing existing resources. That move helped in balancing call volume whereas some medic units were averaging 17 calls a day now are averaging 13 calls per day. In the future, the department will need to add more medic unit companies to meet demand.
- Staffing of ambulances**  
Currently, the Fire Department goal for staffing medic units is 50/50 (50% ambulance – 50% fire truck). Some firefighters are averaging 60%+ medic unit duty. The department has help on the way with Academy Class #38 almost

completed and the hiring of Academy Class #39. Also, the City is in contract negotiations with the Firefighters Association to increase the pool of eligible firefighters to staff medic units.

- **Tighter General Fund Budgeting**

The department, like many in City government is being asked to review their budgets to maximize services with current resources. Over the past few years, the Fire Department has increased services by utilizing existing personnel (Implementation of Medic 3, Medic 6). In order to meet demand in the future (Fire Station 18), the department will require more personnel and equipment to maintain our current service level.

## **ISSUES AND CHALLENGES FOR FY 2016-17**

The department lists the following Issues/Challenges for FY17:

1. **Matching system demand with current capabilities** – Through the Fire Department Accreditation Process, the department is currently conducting a comprehensive assessment comparing our service levels and performance with industry best practices. During the next phase the department will conduct a community risk and safety needs assessment in order to develop a Standards of Coverage specific for the City of Corpus Christi.
2. **Retention of Firefighters** – Like many elements in City government, the department has experienced separations due to firefighters leaving for jobs with higher pay in other departments, for the oil and gas industry jobs, etc. The department is working closely with two groups on this issue:
  - a. Del Mar College – Hiring more local candidates; working closer with Del Mar College as outlined in the MGT of America, Inc. Study.
  - b. Firefighters Association – Through contract negotiations, putting in place a penalty for Firefighters leaving the department. This would provide a disincentive for leaving.

## **3 TO 5 YEAR OUTLOOK**

1. Implementation of the MGT of America, Inc. Study
2. Completion of the three year Fire Department Accreditation Program
3. Respond to the increased demand on EMS providers for Paramedic Certification

# PERFORMANCE

## DEPARTMENT MISSION AND MISSION ELEMENTS

<b>MISSION:</b> The mission of the Corpus Christi Fire Department is the prevention of fire, suppression of unwanted fires, protection of lives and property due to fire, explosion, natural or man-made disasters and to provide emergency medical services	
ME#	Mission Element
091	Conduct fire prevention education, fire/arson investigations, and inspections
093	Respond to emergency medical, fire, hazmat, and technical calls for service
095	Manage City emergency operations, including the Emergency Operations Center (EOC)

## SERVICES AND SERVICE LEVELS

ME #	Service Provided	Measurement of Service		Is current demand satisfied ?	Current Level of Service
		Description of How Service Provided is Measured (i.e., the "service measure")	Activity level (2015)		
091 (1)	MANAGEMENT OF FIRE PREVENTION DIVISION	NUMBER OF FIRE INSPECTIONS PERFORMED	6,635	PARTIAL	STATE
		NUMBER OF PUBLIC SAFETY PRESENTATIONS	167	YES	CCFD GOAL
		NUMBER OF FIRE INVESTIGATIONS PERFORMED	265	YES	100%
093 (2)	RESPONSE TO EMERGENCY CALLS FOR SERVICE	ELAPSED TIME FOR 1 <sup>ST</sup> UNIT TO RESPOND	5:35	YES	CCFD 90%
		NUMBER OF MEDICAL CALLS FOR SERVICE	40,657	YES	ALS
		PERCENTAGE OF PPE CLEANED/REPLACED	100%	YES	100%
		PERCENTAGE OF CCFD FIREFIGHTERS CERTIFIED BY THE STATE OF TEXAS	100%	YES	100%
095 (3)	MANAGEMENT OF THE EMERGENCY OPERATIONS CENTER	NUMBER OF RIDE OUT TEAM MEMBERS TRAINED TO NIMS 400	10	YES	NIMS 400 = 72.9%

## **Primary factors creating demands for services and implications:**

Current service demands are being met by the Fire Department. The department delivers Advanced Life Support (ALS) service with certified firefighter/paramedics on all apparatus. The department has a 5:35 response time (dispatch time to arrival) and has a minimum of 15 firefighters dispatched to every structure fire.

Last year (2015), the Fire Department made 40,657 medical calls for service and transported 23,099 patients to the hospital. Firefighters transported 262 cardiac patients and 79 of the patients has a return of spontaneous circulation (30%).

The Emergency Operations Center (EOC) had 10 activations for weather related incidents and other planned public events. 72.9% of the EOC Ride-out Team members are trained to the National Incident Management System (NIMS) 400 level.

Fire Prevention Division continues to provide Fire Code Inspections, Fire Investigations, and Public Safety Presentations to the community. Growth in industry and residential construction have increased the workload on the Division. The department works closely with Developmental Services and has identified the need for a Fire Protection Engineer to improve customer service. Public Education is a high priority with a special emphasis on the young and elderly. Last year, the department conducted 167 public education presentations and fire drills at numerous schools.

Fire Support Services provides for the care and maintenance of personal protective equipment for firefighters and complies with all requirements of NFPA 1851. The fleet maintenance department is staffed with 3 mechanics and 1 supervisor, the MGT of America study identified the need for the department to staff the maintenance department with 2 more mechanics and the department will seek funding in FY 2018.

Fire Training Division works closely with Del Mar College to train firefighter cadets. Once a cadet completes the Fire Academy, they are National Registry trained Paramedics and certified by the Texas Commission of Fire Protection as Firefighters. The Training Division has established a Training Consortium as outlined in the MGT Study comprising of training staff, field personnel, and Del Mar College staff to coordinate cadet and field personnel training.

**TABLE OF GOALS AND ASSOCIATED PERFORMANCE MEASURES**

<b>ME #</b>	<b>Goal</b>	<b>Performance Measure Associated With Goal</b>	<b>Measure included in CPR?</b>	<b>Annual Target</b>
1.1	Fire Education Program Delivery	Completion of Program Development	No	Completed
1.2	Provide fire safety education for senior citizens	Number of target citizens in attendance to presentations	Yes	9,500
1.3	Increase public education through public safety announcements	Monthly public safety announcements	No	Monthly
1.4	Conduct thorough investigations of fires. Arrest and seek convictions on individuals who commit arson crimes	Percentage of structure fires investigated	Yes	100%
1.5	Enforcement of all applicable national, state, and local fire codes	Adoption of 2015 Fire Code	No	Completed
2.1	Professional and timely response to all emergency medical calls	Average response time of first arriving unit after dispatch	Yes	4:59 response time – 90% of the time (all units)
2.2	Advanced medical training for department employees	Delivery of PALS, and ACLS to 25% of Fire Department	No	25%
2.3	Professional and timely response to all structure fires	4:59 response time – 90% of the time (all units)	Yes	4:59 response time – 90% of the time (all units)
2.4	Provide competent hazardous materials response for the City of Corpus Christi	100% - HazMat Team members trained to Technician Level	No	100%
2.5	Provide competent rescue operations for the City of Corpus Christi	100% - Rescue Team members trained in trench and confined space rescue	No	100%
2.6	Provide logistical and mechanical support for the Corpus Christi Fire Department	Replace lost or damaged equipment within 24 hours	No	100%
2.7	Maintain all communications equipment	Zetron/Radio replaced in a timely manner	No	100%
2.8	Fleet readiness to provide safe working apparatus for firefighters	Completion of annual pump, hose and ladder testing	No	100%
2.9	Provide a comprehensive capital project program for the Corpus Christi Fire Department	Maintain all Fire Stations in good working order	Yes	100%
2.10	Provide a comprehensive training program for the Corpus Christi Fire Department	Provide all firefighters with minimum continuing education requirements as set forth by the Texas Commission on Fire Protection	Yes	100%
3.1	Professional and trained personnel in the management of the City Emergency Operations Center (EOC)	100% - EOC Ride-out Team members trained to the NIMS 400 Level	No	100%
3.2	Develop and maintain Emergency Management Plans	Percentage of plans submitted by City departments	No	100%

## PERFORMANCE TRENDS

CPR Baseline Measure	FY 15-16	FY 14-15	FY 13-14	FY 12-13
<i>Average response time – 1<sup>st</sup> arriving unit</i>	5:35 (CY15)	5:38 (CY14)	5:32 (CY13)	5:24 (CY12)
<i>Total Budget</i>	\$51.1m	\$49.7m	\$49.5m	\$45.1m
<i># Authorized Uniformed Personnel</i>	414	414	414	414
<i># Calls for Service</i>	51,522 (CY15)	47,653 (CY14)	46,133 (CY13)	43,992 (CY12)
<i># Medical Calls for Service</i>	40,657 (CY15)	37,492 (CY14)	35,617 (CY13)	34,286 (CY12)
<i># non-structure Fire Calls</i>	502 (CY15)	600 (CY14)	659 (CY13)	665 (CY12)
<i># Structure Fires</i>	265 (CY15)	285 (CY14)	317 (CY13)	289 (CY12)
<i>Fire Dollar Loss</i>	\$7.0m	\$18.1m	\$9.8m	\$12.9m
<i># Civilian Fatalities</i>	2 (CY15)	0 (CY14)	3 (CY13)	3 (CY12)
<i># Civilian Injuries</i>	25 (CY15)	15 (CY14)	13 (CY13)	20 (CY12)

Overall, the significant performance trends to be noted are the increase in calls for service with approximately 80% of those calls being for ambulance responses, a small decrease in the number of structure fires while there has been an increase in civilian injuries and false calls.

## EXTERNAL BENCHMARKS – COMPARISONS TO OTHER CITIES

Benchmark Measure Used	Ranking 2015	Explanation of relative ranking
Fire Response Time – San Antonio	<u>7:57</u>	The Corpus Christi Fire Department has a 5:35 response time in comparison to San Antonio
Fire Response Time – Corpus Christi	<u>5:35</u>	
Structure Fires per 1,000 residents – San Antonio	<u>0.74</u>	Residents experience 11% higher structure fire rate than San Antonio
Structure Fires per 1,000 residents – Corpus Christi	<u>0.83</u>	

## FINANCIAL TREND SUMMARY

72% of total Fire Department budget for FY 2017 is dedicated to personnel cost and 16% is dedicated to Internal Services Allocation. The Fire Department budget is 23% of the entire General Fund.

**EXPENDITURES BY MAJOR CATEGORY**

	<b>Adopted Budget 2016-17</b>	<b>Estimated Actual 2015-16</b>	<b>Actual 2014-15</b>	<b>Actual 2013-14</b>
# Budgeted FTEs	430	430	430	430
Personnel Services	\$38,202,486	\$37,328,655	\$37,491,183	\$36,351,942
Other operating	\$2,596,669	\$2,843,313	\$2,219,695	\$2,531,557
Contractual	\$3,844,911	\$3,877,697	\$3,160,032	\$3,298,160
Debt services	0	0	0	0
Internal service allocations	\$8,283,197	\$7,489,776	\$2,636,313	\$2,740,815
Capital outlay	0	0	0	0
Total	\$52,927,273	\$51,539,441	\$46,149,809	\$45,155,343
Grant expenditures				

# BUSINESS PLAN STRATEGIES & TASKS

**MISSION ELEMENT #1:** *Conduct fire prevention education, fire/arson investigations, and inspections*

**Goal 1:** *Fire Education Program Delivery*

<b>STRATEGY 1:</b> Deliver fire education programs to elementary schools – 1 <sup>st</sup> through 3 <sup>rd</sup> grade		<b>Responsible Manager:</b> Fire Marshal Randy Paige
<b>Problem this strategy is addressing:</b> Public education for school children		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Identify the number of schools in Corpus Christi that fit the criteria for targeted education	9/30/2017	Asst. Chief J. Paige
2) Prioritize at-risk schools for targeted education	9/30/2017	Asst. Chief J. Paige
3) Complete school presentations	9/30/2017	Asst. Chief J. Paige

**Goal 2:** *Provide Fire Safety Education for the Elderly*

<b>STRATEGY 1:</b> Deliver fire safety education for senior citizens		<b>Responsible Manager:</b> Fire Marshal Randy Paige
<b>Problem this strategy is addressing:</b> Public education for the elderly		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Identify the number of senior citizen centers in Corpus Christi	9/30/2017	Asst. Chief J. Paige
2) Develop presentation schedule to the elderly	1/31/2017	Asst. Chief J. Paige
3) Schedule presentations and deliver public safety education	9/30/2017	Asst. Chief J. Paige

**Goal 3:** *Increase public education through PSA's (Public Safety Announcements)*

<b>STRATEGY 1:</b> Utilize print and media to increase public awareness		<b>Responsible Manager:</b> Fire Marshal Randy Paige
<b>Problem this strategy is addressing:</b> Public education = safer community, reduction in civilian injuries		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Establish a relationship with the City PIO to develop a PSA program with focus on high risk holidays'	9/30/2017	Asst. Chief J. Paige
2) Adopt NFPA Fire Prevention Week for the City of Corpus Christi	9/30/2017	Asst. Chief J. Paige

**Goal 4:** *Conduct thorough investigations of fires. Arrest and seek convictions on individuals who commit crimes of arson.*

<b>STRATEGY 1:</b> Conduct Fire and Arson investigations with CCPD		<b>Responsible Manager:</b> Fire Marshal Randy Paige
<b>Problem this strategy is addressing:</b> Investigation of all suspicious fires, prosecution of suspected criminals. Conduct fire cause determination to reduce fires.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Respond to and investigate fires with injuries and/or occurrences of death	9/30/2017	Asst. Chief J. Paige
2) Investigate and process all suspicious arson fires	9/30/2017	Asst. Chief J. Paige
3) Arrest and seek convictions on suspected arsonists	9/30/2017	Asst. Chief J. Paige

**Goal 5:** *Enforcement of all applicable national, state, and local fire codes*

<b>STRATEGY 1:</b> Promote safety in the community through enforcement of laws, regulations, and ordinances		<b>Responsible Manager:</b> Fire Marshal Randy Paige
<b>Problem this strategy is addressing:</b> Compliance with local, state, and national standards. Safety through inspection, implementation of 2015 International Fire Code		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Inspect all private and public schools on an annual basis	9/30/2017	Asst. Chief J. Paige
2) Inspect all day care centers, foster homes, group homes, hospitals, nursing homes, senior citizen centers and other places of assembly as required by law	9/30/2017	Asst. Chief J. Paige
3) Inspect all hotels, motels, and apartment complexes on a biannual basis	9/30/2017	Asst. Chief J. Paige
4) Coordinate Plans Review	9/30/2017	Asst. Chief J. Paige
5) Amend local revisions and adopt 2015 International Fire Code	9/30/2017	Asst. Chief J. Paige

**MISSION ELEMENT #2:** *Respond to emergency medical, fire, hazmat, and technical rescue calls for service.*

**Goal 1:** *Professional and timely response to all medical emergencies*

<b>STRATEGY 1:</b> Compliance with recognized national standards – NFPA 1710		<b>Responsible Manager:</b> Asst. Chief Ken Erben
<b>Problem this strategy is addressing:</b> Quarterly and annual review of response times.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) First Unit response time - Evaluate on a quarterly basis and take corrective action	Q1, 12/31/16; Q2 3/31/17; Q3 6/30/17; and Q3 9/30/17	Asst. Chief Ken Erben
2) Ambulance response time - Evaluate on a quarterly basis and take corrective action	Q1, 12/31/16; Q2 3/31/17; Q3 6/30/17; and Q3 9/30/17	Asst. Chief Ken Erben

**Goal 2:** *Advanced Medical Training for Departmental Employees*

<b>STRATEGY 1:</b> Improve the delivery of EMS		<b>Responsible Manager:</b> Asst. Chief Ken Erben
<b>Problem this strategy is addressing:</b> Operational and administrative oversight of emergency medical services (EMS).		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Update departmental Infectious Control Policy	9/30/2017	Asst. EMS Dir. Brandon Stowers
2) Renew State of Texas Provider License for ambulances	9/30/2017	Asst. EMS Dir. Brandon Stowers
3) Develop EMS Battalion Chief Supervisor Guide Book	9/30/2017	Asst. EMS Dir. Brandon Stowers

**Goal 3:** *Professional and timely response to all structure fires*

<b>STRATEGY 1:</b> Compliance with recognized national standards – NFPA 1710		<b>Responsible Manager:</b> Asst. Chief Ken Erben
<b>Problem this strategy is addressing:</b> Compliance with applicable national standards (NFPA 1710).		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) First Unit response time - Evaluate on a quarterly basis and take corrective action	Q1, 12/31/16; Q2 3/31/17; Q3 6/30/17; and Q3 9/30/17	Asst. Chief Ken Erben
2) Dispatch a minimum of 15 firefighters to all structure fires	9/30/2017	Asst. Chief Ken Erben
3) Staff all apparatus with 3 – 4 personnel 100% of the time	9/30/2017	Asst. Chief Ken Erben

**Goal 4:** *Provide competent hazardous materials response for the City of Corpus Christi*

<b>STRATEGY 1:</b> Train all hazardous materials team members		<b>Responsible Manager:</b> Asst. Chief Ken Erben
<b>Problem this strategy is addressing:</b> Qualified firefighters for hazmat incidents		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) 100% - HazMat team members trained to the Technician Level	9/30/2017	Batt. Chief J. Devisser
2) 100% - All Firefighters trained to the Operations Level	9/30/2017	Asst. Chief Ken Erben

**Goal 5:** *Provide competent rescue operations for the City of Corpus Christi*

<b>STRATEGY 1:</b> Train all rescue team members		<b>Responsible Manager:</b> Asst. Chief Ken Erben
<b>Problem this strategy is addressing:</b> Qualified firefighters for rescue and high rise incidents		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) 100% - Rescue team members trained in trench and confined space rescue	9/30/2017	Asst. Chief Ken Erben
2) Train all CCFD firefighters in the strategy and tactics of high-rise firefighting	9/30/2017	Asst. Chief Ken Erben

**Goal 6:** *Provide logistical and mechanical support for the Corpus Christi Fire Department*

<b>STRATEGY 1:</b> Maintain all personal protective gear (PPE)		<b>Responsible Manager:</b> Asst. Chief Rick Trevino
<b>Problem this strategy is addressing:</b> Increased safety for firefighters through proper personal protective equipment		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Maintain all SCBA's and ensure compliance with all NFPA and OSHA requirements for personal protection	9/30/2017	Asst. Chief R. Trevino
2) 100% compliance with NFPA 1851 regarding personal protective clothing and equipment for fire department employees	9/30/2017	Asst. Chief R. Trevino

**Goal 7:** *Provide logistical and mechanical support for the Corpus Christi Fire Department*

<b>STRATEGY 1:</b> Maintain all radio/communications equipment		<b>Responsible Manager:</b> Asst. Chief Rick Trevino
<b>Problem this strategy is addressing:</b> Quicker response notification, reduction in response times		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Implement/replace ZETRON dispatch alerting system	9/30/2017	Asst. Chief R. Trevino
2) Ensure all Fire Department radios are serviced and functional	9/30/2017	Asst. Chief R. Trevino

**Goal 8:** *Fleet readiness to provide safe working apparatus for the department*

<b>STRATEGY 1:</b> Have all repair work performed in a safe and professional manner		<b>Responsible Manager:</b> Asst. Chief Rick Trevino
<b>Problem this strategy is addressing:</b> Fleet maintenance performed by competent mechanics		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Provide a comprehensive preventive maintenance program for all fire trucks and ambulances	9/30/2017	Asst. Chief R. Trevino
2) Ensure repairs are performed in a timely manner	9/30/2017	Asst. Chief R. Trevino
3) Attain and maintain ASE and EVT training for mechanics	9/30/2017	Asst. Chief R. Trevino
4) Submit a comprehensive vehicle replacement plan	5/31/2017	Asst. Chief R. Trevino
5) Perform annual pump testing and ladder tests on fire trucks	9/30/2017	Asst. Chief R. Trevino
6) Perform annual hose tests as per NFPA	9/30/2017	Asst. Chief R. Trevino

**Goal 9:** *Provide a comprehensive capital project program for the Corpus Christi Fire Department*

<b>STRATEGY 1:</b> Maintain all fire stations and support buildings		<b>Responsible Manager:</b> Asst. Chief Jose Gonzalez
<b>Problem this strategy is addressing:</b> Improved (safer) living facilities for employees		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Replace roof over engine room at Fire Station 14	9/30/2017	Asst. Chief J. Gonzalez
2) Install emergency generator at Fire Department Warehouse	9/30/2017	Asst. Chief J. Gonzalez
3) Construct new bathrooms and hand washing station for warehouse to meet ADA requirements	9/30/2017	Asst. Chief J. Gonzalez
4) Ensure all generators at fire stations are serviced and ready for hurricane season	9/30/2017	Asst. Chief J. Gonzalez

**Goal 10:** *Provide a comprehensive training program for the Corpus Christi Fire Department*

<b>STRATEGY 1:</b> Establish minimum training requirements for all personnel		<b>Responsible Manager:</b> Asst. Chief Jose Gonzalez
<b>Problem this strategy is addressing:</b> Trained staff to respond to emergencies, require Drivers and Captains to be nationally certified		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Provide online continuing education program for Fire, EMS, and HazMat recertification	9/30/2017	Asst. Chief J. Gonzalez
2) Provide classroom instruction and field training to all personnel as per recommendations from MGT Study	9/30/2017	Asst. Chief J. Gonzalez
3) Provide Driver/Operator state certification for all newly promoted engineers	9/30/2017	Asst. Chief J. Gonzalez
4) Provide Fire Instructor I and Fire Officer I state certification courses for all newly promoted Fire Captains	9/30/2017	Asst. Chief J. Gonzalez

5) All Fire Cadets will be certified in PALS, ACLS, and ITLS level care	9/30/2017	Asst. Chief J. Gonzalez
6) Completion of the Courage to be Safe Program as required by the Texas Commission on Fire Protection	12/31/2017	Asst. Chief J. Gonzalez

**MISSION ELEMENT #3:** *Manage Emergency Operations including the Emergency Operations Center*

**Goal 1:** *Professional and trained personnel in the management of the City's Emergency Operations Center (EOC)*

<b>STRATEGY 1:</b> Make ready the City to handle natural and man-made disasters		<b>Responsible Manager:</b> Emergency Manager Billy Delgado
<b>Problem this strategy is addressing:</b> Emergency preparedness for City staff		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) EOC Ride-out team members trained to the NIMS 400 level – 100% compliance	9/30/2017	EM B. Delgado
2) Coordinate with all City departments on their individual emergency operations plans	5/31/2017	EM B. Delgado
3) Keep current with all Federal, State, and Local regulatory requirements	9/30/2017	EM B. Delgado
4) Conduct annual tabletops and functional exercises	9/30/2017	EM B. Delgado
5) Maintain communication tools such as ReverseAlert, WebEOC, and Impactweather	9/30/2017	EM B. Delgado

**Goal 2:** *Develop and maintain Emergency Management Plans*

<b>STRATEGY 1:</b> Document all planning performed		<b>Responsible Manager:</b> Emergency Manager Billy Delgado
<b>Problem this strategy is addressing:</b> Compliance with local and state mandates regarding preparedness		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Coordinate with City departments to update their emergency operations plans	9/30/2017	EM B. Delgado
2) Review and update Annexes as required by law	9/30/2017	EM B. Delgado



# Fleet Maintenance

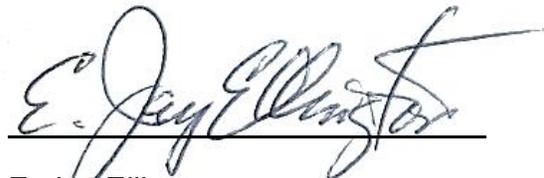
**Fiscal Year: 2016-2017**

September 23, 2016

Approved by:

A handwritten signature in black ink, reading "James A. Davis", written over a horizontal line.

James A. Davis,  
Department Director

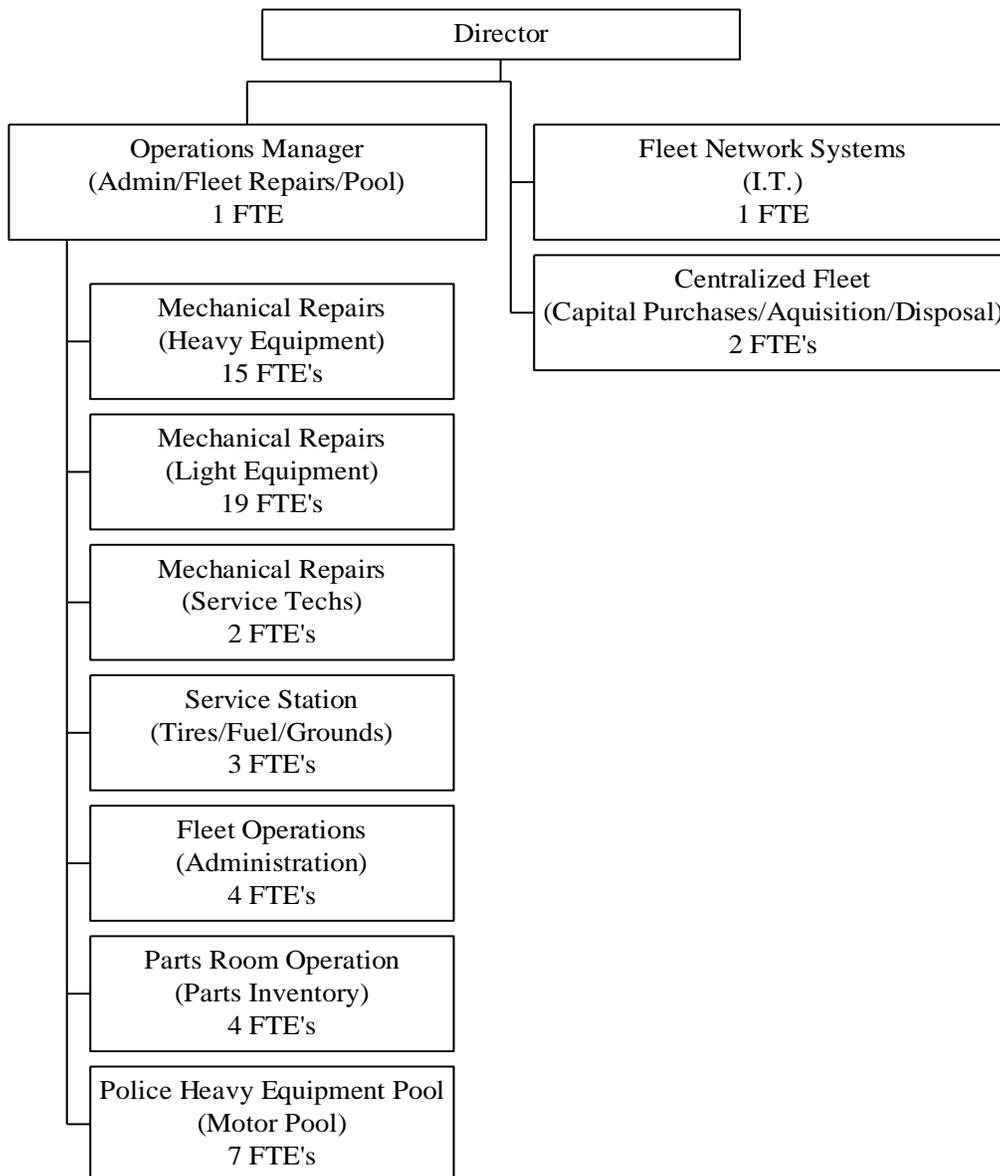
A handwritten signature in black ink, reading "E. Jay Ellington", written over a horizontal line.

E. Jay Ellington,  
Interim Assistant City Manager

# DEPARTMENTAL PROFILE

## DEPARTMENT DESCRIPTION

The Fleet Maintenance Department maintains and manages City vehicles and equipment from cradle to grave. The Department provides specifications, takes the lead on purchasing, maintains the vehicle during its lifetime, and then disposes of vehicles at the end of their service lives. We do this with the assistance of a Fleet Management System (M5) which is an IT system sponsored by AssetWorks, LTD. As a matter of note, we recently increased the Fleet's alternative fuel capability to 12.9% from 10.4%.



## CURRENT BUSINESS ENVIRONMENT

The current business environment involves the maintenance and repair of approximately 1,780 vehicles and pieces of equipment within the City of Corpus Christi fleet. We serve 28 different entities, the largest of which are Solid Waste, Utilities and Police. Our target service levels are resident in our CPR data, however, the main driver of service levels resides in the operational readiness of critical equipment at 100%:

Critical Equipment	Required Number of Units	Shift Requirement
Marked Police Units	75	24 hours per day, 7 days per week
Solid Waste Side Loading Refuse Trucks	Varies between 25 and 28 units per day	7:30 am to 4 pm, Monday-Friday
Waste Water Vector Trucks	3	7 am to 11:30 pm, 7 days per week
Storm Water Mowers	12	6:30 am to 5 pm, Monday - Friday

We have tended to shift our power requirements to acquire more Compressed Natural Gas (CNG) powered vehicles. This program includes vehicles ranging from refuse trucks to light sedans. As changes in emissions regulatory requirements evolve, we will accommodate these changes and gradually transform our fleet to more CNG power. Our goal is to operate with as much CNG power as possible.

## RISKS & VULNERABILITIES

In view of increased CNG power capabilities, we need to ensure the supply of CNG will be available under all conditions, including catastrophic events. Toward that end, the Utilities Department is in the process of constructing a new and upgraded CNG refueling facility for the Fall of 2016.

Departments will be continually encouraged to replace aging vehicles and equipment in a timely manner. Failure to do so results in increased downtime and increased maintenance costs that inevitably occur toward the end of a vehicle's service life.

Retention of capable staff in as unending challenge and to do this, we must be continually mindful of staff wages and benefits.

## **ISSUES AND CHALLENGES FOR FY 2016-17**

The department will be dealing with the following pinnacle issues for the forthcoming year.

1. Continue to provide and define appropriate service levels to meet city departments' needs in repairs and maintenance.
2. Continue to train department personnel in I.T. skill sets and concurrently expand modules in the Fleet Management System (M5).
3. Continue to purchase CNG capable equipment whenever CNG power is a fit.
4. Continue to lower the percentage of fleet vehicles that are past their service life.

## **3 TO 5 YEAR OUTLOOK**

The three to five year outlook for fleet maintenance is as follows: there are four areas that are critical to future fleet operations. First, the fleet requires continued modernization. We continue to refer to the completed Mercury Associates studies and guidance on how to proceed regarding timely fleet vehicle/equipment replacement and modernization. We continue to anticipate this process will take approximately ten years to complete. Our intention is to follow the plan and develop the budget process regarding replacement of vehicles past their service lives. Second, the Fleet Management System (M5) was recently upgraded, thus allowing for a more mature system with a modern database and enhanced reporting tools. However, over the next five years we will continue to upgrade the system and add to its capabilities as long term goals. Third, the entire physical plant needs upgrading/replacement. In terms of upgrades, we completed the first task of replacing the roof on the Heavy equipment shop, building 3C. A space needs study, which addresses a new facility is also complete. Next task is to replace the entire fleet complex and combine both light and heavy equipment under one roof. It is anticipated this will be accomplished via the Capital Improvement Program. Fourth, is to continuously upgrade our personnel posture. This entails constant recruitment in a challenging market and attempt to acquire the best mechanical help we can get in this highly competitive environment. Our future lies in the quality of the personnel we are able to recruit.

# PERFORMANCE

## DEPARTMENT MISSION AND MISSION ELEMENTS

<b>MISSION:</b> The mission of Fleet Maintenance is to assist City Departments in meeting their fleet requirements.	
ME#	Mission Element
201	Manage Rolling Stock and Capital Items
202	Maintain the Fleet

## SERVICES AND SERVICE LEVELS

ME #	Service Provided	Measurement of Service		Is current demand satisfied ?	Current Level of Service
		Description of How Service Provided is Measured (i.e., the "service measure")	Activity level (annual)		
201	Acquisition/Disposal	Percent of Fleet Using Alternative Fuels	>10%	Yes	12.9%
202	Mechanical Repairs/Internal & Outside	Percent of Maintenance and Repair Costs Outsourced	<15%	Yes	14%
	Parts Management	Expenditures of Budgeted amount	\$3.2M	Yes	\$3.0M
	Service Station/Fuel & PM's	Expenditures of Budgeted Amount	\$5.9M	Yes	\$3.9M
	Motor Pool	Availability of required Marked Police Vehicles	100%	Yes	100%
	Maintain Fleet Records	Not measurable			

### Primary factors creating demands for services and implications:

An aggressive vehicle and equipment acquisition program is essential to ensure fleet modernization and also to control maintenance costs. Additionally, the more alternative fuel vehicles we are able to integrate into the fleet, the less we have to pay for fuel.

Furthermore, we need to continue to minimize outsourced repair costs. This, in turn, will reduce pressure on our overall budget. We will continue to strive to maintain availability of required marked police vehicles at 100%.

Finally, although "Maintaining Fleet Records" is not measurable, we will continue to devote considerable effort to improve our Fleet Management System (M5), and thereby improve our capability to maintain fleet records.

## TABLE OF GOALS AND ASSOCIATED PERFORMANCE MEASURES

ME #	Goal	Performance Measure Associated With Goal	Is Measure included in CPR?	Annual Target
201	Maintain a modern fleet	Percent of fleet past service life	Yes	<45%
	Ensure alternative fuel purchase	Percent of fleet using alternative fuel	Yes	>10%
202	Provide repair services that align with department requirements	Availability of critical equipment	Yes	100%

## PERFORMANCE TRENDS

CPR Baseline Measure	FY 15-16 (est)	FY 14-15	FY 13-14	FY 12-13	FY 11-12
Total full-time employees	59	59	59	59	60
Total operating expenditures (excluding capital and fuel)	\$10M	\$10 M	\$9.0 M	\$9.0 M	\$9.2 M
# vehicles/rolling stock in fleet to maintain	1,780	1,702	1,634	1,686	1,815
Avg of direct labor hrs as % of available hrs	82%	82.30%	81.90%	81.00%	80.40%
% of maintenance & repair costs outsourced	14%	12.70%	12.6%	17.7%	27.3%
% of fleet past service life	42%	38%	43%	46%	n/a
% of fleet using alternative fuels	12.9%	10.4%	4.8%	n/a	n/a
Total cost of vehicles replaced	\$8.6M	\$8.2 M	\$14.7 M	\$6.6 M	n/a

It is our intention to continue to upgrade the fleet in terms of alternative fuel use. CNG technology is evolving with continuous improvement with more choices for CNG power available. As has been said, our goal is to use CNG power whenever possible.

The 42% figure, which represents a percent of fleet past service life, appears to be very consistent with the amount of new vehicles we purchase. We will continue to try to get below that number, but in our current fiscal posture, 42% seems to be the standard.

We will continue to limit the percentage of maintenance and repair costs that are outsourced.

Finally, we will continue to maintain the same operating expenditures, despite the rising costs of everything, as we have done in the past years.

## EXTERNAL BENCHMARKS – COMPARISONS TO OTHER CITIES

Benchmark Measure Used	Ranking	Explanation of relative ranking
% of Fleet Using Alternative Fuel	3	(see below)
Overall Fleet Availability	5	(see below)
Average Turn-Around Time/On-Time Completion Rate	1 (tie)	(see below)

During the past several years, this City has made significant strides in increasing fleet vehicles powered by CNG. Of the seven respondent cities that we queried, we stand 3<sup>rd</sup> behind Austin and Dallas in the percent of fleet using alternative fuels. Our goal is to gain parity with those two cities and, once this is accomplished, we will be equivalent to the best cities in Texas.

Corpus Christi Fleet's overall availability is 92%. Of the respondent cities in Texas, Amarillo is at the 96-98%, Arlington at 97%, Irving at 95% and Austin at 94%. The remaining four cities are at or just below 92%. We anticipate improving our availability rate as the fleet modernization program continues.

With regard to average turn-around time for PM services, our Fleet's performance is at 1 day turn around. If the respondent cities, three are at 1 day and two are more than one day.

# **FINANCIAL**

## **FINANCIAL TREND SUMMARY**

The Fleet Maintenance Budget has two major categories. The first category is the Operational Budget, which is the portion of the budget supported by allocations as provided by our customers in accordance with our allocation methodology. This portion has historically, has been \$10M. This consistency is by design, in that, we attempt to keep allocations the same from year to year, in an effort to put as little fiscal pressure as possible on our customers. The second category of the Fleet Maintenance Budget is not supported by allocations and consists of a fuel pass through fund, which gives us the authority to purchase fuel and then be reimbursed by our customers. The second part of this category is the Capital Outlay Budget, in which departments purchase replacement vehicle equipment. The Operational Budget tends to remain static, year by year. Fuel purchases vary as dictated by the world market. Recently, the City has increased funds made available for the purchase of vehicles and equipment. This department pays close attention to these budget summaries and trends and we will continue to do so during the forthcoming fiscal year.

## **EXPENDITURES BY MAJOR CATEGORY**

	<b>Adopted Budget 2016-17</b>	<b>Estimated Actual 2015-16</b>	<b>Actual 2014-15</b>	<b>Actual 2013-14</b>
# Budgeted FTEs	59	59	59	59
Personnel Services	3,764,656	3,684,085	3,321,533	3,320,355
Other operating	10,523,698	7,416,582	7,342,187	8,594,494
Contractual	2,095,697	2,155,958	1,517,600	1,326,123
Debt services	N/A	N/A	N/A	N/A
Internal service allocations	809,406	621,468	528,025	761,858
Capital outlay	1,547,732	4,066,166	4,077,013	3,579,538
<b>Total</b>	<b>18,741,189</b>	<b>17,944,259</b>	<b>16,786,358</b>	<b>17,582,367</b>
Grant expenditures	N/A	N/A	N/A	N/A

## **SOURCES OF REVENUES INCLUDING USER FEES & CHARGES**

Source of revenue including user fees, charges and internal service fund allocations	If user fee or charges, conceptual basis and % cost recovery target	Date of last study	\$ generated annually
Allocations	Based on Fleet's operating budget and number of vehicles in each City Department	03/2016	10.5M

# BUSINESS PLAN STRATEGIES & TASKS

## MISSION ELEMENT #201: Manage Rolling Stock and Capital Items

### Goal 1: Maintain a modern fleet

<b>STRATEGY 1:</b> Dispose of fleet equipment past service life		<b>Responsible Manager:</b> Jim Davis
<b>Problem this strategy is addressing:</b> Reduce the number of vehicles that are past their service life, thereby maintaining a modern fleet.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Submit RFP to Purchasing Department	9/2/2016	Isaac Benavides
2) Award contract	9/23/2016	Jim Davis
3) Prepare all vehicles/equipment and related documentation for auction	11/30/2016	Frank Olvera
4) Hold Auction	1/28/2016	Erlinda Klubertanz

### Goal 2: Ensure Alternative Fuel Purchases

<b>STRATEGY 1:</b> Review and confirm all new equipment purchases are CNG powered whenever possible		<b>Responsible Manager:</b> Jim Davis
<b>Problem this strategy is addressing:</b> Increase the number of CNG powered equipment, requiring Fleet and using department to review and confirm all new equipment is CNG powered where it is a fit.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Receive Capital Outlay list from Budget Office	10/31/2016	Isaac Benavides
2) Review list to identify all equipment not designated to be purchased as CNG powered	11/15/2016	Isaac Benavides
3) Document explanation and approval by Fleet/using departments to justify CNG not a fit	12/30/2016	Erlinda Klubertanz
4) Purchase all designated CNG	9/31/2017	Isaac Benavides

## MISSION ELEMENT #202: Maintain Fleet

**Goal 1:** Provide repair services that align with department requirements

<b>STRATEGY 1:</b> Provide spare vehicles to Police Fleet		<b>Responsible Manager:</b> Jim Davis
<b>Problem this strategy is addressing:</b> 10 extra cars are needed to augment the Police Fleet due to the fact of increased technological requirements. Repairs to various components, such as computers, in-car cameras and additional hardware require putting a vehicle out of service for more reasons than in the past.		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Approval of the purchase of 10 extra vehicles	11/30/2016	Jim Davis
2) Develop specifications	1/15/2017	Isaac Benavides
3) Identify funds	1/30/2017	Erlinda Klubertanz
4) Acquire Council approval	2/28/2017	Jim Davis
5) Take delivery of vehicles	5/31/2017	Frank Olvera



# Gas Department Business Plan

**Fiscal Year: 2016-2017**

August 25, 2016

Approved by:

A handwritten signature in black ink, appearing to read 'Bill Mehaffey', written over a horizontal line.

Bill Mehaffey, Department Director

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Mark Van Vleck, Assistant City Manager

# DEPARTMENTAL PROFILE

## DEPARTMENT DESCRIPTION

The Corpus Christi Gas Department operates and maintains a safe and reliable natural gas distribution system. We serve approximately 54,419 active customers (94% residential and 6% commercial) with over 1,452 miles of main and 86 regulator stations. Our gas distribution system is comprised of 80% wrapped steel pipe and 20% polyethylene pipe that range in size from 2 inches to 16 inches in diameter. We manage the department with 153 full time employees.

The Gas Department is comprised of various organizations. The major organizations are Maintenance and Operations, Construction, Pressure and Measurement, Gas Load Development (Marketing), Oil and Gas, Engineering Design, Compressed Natural Gas (CNG), and Office Administration.

We are operating under the regulations of the Pipeline Hazardous and Materials Safety Administration (PHMSA) and Texas Railroad Commission (TRRC). We are subject to an Operations & Maintenance Annual Audit, and Special Audits on Distribution Integrity Management Plan (DIMP), Facilities Replacement Plan (FRP), Public Awareness Plan (PAP), Operator Qualifications (OQ) and Damage Prevention.

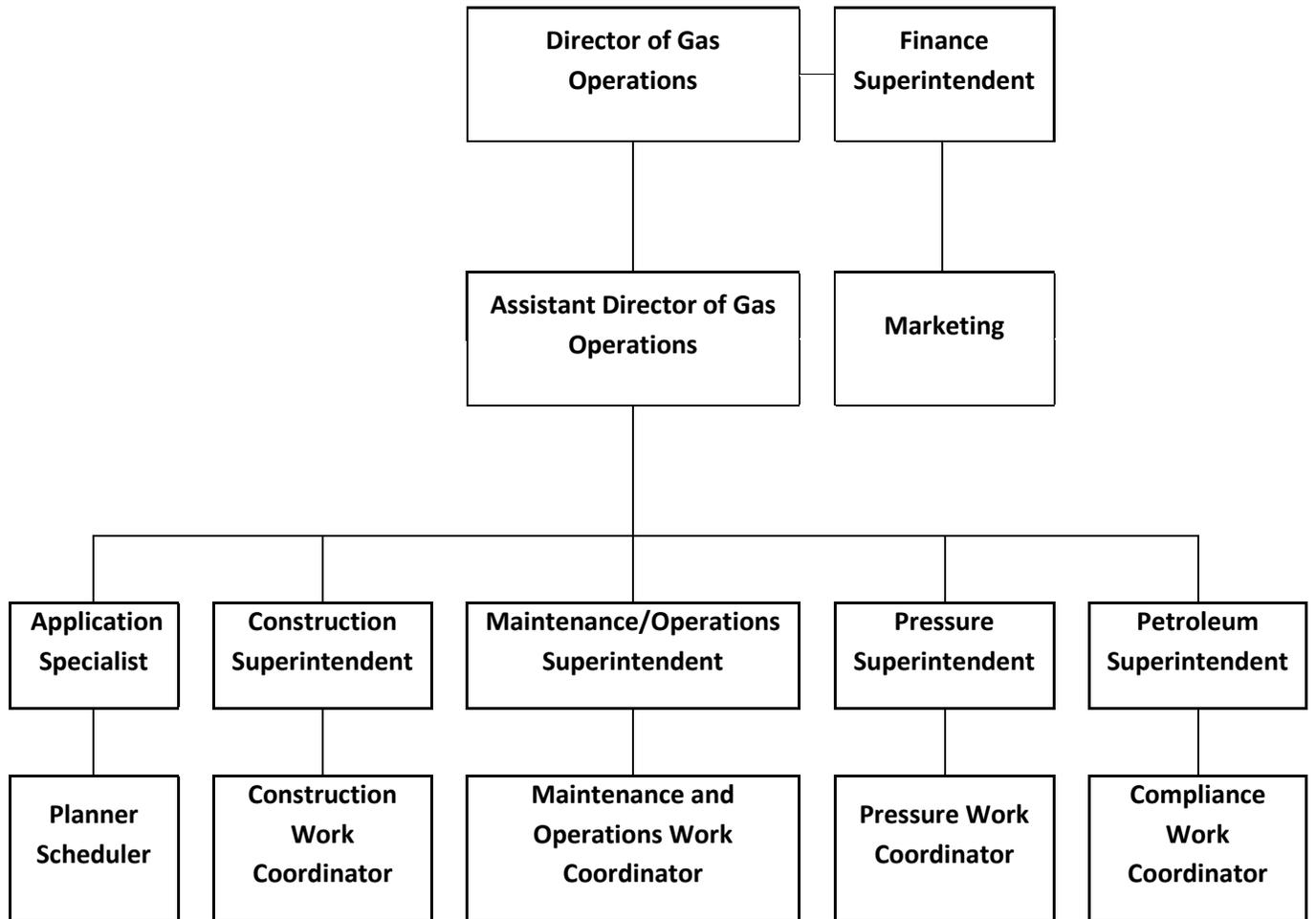
We are constantly striving to improve the quality of life in our community. Because CNG is both clean burning and cost efficient, we are actively engaging the community in our marketing to provide our customers savings and the City a new revenue source.

We are proud to provide our customers with incentive programs which include the Builders Incentive Program, Residential Conversion Rebate Program, Operation Heat Help and our Free Light-ups for the elderly over 65. We also encourage our employees to donate their time and support for many community organizations.

Significant accomplishments from FY 15

- Completed construction of new CNG Station
- Consolidation of Utilities Dispatching
- Award of new 5 year Gas supply contract

# ORGANIZATION CHART



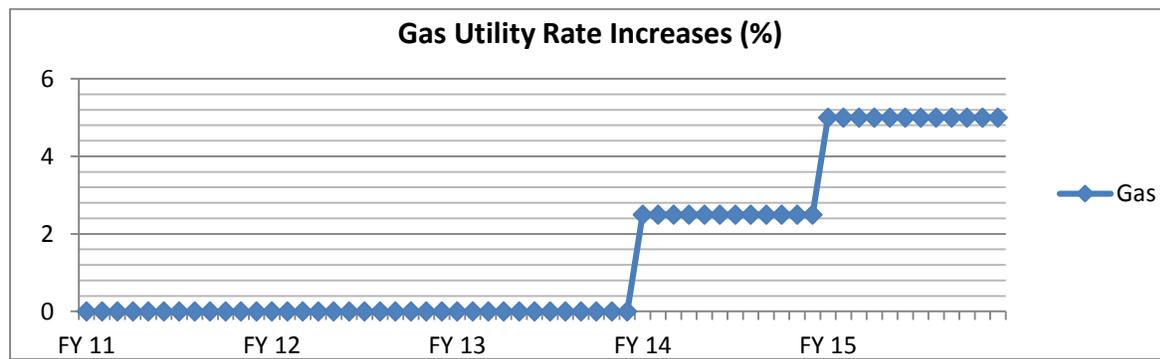
## CURRENT BUSINESS ENVIRONMENT

### Customer Service Trends

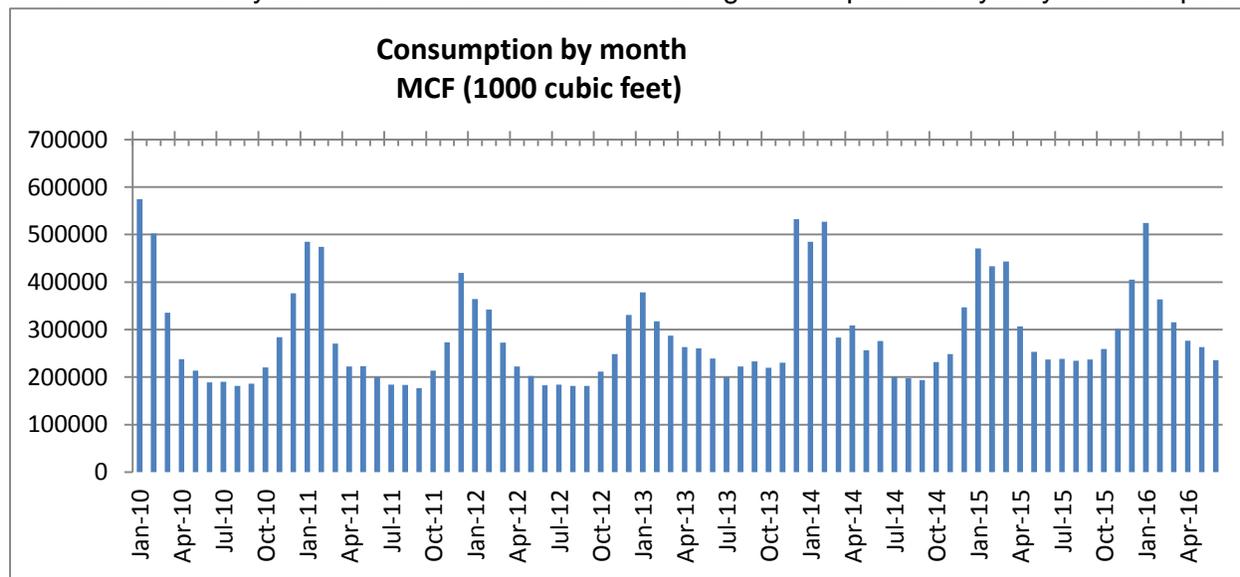
Excellent customer service at a reasonable price is vital in our day to day operations. As we serve 54,419 active customers we strive to provide excellent customer service. Our current targets are:

- Emergency response < 40 minutes, goal of 98% or greater
- Gas odor response < 40 minutes, goal of 98% or greater
- Turn on request response < 24 hours, goal of 95% or greater
- New service request ≤ 14 working days, goal of 100%

In addition to providing excellent customer service, we strive to keep a financially balanced budget. The following graph illustrates that in the last 5 years a small increase was realized by our customers. In FY11, FY12, and FY13, no increase was needed to continue to provide safe, reliable natural gas to our customers. A small increase of 2.5% was approved by City Council for FY14 to support 7 additional employees needed to increase gas line replacement efforts. In FY15, a rate of 5% increase was approved due to rising operational and personnel costs.



As gas appliances and homes become more energy efficient, the usage of natural gas nationwide declines. Illustrated in the following graph, natural gas consumption has remained relatively flat in the last five years with winter weather making an impact on yearly consumption.



## **RISKS & VULNERABILITIES**

*The following is a list of risks and vulnerabilities that the Department faces and the programs that are in place to mitigate them. Some program requirements are also included but summarized in our overall Maintenance and Operations Manual..*

- *Excavation Damage to underground gas distribution mains*
  - *Line location and damage prevention program*
  - *Public awareness program*
- *Aging Infrastructure (corrosion on wrapped steel gas mains)*
  - *Cathodic protection maintenance program*
  - *Distribution integrity management program*
  - *Line replacement program*
  - *Leak survey program*
  - *Casing repair and replacement program*
- *Equipment Failure (compression fittings and copper service lines)*
  - *Copper service replacement program*
  - *Compression fitting identification and removal Standard Operating Procedure (M&O Manual)*
- *Customer Safety*
  - *Public Awareness Program*
  - *Shut-in testing (M&O Manual)*
  - *Pilot Lighting Services*

## **ISSUES AND CHALLENGES FOR FY 2016-17**

The Department is facing the following critical pinnacle issues for the forthcoming year:

- Increasing regulatory requirements (ME#022/G#1/S#1)
  - a. Distribution Integrity Management Plan
  - b. Operation and Maintenance Manual
  - c. Public Awareness Program
  - d. Damage Prevention Program
  - e. Operator Qualification Program
- Lack of full redundancy in Natural Gas supply (ME#021/G#1/S#1)
  - a. HWY 44 Interconnect
  - b. Padre Island Interconnect
- Capture of total revenue (ME#022/G#2/S#2)
- Recruit, retain and train quality employees (ME#022/G#3/S#1 and S#2)
- Increase percentage of market share (ME#023/G#2/ S#1 and S#2)
- Increased Life cycle replacement of infrastructure (ME#023/G#1/S#1)

### **3 TO 5 YEAR OUTLOOK**

The Gas Department will experience some opportunities in the future such as price stability and increase use of compressed natural gas. The price of natural gas will continue to be stable due to the recent enhanced fracturing techniques that allow natural gas to flow out of the tight shale deposits in the nearby Eagle Ford Shale. Due to the abundance, our customers will enjoy using natural gas at affordable prices now and in the future. This will present opportunities to further diversify the Department's revenues, and expand services in areas such as compressed natural gas for commercial fleets.

The Gas Department will also experience some threats which will include additional regulatory requirements and the ability to properly staff the department. Regulatory programs like; Public Awareness, Damage Prevention and Distribution Integrity Management will be enhanced in the next 3 to 5 years as the nation's infrastructure begins to age. While the advent of the Eagle Ford Shale oil and gas exploration play is beneficial for our business, many Gas Department employees are moving on for better paying opportunities with private industry. It continues to be a challenge to keep the work force required to execute operations. Competitive compensation plans will need to be developed in order to achieve top performance.

The vision is to continuously improve our operations through efficiencies and a well trained staff. We strive to provide excellent customer service and safely deliver natural gas.

# PERFORMANCE

## DEPARTMENT MISSION AND MISSION ELEMENTS

<b>MISSION:</b> The mission of the Gas Department is “to deliver natural gas to customers”.	
ME#	Mission Element
021	Plan and secure Gas supplies
022	Manage the Gas Distribution System
023	Plan and develop expansion of Gas utility
024	Conduct Natural Gas education and promote safety programs.

## SERVICES AND SERVICE LEVELS

ME #	Service Provided	Measurement of Service		Is current demand satisfied ?	Current Level of Service
		Description of How Service Provided is Measured (i.e., the “service measure”)	Activity level (annual)		
021	Purchase natural gas	Total volume of Natural Gas Purchased	3,400 BCF	YES	100%
022	Maintain existing lines	Time to restore failing corrosion protection (Cathodic) on Steel Pipes (Circuits)	15 Months	YES	100%
		Respond to calls for service	13160 WOs	YES	100%
023	Install new lines and facilities	Percent of new subdivisions piped for Gas service	100%	YES	100%
023	Compressed Natural Gas	Volume of CNG sold (City and Private Customers)	192 BCF	YES	100%
023	Home Builder's Rebates	Number of Rebates issued annually	500 Rebates	YES	100%
024	Conduct safety education	Percent of stakeholder groups we delivered Natural Gas safety information	100%	YES	100%

### Primary factors creating demands for services and implications:

023 Install new lines and facilities- Due to the age of existing infrastructure the Gas Department plans to increase its current pipe replacement program. This will likely increase the expenditures over the preceding years to support this effort; additional funds were added to the FY 17 Capital Improvements Program.

023 Compressed Natural Gas- The newly constructed CNG station has significantly increased the number of CNG vehicles that can be supported. Additional marketing efforts are needed to increase the number of CNG customers. Additional stations may be necessary to provide more locations to support our customers. New customer Incentives may also be offered to stimulate the market.

023 Home Builder Program- Due to the success of the builder incentive program the expenditures for this program may increase if the market continues to remain strong.

**TABLE OF GOALS AND ASSOCIATED PERFORMANCE MEASURES**

ME #	Goal	Performance Measure Associated With Goal	Is Measure included in CPR?	Annual Target
021	Interconnection of the Gas Distribution System	Reduction in number of separate gas districts (there were 5 separate districts in FY12-13, as of 2016 there are 4 separate districts)	Yes	1 less district
022	Ensure the delivery of Natural Gas is accomplished in accordance with the Rules and Regulations	% responses to gas leak reports <40 min	Yes	≥ 98%
		% responses to gas odor reports <40 min	Yes	≥98%
		% responses to requests to turn on customer service <24 hrs.	Yes	≥95%
	Ensure financial stability	Revenues ≥ expenditures	No	100%
	Maintain properly trained staff	% of filled positions	No	>95%
023	Maintain adequate gas supply to existing and future end users	Linear feet of gas mains and service lines installed or replaced	Yes	>40,000 ft
	Promote gas load development	CNG sales in gasoline gallons equivalents	Yes	>220,000 GGE
		Number of new gas taps installed	Yes	≥600
024	Deliver public awareness safety messages	Distribute safety messages to 4 stakeholder groups	Yes	4
	Conduct safety education	Attend minimum 3 public events	No	≥ 3

## PERFORMANCE TRENDS

CPR Baseline Measure	FY 15-16 (est)	FY 14-15	FY 13-14	FY 12-13	FY 11-12
<i>Total full-time employees</i>	153	151	152	135	135
<i>Total expenditures</i>	\$27.1 M	\$31.9 M	\$37.7M	\$28.8 M	\$27.4 M
<i># Citizen calls for service</i>	11,500	13,160	12,785	10,755	11,499
<i>Total volume (BCF) sold</i>	3,515	3,901	3,826	3,115	3,048
<i>Monthly minimum service charge ICL</i>	\$11.44	\$11.44	\$10.73	\$10.47	\$10.47
<i># new residential gas taps</i>	650	623	735	665	531
<i># of 811 line locates completed</i>	23,548	21,310	19,203	19,667	18,268
<i># separate districts</i>	4	4	5	5	5
<i>Texas Municipal League performance rating</i>	98	98	97	95	97
<i>Loss and unaccounted gas %</i>	3.50	1.18	1.49	1.35	3.11

## EXTERNAL BENCHMARKS – COMPARISONS TO OTHER CITIES

Benchmark Measure Used	Ranking	Explanation of relative ranking
PGA (Purchase Gas Adjustment)	#3	based on lowest cost
Natural Gas Utility Cost / MCF	#4	based on lowest cost

The City's Gas rates are one of the lowest in Texas.

# FINANCIAL

## FINANCIAL TREND SUMMARY

Revenues and Expenditures have remained relatively stable over the last 4 years. Slight increases in expenditures are due to additional construction costs for line replacement and increased allocations.

### Expenditures

CLASSIFICATION	ACTUALS 2013-2014	ACTUALS 2014-2015	ADOPTED 2015-2016	AMENDED 2015-2016	PROPOSED 2016-2017
<b>Expenditures:</b>					
Oil and Gas Well Division	157,282	208,146	747,500	747,827	798,308
Economic Development-Util Syst (Gas)	12,296	57,552	73,092	73,092	58,764
Utility Office Cost	450,073	530,174	516,840	516,840	537,252
City Temp Employees - GAS	17,274	0	0	0	0
Gas Administration	2,587,326	2,368,702	2,516,790	2,676,407	3,054,763
Natural Gas Purchased	20,534,588	14,789,307	21,736,499	21,736,499	19,901,884
Compressed Natural Gas	66,318	57,603	94,500	105,742	103,500
Gas Maintenance and Operations	3,823,732	3,679,352	4,080,357	4,175,889	4,210,115
Gas Pressure & Measurement	1,307,720	1,261,251	1,322,046	1,323,442	1,361,132
Gas Construction	4,344,533	4,809,640	4,131,202	4,439,070	5,054,475
Gas Marketing	893,559	725,408	670,390	690,233	670,543
Operation Heat Help	297	0	750	750	756
CGS - Gas Appliances	3,667	1,721	5,000	5,000	3,000
Gas Engineering Design	392,282	1,132,233	1,293,543	1,297,316	1,279,713
Uncollectible accounts	513,247	204,296	414,939	414,939	362,845
Operating Transfers Out	0	85,075	0	0	0
Transfer to General Fund	572,418	636,235	771,289	771,289	802,896
Transfer to Debt Svc Reserve	53,421	53,421	0	0	0
Transfer to Util Sys Debt Fund	907,763	1,347,130	1,519,639	1,519,639	1,333,348
Transfer to Maint Services Fd	132,957	-146,816	0	0	0
Transfer to Facility Maint Fd	0	53,206	0	0	0
Transfer to MIS Fund	0	87,921	0	0	0
Reserve Appropriation	0	0	57,824	57,824	187,000
<b>TOTAL EXPENDITURES</b>	<b>36,770,752</b>	<b>31,941,558</b>	<b>39,952,200</b>	<b>40,551,799</b>	<b>39,720,293</b>

## Revenues

CLASSIFICATION	ACTUALS 2013-2014	ACTUALS 2014-2015	ADOPTED 2015-2016	AMENDED 2015-2016	PROPOSED 2016-2017
<b>Revenues:</b>					
Oil well drilling fees	125,000	114,600	113,004	113,004	110,000
ICL - Residential	10,749,838	10,493,558	10,559,786	10,559,786	10,240,045
ICL - Commercial and other	4,657,304	5,270,510	5,231,803	5,231,803	5,118,579
ICL - large volume users	422,854	406,147	317,221	317,221	388,064
OCL - Commercial and other	73,906	107,884	76,991	76,991	79,255
Purchased gas adjustment	20,771,119	14,130,164	21,948,395	21,948,395	20,076,956
City use	3,022	5,216	11,428	11,428	3,584
Service connections	121,947	80,931	85,401	85,401	119,095
Disconnect fees	819,758	429,504	606,283	606,283	582,634
Late fees on delinquent accts	210,579	319,011	395,120	395,120	256,698
Late fees on returned check pa	1,695	1,767	2,476	2,476	1,425
Utility extension fee	25	0	0	0	0
Tampering fees	2,106	49,146	28,920	28,920	36,624
Meter charges	205	3,925	0	0	3,456
Tap Fees	82,254	200,370	183,396	183,396	192,984
Recovery of Pipeline Fees	58,167	55,437	54,000	54,000	54,000
Appliance & parts sales	6,515	3,276	6,600	6,600	2,496
Appliance service calls	4,683	8,265	8,940	8,940	8,844
Compressed natural gas	168,478	411,382	187,945	187,945	345,000
Interest on investments	9,155	17,841	12,199	12,199	12,900
Net Inc/Dec in FV of Investmen	-677	2,467	0	0	0
Interest earned-other than inv	0	0	0	0	0
Recovery on damage claims	0	638	50,000	50,000	50,000
Tax Credits	12,916	0	0	0	0
Sale of scrap/city property	76,226	47,070	6,060	6,060	4,500
Purchase discounts	22,527	19,866	20,004	20,004	20,000
Contribution to aid constructi	28,714	38,127	51,852	51,852	44,000
Interdepartmental Services	129,907	127,116	351,910	351,910	195,000
Transf from other fd	889,744	338,869	0	77,390	0
<b>TOTAL REVENUES</b>	<b>39,447,968</b>	<b>32,683,085</b>	<b>40,309,733</b>	<b>40,387,123</b>	<b>37,946,139</b>

## EXPENDITURES BY MAJOR CATEGORY

	Adopted Budget 2016-17	Estimated Actual 2015-16	Actual 2014-15	Actual 2013-14
# Budgeted FTEs	153	153	151	152
Personnel Services	8,358,287	7,790,041	7,456,982	7,027,793
Other operating	6,171,395	5,832,940	4,759,472	3,143,968
Contractual	19,901,884	8,737,438	14,789,307	20,533,063
Debt services	1,333,348	1,341,872	1,400,551	3,465,022
Internal service allocations	3,850,379	3,334,644	3,502,742	2,474,363
Capital outlay	105,000	109,648	32,504	126,542
Total	39,720,293	27,146,584	31,941,558	36,770,752
Grant expenditures	0	0	0	0

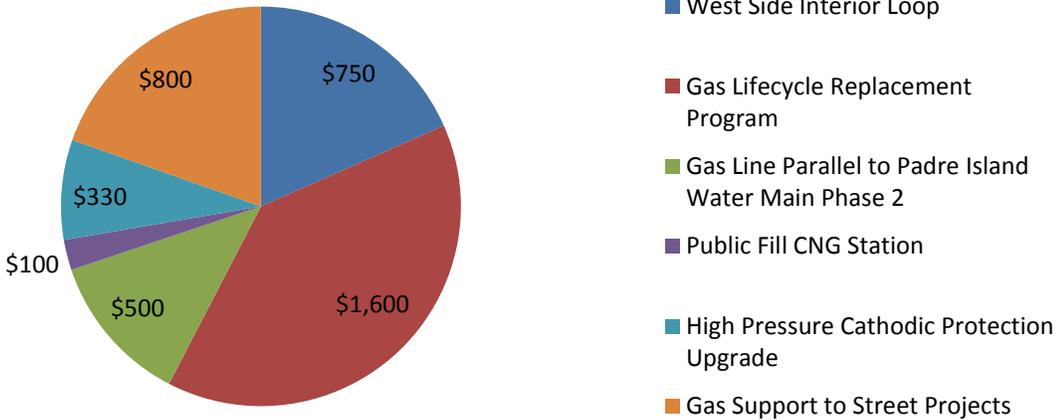
## SOURCES OF REVENUES INCLUDING USER FEES & CHARGES (by Department)

Total departmental revenue:

Source of revenue including user fees, charges and internal service fund allocations	If user fee or charges, conceptual basis and % cost recovery target	Date of last study	\$ generated annually
Oil well drilling fees			\$ 107,300
ICL - Residential			\$ 9,624,830
ICL - Commercial and other			\$ 5,126,229
ICL - large volume users			\$ 280,106
OCL - Commercial and other			\$ 75,634
Purchased gas adjustment			\$ 9,060,820
City use			\$ 4,520
Service connections			\$ 102,869
Disconnect fees			\$ 506,075
Late fees on delinquent accts			\$ 429,528
Late fees on returned check pa			\$ 2,657
Tampering fees			\$ 31,810
Meter charges			\$ 2,984
Tap Fees			\$ 195,202
Recovery of Pipeline Fees			\$ 54,000
Appliance & parts sales			\$ 2,219
Appliance service calls			\$ 9,311
Compressed natural gas			\$ 345,583
Interest on investments			\$ 23,948
Recovery on damage claims			\$ 50,000
Sale of scrap/city property			\$ 1,763
Purchase discounts			\$ 23,400
Contribution to aid construction			\$ 51,852
Interdepartmental Services			\$ 351,911

**CAPITAL BUDGET SUMMARY**

**CIP Projects**  
(# in thousands)



# BUSINESS PLAN STRATEGIES & TASKS

## MISSION ELEMENT #021: Plan and secure Gas Supplies

### Goal 1: Interconnection of the Gas Distribution System

<b>STRATEGY 1:</b> Construct Interconnects		<b>Responsible Manager:</b> Keith Rodriguez
<b>Problem this strategy is addressing:</b> 2 Remaining interconnections need to be completed		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Complete Padre Island Interconnect	02/01/17	Contractor
2) Complete HWY 44 Interconnect	06/01/17	Keith Rodriguez

## MISSION ELEMENT #022: Manage the Gas Distribution System

### Goal 1: Ensure the delivery of Natural Gas is accomplished in accordance with the Rules and Regulations.

<b>STRATEGY 1:</b> Improve recording of field work		<b>Responsible Manager:</b> Jesse Cantu
<b>Problem this strategy is addressing:</b> Difficulty gathering information to report to regulatory agency		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Complete pre-audit	09/30/17	Jesse Cantu
2) Ensure regulatory reporting information is available in Maximo 7.6	08/1/17	Jesse Cantu
3) Complete PS-95 Leak Report to regulatory agency	07/15/17	Jaime Luna
3) Conduct internal reviews of maintenance and operations procedures, emergency procedures, pipeline facilities and staff.	09/15/17	Jaime Luna

**Goal 2:** Ensure financial stability

<b>STRATEGY 1:</b> Complete Rate Model Study	<b>Responsible Manager:</b> Nicole Zapata	
<b>Problem this strategy is addressing:</b> Stabilize revenue		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Review and compile customer and meter list	11/30/16	Nicole Zapata
2) Analyze historical consumption and revenue	12/31/16	Nicole Zapata
3) Complete rate study	02/29/17	Consultant
4) Present suggested changes for council approval	04/30/17	Nicole Zapata

<b>STRATEGY 2:</b> Audit billing consumption for accuracy	<b>Responsible Manager:</b> Nicole Zapata	
<b>Problem this strategy is addressing:</b> Distribution of workload		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Meet with Utility Business Office (UBO) to confirm top accounts	01/31/17	Nicole Zapata
2) Complete comparison report on Meter Dial readings to AMR readings	05/31/17	Sergio Luna
3) Complete root cause and remediation measures report for Meter Dial /AMR discrepancies	06/15/17	Sergio Luna
4) Coordinate with UBO on remedial adjustments to Gas billing.	07/15/17	Nicole Zapata

**Goal 3: Maintain properly trained staff**

<b>STRATEGY 1:</b> Ensure Operator qualification (OQ) Compliance		<b>Responsible Manager:</b> Jesse Cantu	
<b>Problem this strategy is addressing:</b> Ensuring regulatory compliance			
<b>Tasks necessary to execute strategy:</b>			
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>	
1) Schedule all technical computer based training curriculum	02/15/17	Jesse Cantu	
2) Review status of computer training requirements	11/30/16	Jesse Cantu	
3) Compile operator qualification records for annual Texas Railroad Commission audit	02/15/17	Jesse Cantu	
4) Complete report on operator qualification program	03/01/17	Jesse Cantu	

<b>STRATEGY 2:</b> Administer Poly Pipe Joining and Steel Pipe Welding Certifications		<b>Responsible Manager:</b> Jesse Cantu	
<b>Problem this strategy is addressing:</b> Ensuring regulatory compliance			
<b>Tasks necessary to execute strategy:</b>			
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>	
1) Schedule appropriate technicians for poly-fusion and steel pipe welding certification	10/31/16	Santiago Salinas	
2) Schedule private contractor to administer certification exam	10/31/16	Santiago Salinas	
3) Maintain results and destructive test samples used by technicians for Texas Railroad Commission audit	11/30/16	Jesse Cantu	

**MISSION ELEMENT #023:** Plan and develop expansion of Gas utility

**Goal 1:** Maintain adequate gas supply to existing and future end users

<b>STRATEGY 1:</b> Prepare Facility Replacement projects		<b>Responsible Manager:</b> Gabriel Hinojosa
<b>Problem this strategy is addressing:</b> Older infrastructure needing replacement		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Review 2016 Replacement Projects	12/31/16	Keith Rodriguez
2) Establish prioritized replacement list for 2017	01/31/17	Keith Rodriguez
3) Collaborate with other City projects for infrastructure replacement	09/30/17	Gabriel Hinojosa
4) Complete replacement projects	12/31/16	Santiago Salinas

**Goal 2:** Promote gas load development

<b>STRATEGY 1:</b> Evaluate new customer Incentive Programs		<b>Responsible Manager:</b> Nicole Zapata
<b>Problem this strategy is addressing:</b> Ensure marketability of gas incentive programs		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Develop CNG Marketing and incentive programs	01/31/17	Nicole Zapata
2) Review builders incentive program	02/01/17	Israel Salinas

<b>STRATEGY 2:</b> Develop CNG applications		<b>Responsible Manager:</b> Gabriel Hinojosa
<b>Problem this strategy is addressing:</b> Increase CNG market		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Update CNG Station Maintenance plan	01/31/17	John Flores
2) Develop plan for re-use of current CNG equipment for future stations	02/29/17	Ralph Torres
3) Determine future CNG station locations	04/01/17	Israel Salinas
4) Host CNG training/workshop	06/30/17	Marketing Reps.

**MISSION ELEMENT #024:** Conduct Natural Gas education and promote safety programs

**Goal 1:** Deliver public awareness safety messages

<b>STRATEGY 1:</b> Evaluate effectiveness of advertisements/messages		<b>Responsible Manager:</b> Nicole Zapata
<b>Problem this strategy is addressing:</b> Educate stakeholders on gas safety messages		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Maintain stake holder lists	09/30/17	Melissa Espitia
2) Evaluate effectiveness of messages with focus groups	02/29/17	Melissa Espitia
3) Present messages to leadership for approval	03/31/17	Melissa Espitia
4) Complete gas safety education program at local school districts	06/1/17	Melissa Espitia
5) Participate in excavator damage prevention events	10/15/16	Melissa Espitia
6) Perform Public Awareness Program effectiveness evaluation	05/31/17	Melissa Espitia



# Corpus Christi-Nueces County Public Health District

**Fiscal Year: 2016-2017**

August 15, 2016

Approved by:

A handwritten signature in blue ink that reads "Annette Rodriguez". The signature is written over a horizontal line.

Annette Rodriguez, MPH  
Director of Public Health

A handwritten signature in blue ink that reads "Margie C. Rose". The signature is written over a horizontal line.

Margie Rose  
City Manager

# DEPARTMENTAL PROFILE

## DEPARTMENT DESCRIPTION

The Corpus Christi - Nueces County Public Health District (“HD”) is the public health agency charged by State law, City code, and County rules with the responsibility of providing public health programs and services in the City of Corpus Christi and the unincorporated areas of the County of Nueces.

Both the City of Corpus Christi (“City”) and the County of Nueces (“County”) are sponsors of the HD that have control over and provide funding for its operations. To the extent that other governmental entities provide funding to the HD to provide public health services to the City of Corpus Christi, County of Nueces, or elsewhere in the State of Texas; they have control over the HD to the extent defined by agreement with the governmental entity that must be approved by both the City of Corpus Christi and the County of Nueces, depending on the terms and scope of agreement.

Both the City of Corpus Christi and County of Nueces agreed to the “Reformation of the Cooperative Agreement” that was executed on April 16, 2009 in an effort to develop a more unified Health District. The City and the County have both appointed William W. Burgin, MD to serve as the Local Health Authority; and Annette Rodriguez, MPH, the Director of Public Health, for the HD. The HD is currently staffed by both city and county employees operating in a city-owned facility at 1702 Horne Road that serves as its headquarters.

In FY2016 the HD restructured operations into four service Divisions (Prevention, Promotions, Protection, and Support) to support its Mission:

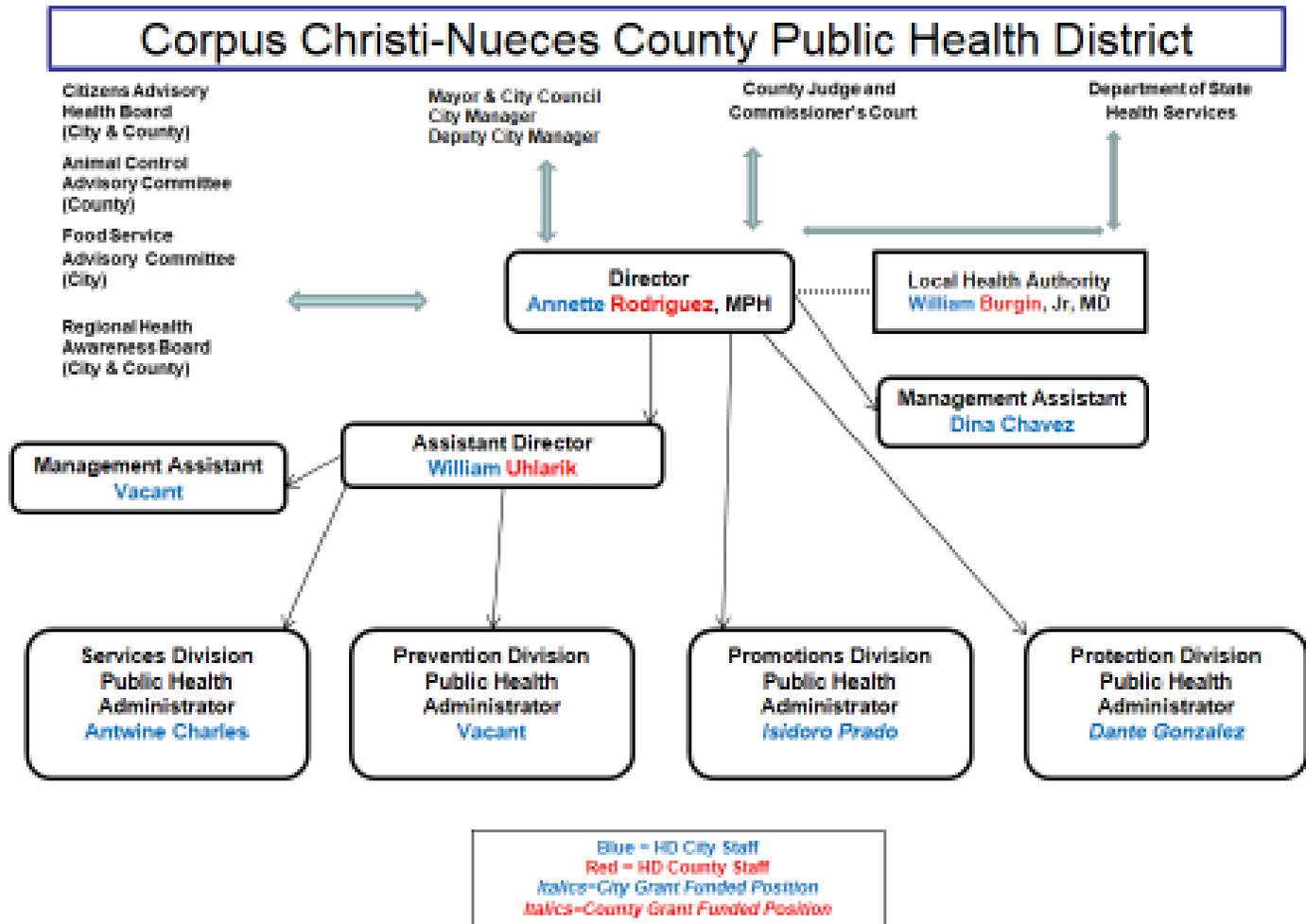
- 1) To Prevent disease, disability, & premature death by providing the community with various clinics such as Immunizations, Sexually Transmitted Disease-HIV, Tuberculosis, & Women’s Health Services comprised of 31 Full-Time Employees;
- 2) To Promote healthy lifestyles in the community by providing Environmental & Consumer Health (Food Safety Inspection), Medicaid 1115 Waiver (Patient Navigator), Childhood Healthy Weight (“MEND”), Women Infant and Children’s (WIC) and County Animal Care Services with 31 Full-Time Employees;
- 3) To Protect the health, quality of life, and environment of the community by providing the community with Public Health Emergency Preparedness, Communicable & Infectious Disease Investigation, Laboratory, Nursing Family Partnership, Health Education, Public Information, and Regional Health Awareness Services & Programs with 25.5 Full-Time Employees;

- 4) To achieve & support the three-fold mission of the Health District, the Support Services Division of the Health District provides Leadership, Administration, Accounting, Grant oversight, Training, Quality Assurance, & Vital Statistics Services with 32 Full-Time Employees.

**FY2016 Achievements:**

- 1) Restructured HD operations into four operational divisions: Prevention, Promotions, Protection, & Support Services in order to support the core mission of public health.
- 2) Developed a HD Grant Tracking System that allowed the ability to identify easily the status of grants.
- 3) Installed and trained Vital Records Unit Staff on a new payment processing equipment system to process customer payments more expediently and securely.
- 4) Environmental and Consumer Health Inspection files; dating back to 1957 were re-organized reducing staff time and increasing their efficiency when responding to information requests from the public or other city departments.
- 5) Food handlers training class time has been condensed from two hours down to one hour allowing students to obtain their permits and return to their employers more quickly to do their jobs.
- 6) Launched televised media campaign titled “Ask the Expert” that allowed the community to call in during locally televised show to ask HD Staff and other Healthcare Professionals questions and discuss current public health issues and concerns in the community (e.g., Zika, Heat Stress, the Need for “Back-to-School” Immunizations, et al.) and established a telephone hotline disseminate updated Zika information.

## ORGANIZATION CHART



## CURRENT BUSINESS ENVIRONMENT

- ✓ HD programs include the following specific services for the community through one or combination of the four Service Divisions:
- ✓ Environmental and consumer health including food safety inspections
- ✓ Health education
- ✓ Laboratory response network, one of only 22 in state of Texas
- ✓ Communicable disease surveillance & epidemiological investigation
- ✓ Laboratory testing and analyses including BSL-3 Level Lab certification. This level is applicable to clinical, diagnostic, teaching, research, or production facilities in which work is done with indigenous or exotic agents which may cause serious or potentially lethal disease after inhalation.

- ✓ Public health emergency preparedness
- ✓ Vital statistics (birth and death certificates)
- ✓ Animal control in the County of Nueces outside of the City of Corpus Christi
- ✓ Health Clinic Services that include:
  - ✓ 1115 Medicaid Transformation Waiver Program (Medicaid Managed Care); and Mind, Education, Nutrition, and Do-It Program (“MEND”) to address childhood obesity
  - ✓ HIV-AIDS screening, prevention, and control
  - ✓ Immunizations, including adult and childhood vaccinations
  - ✓ Travel Vaccinations, including employment vaccinations
  - ✓ Nurse-Family Partnership Program
  - ✓ Sexually transmitted disease prevention, control, and treatment
  - ✓ Tuberculosis prevention, control and treatment
  - ✓ Women Infant and Children (WIC) nutritional services
  - ✓ Women's health services including both family planning and breast and cervical cancer screening programs
  - ✓ The HD also has three other clinic sites: Robstown (Calderon Building); Flour Bluff where WIC Program clients are seen every week on a Monday, and Williams Drive which is currently used for storage and records retention.

The HD provides both population-based and personal and clinical health services, and targets its patient services to the uninsured, low Income and indigent residents of Nueces County. The fees charged are based on a sliding fee scale to determine the cost of services. The HD does not charge indigents any fee to receive these services. The population of the community served by the HD is primarily comprised of individuals and families that are at 200% of the Federal Poverty Level and below. This population is primarily the young adult up to the middle aged adult.

In 1999, the 76th Texas Legislature amended the state's public health law to include a definition of "essential public health services." House Bill 1444 requires Local Public Health Departments to:

1. Monitor health status to Identify and solve community health problems.
2. Diagnose and Investigate health problems and health hazards in the community.
3. Inform, educate, and empower people about health Issues.
4. Mobilize community partnerships and action to Identify and solve health problems.
5. Develop policies and plans that support Individual and community health efforts.
6. Enforce laws and regulations that protect health and ensure safety.
7. Link people to needed personal health services and ensure the provision of health care when otherwise unavailable.
8. Ensure competent public and personal health care workforce.

9. Evaluate effectiveness, accessibility, and quality of personal and population-based health services.
10. Research for new insights and innovation solutions to health problems.

The Essential Services provide a working definition of public health and a guiding framework for the responsibilities of local public health systems.

This statute changed the way public health was done in the past. The strategic plan is to link Individuals with services, identify public health threats, and involve the community in addressing its public health related problems.

The HD has identified that the senior population of the community would benefit greatly from preventive services such as immunizations and annual wellness exams. Expanding Medicaid medical services to young adults, adults, and seniors in the community might be an opportunity for the HD to consider subject to available resources, staffing, and funding.

#### **RISKS & VULNERABILITIES (CURRENT & ONGOING):**

- The risk of disease outbreaks of Zika, Ebola, West Nile, and other emerging infectious diseases in the community.
- The very real potential acts of bio-terrorism in the community.
- The threat of a hurricane 2 or greater hitting the county and the resources needed for the community to recover.
- The threat of the HD being entered and overrun by terrorists with minimal safeguards in place to prevent access into the facility.

#### **ISSUES AND CHALLENGES FOR FY 2016-17**

The HD has been impacted by numerous critical issues some of which include the following long-standing challenges:

- 1) Retention of qualified, skilled, and competent health professionals with opportunities for competitive advancement when the pay is not always in sync with the current market.
- 2) Aging Building Issues that continue to be neglected due to funding shortfalls - Health District Building was constructed around 1972. The Building has significant issues that require extensive repairs or complete replacement. The restrooms, waiting areas, and elevator need to be ADA compliant. The remaining 11 of 27 Air Handling Units need to be replaced; the aging pipes need to be flushed or they

will continue to erode and leak; the irrigation system needs replacement; the windows and exterior doors throughout the building need to be replaced preferably with hurricane resistance glass and a type of insulated energy efficient glass to reduce the heat being absorbed into the building, and placing additional stress on the HVAC systems; broken and cracked windows need to be replaced; many HVAC vents are broken and must be replaced often; crumbling and pot holed driveways and parking lots need to be repaved; and exterior & interior facility signage needs to be updated and replaced.

- 3) The HD Laboratory BSL-3 (Biosafety level 3) pressure monitoring systems needs to be updated and/or replaced. The HD Biosafety level 3 Laboratory response network conducts work involving microbes which can cause serious and potentially lethal disease via the inhalation route.
- 4) The Health District houses the historical patrimony of the City of Corpus Christi by preserving and maintaining the actual birth and death certificates of the people of the community going back to the early 1800's. In FY2016 we requested preserving these vital records into electronic documents which would greatly improve our ability and speed in issuing replacement certificates to the public coming to us for copies as well as maintaining the integrity of these records against water damage or other natural disaster mishaps; however, denied approval of this project. The state allows the ability to charge an additional one dollar for every certificate sold in order to preserve these records. We will continue to collect the additional fee for the purpose of preservation and that purpose only. The estimated cost to convert these records into electronic files is ca. \$1M+; we will try developing a tiered approach to retaining these important and funding generating records.
- 5) Staffing and financial short falls needed to respond to the increasing threats of vector-borne diseases (e.g., Zika, West Nile, Ebola, et al.). The HD applied for and received two grants to help with expenses related to equipment to combat Ebola and infectious diseases; however, in view of a potential pandemic situation; the HD will still experience shortfalls in funding needed for a county wide community effort.
- 6) Lack of proper security needed for Health District locations, staff, and patients. Current security alarm is outdated and defective that requires numerous costly maintenance service calls, also security guards are costly and funding is not currently available in our budget.

### **3 TO 5 YEAR OUTLOOK**

Realistically describes the outlook for the Health District: Healthcare Professionals are hard to employee at the HD because of neighboring hospitals with more competitive salaries for comparable positions. This makes our jobs harder when it takes us longer to fill vacancies, higher turnover rates, and less experienced or skilled public healthcare workers hired because of these factors. The affordable care act has also caused some of our population to seek private physicians which has caused less patients in our women's health clinics.

# PERFORMANCE

## DEPARTMENT MISSION AND MISSION ELEMENTS

<b>MISSION:</b> Prevent disease, disability, & premature death; promote healthy lifestyles; and protect the health & quality of the environment for all residents of Nueces County.	
<b>ME#</b>	<b>Mission Element</b>
101	Enforce Health and Safety Codes
102	Provide and Manage Medical Clinics
103	Immunize Prevent Disease Health Services
	Family Planning, Women and Children Services
	Environmental Health Services
106	Conduct Health Education
	Provide Laboratory Services

## SERVICES AND SERVICE LEVELS.

ME #	Service Provided	Measurement of Service		Is current demand satisfied ?	Current Level of Service
		Description of How Service Provided is Measured (i.e., the "service measure")	Activity level (annual)		
101	INSPECTIONS OF RESTAURANTS	NUMBER OF ROUTINE INSPECTIONS FOR FIXED FOOD ESTABLISHMENTS	2,000	YES	DAILY
	RESPOND TO SANITATION COMPLAINTS	PERCENTAGE OF RESPONSE TO COMPLAINTS LESS THAN 24 HOURS	95%	YES	DAILY
102	FAMILY PLANNING, BREAST AND/OR CERVICAL CANCER SCREENINGS AND DIAGNOSTIC SCREENINGS	NUMBER OF PATIENT VISITS SCHEDULED TO WHS	200	NO	DAILY
103	PROVIDE IMMUNIZATIONS FOR CHILDREN AND ADULTS	NUMBER OF CLIENT VISITS FOR CHILDREN 0-18 YEARS OF AGE	3,000	YES	DAILY
		NUMBER OF CLIENT VISITS FOR ADULTS	3,600	YES	YES
	PROVIDE PREVENTION EDUCATION	NUMBER OF EDUCATION ENCOUNTERS THROUGH OUTREACH CLINICS AND HEALTH FAIRS	50	YES	MLY
	CONDUCT WIC SERVICES	PERCENTAGE OF BORN TO WIC INFANTS BREASTFED AT CERTIFICATION	70%	YES	DAILY
		PERCENTAGE OF FAMILIES RECEIVING EDUCATION/COUNSELING SERVICES AT TIME OF EBT ISSUANCE	96%	YES	YES

	<i>EMERGENCY DISASTER PLANNING</i>	<i>NUMBER OF EMERGENCY DRILLS CONDUCTED</i>		YES	QTLY
106	<i>PROVIDE PREVENTION EDUCATION</i>	<i>NUMBER OF PRESENTATIONS AND HEALTH FAIRS</i>		YES	MLY
	<i>DETECTING AND IDENTIFYING PATHOGENS</i>	<i>NUMBER OF TESTING ON CLINICAL AND ENVIRONMENTAL SAMPLES</i>			YRLY

**Primary factors creating demands for services and implications:** For almost all of FY2015-2016, the Women’s Health Clinic did not have a nurse practitioner to see patients. In 6/2016 the HD was able to hire a part-time physician working 20 hours per week so that the Clinic is now able to provide patient services and meet grant service requirements. For FY 2016-2017 fiscal, the Clinic hopes to continue to increase and even expand its level of patient services according to its abilities and staffing. Travel vaccine services continues to be a strong program because of the high cost of travel vaccines and the short retention life of these vaccines once the vial is opened. Public health is better able to absorb these cost with a higher rate of citizens traveling and needing these vaccinations and all coming to one location to get vaccinated.

**TABLE OF GOALS AND ASSOCIATED PERFORMANCE MEASURES**

Mission Elements		Goals	Performance Measure Associated with Goal	Measure included in CPR?	Annual Target
101	Enforce health and safety code compliance	To ensure food establishments are in compliance with TFER & city ordinances	Number of routine inspections for fixed food establishments	Yes <sup>[n1]</sup>	2,500
			Percentage of restaurant and sanitation complaints responded to in less than <1 business day	Yes	95%
102	Provide and manage medical clinics.	To ensure family planning, breast and/or cervical screenings and diagnostic screenings are made available to eligible low income women of Nueces County	Number of patient visits scheduled to WHS	Yes	2,000
103.	Provide immunization disease prevention and health surveillance	To operate an immunization program for children, adolescents and adults with an emphasis on accelerating intervention to improve immunization coverage	Number of client visits for adults ages 19 and over	Yes	3,500
			Number of client visits for children 0-18 years of age –	Yes	3,000
			Education encounters through outreach clinics and health fairs	Yes	50
	Deliver Services for family planning, women and children	To make WIC services available to all potential WIC eligible families in Nueces County	Percentage of infants born to WIC mothers obtain breast-feeding certification	Yes <sup>[n2]</sup>	70%
			Percentage of families receiving education/counseling services at the time of EBT issuance	Yes	

	Deliver Environmental Health Services	Plan for and develop plans to respond to disease outbreaks and natural disasters	Number of emergency bioterrorism drills conducted	Yes	6
106	Conduct health education	To provide Health Education services to residents	Number of health promotions and education encounters in the area of chronic disease prevention -	Yes	6,000
	Provide laboratory services	To mitigate disease by expeditiously detecting and identifying possible pathogens while maintaining compliance with regulatory services	To conduct analytical testing on greater than twenty-four thousand samples annually	Yes	24,000

## PERFORMANCE TRENDS

CPR Baseline Measure	FY 15-16 (est.)	FY 14-15	FY 13-14	FY 12-13	FY 11-12
# of routine inspections for fixed food establishments	4452	4003	1959	4944	4930
% of restaurant sanitation complaints responded to in less than 1 business day	95%	80.41%	67.29%	79.55%	85.81%
# of patient visits scheduled to WHS	1400	1641	2044	1841	1930
# of immunizations for adults ages 19 and over	3100	3603	3666	4752	3236
# of immunizations for children 0-18 years of age	3200	2781	3207	3506	3127
# of education encounters throughout-reach clinics and health fairs	50	36	67	49	54
% born to WIC infants breastfed at certification	70%	73.43%	72.65%	71.93%	72.6%
% of families receiving nutrition education/counseling services at the time of EBT issuance	97%	97.47%	97.68%	99.35%	99%
# of emergency drills conducted	7	15	8	11	10
# of health promotions and education encounters in the area of chronic disease prevention	6,000	10251	10332	12685	12734
3 of analytical tests on clinical and environmental samples	24000	24331	26497	26705	26834

### *Strategic and Operational Implications of Data Reflected in the CPR Baseline:*

The Women's Health Services did not have a nurse practitioner for 2015-2016; therefore, target could not be met.

## **EXTERNAL BENCHMARKS – COMPARISONS TO OTHER CITIES**

- Center for Disease Control (“CDC”)
- Centers for Medicare & Medicaid Services (“CMS”)
- City of Austin
- City of Ft. Worth
- City of McAllen
- City of San Antonio
- Clinical Laboratory Improvement Amendments (“CLIA”)
- Environmental Protection Agency (“EPA”)
- Food and Drug Administration (“FDA”)
- Health and Human Services Commission (“HHSC”)
- National Association of City and County Health Officials (“NACCHO”)
- Texas Association of Local Health Officials (“TALHO”)
- Texas Commission on Environmental Quality (TCEQ)
- Texas Department of State Health Services (“DSHS”)
- Texas Public Health Association (“TPHA”)
- Victoria County

## **BENCHMARK MEASURES**

- % OF REPORTED EARLY SYPHILIS CASES INTERVIEWED FOR SEX PARTNERS, SUSPECTS, AND ASSOCIATES. BENCHMARK CITIES: SAN ANTONIO, AUSTIN, FT. WORTH
- % OF NEW HIV-POSITIVE CASES INTERVIEWED FOR PARTNERS, SUSPECTS, AND ASSOCIATES WITHIN 7 DAYS OF CASE REPORT CONFIRMATION. BENCHMARK CITIES: SAN ANTONIO, AUSTIN, FT. WORTH
- % OF RESTAURANT RELATED COMPLAINTS PER CAPITA: BENCHMARK CITIES: SAN ANTONIO, VICTORIA COUNTY, MCALLEN
- % OF FOOD HANDLER'S PERMITS ISSUED PER CAPITA: BENCHMARK CITIES: SAN ANTONIO, VICTORIA COUNTY, MCALLEN

## FINANCIAL (1020 & 1046 Funds)

Expense Description	Proposed FY2017	Estimated FY2016	Actual FY2015	Actual FY2014
# Budgeted FTEs	35.50	35.50	35.50	34.00
Personnel Services	2,148,411	2,120,226	1,753,294	1,791,591
Other Operating	1,071,139	2,685,881	1,012,827	1,011,150
Contractual Fuel Utilities & Leases	214,063	210,491	127,688	155,937
Debt Services	0	0	0	0
Internal Service Allocations	676,308	687,318	602,355	553,661
Capital Outlay	0	0	0	0
<b>Total 1020 &amp; 1046 Expenses</b>	<b>4,109,921</b>	<b>5,703,916</b>	<b>3,496,164</b>	<b>3,512,339</b>

Revenue Code	Revenue Description	Proposed FY2017	Estimated FY2016	Actual FY2015	Actual FY2014
303030	Nueces County 40% & Rent	150,000	205,408	178,678	208,294
306801	ENV City Septic Permit Fees	15,000	12,810	0	0
306865 *	Lab Seafood & Aquatic Testing Fees (Was 1066 in FY15)	22,500	22,500	22,400	0
306984 *	TB Fee For Service (Was Fund 1066 in FY15)	35,000	35,000	12,375	0
307013 *	WHS Medicaid Fee For Service (Was Fund 1066 in FY15)	5,000	5,000	18	0
307014 *	PRIVATE/TRAVELING VACCINE FEE FOR SERVICE (Was 1066 in FY15)	100,000	120,000	90,739.15	0
307020 *	RHAB San Patricio County Portion (Was Fund 1066 in FY15)	21,000	0	0	0
307021 *	RHAB Nueces County Portion (City Transfer Portion is \$31K)	31,000	0	0	0
309518	1115 Waiver - MEND Program	629,698	1,204,158	1,220,937	1,467,250
309580	ENV Swimming Pool Inspections	35,000	35,000	41,731	29,090
309590	ENV Food Permits	675,000	675,000	679,547	658,265
309615	Vital Records Sales	10,000	10,000	13,810	11,652
309620	Vital Statistics Fees	400,000	400,000	412,836	390,167
309621	Vital Records Retention Fee	17,000	17,000	18,148	17,560
309625	ENV Child Care Facilities Fees	9,000	9,000	10,225	8,953
343590	Sale of scrap city property	0	0	9,780	0
343650	Purchase Discounts	0	0	1,737	1,569
352000	Transferred from Other Fund	31,000	1,269,519	230,890	0
<b>Total 1020 &amp; 1046 Revenues</b>		<b>2,186,198</b>	<b>4,020,395</b>	<b>2,943,851</b>	<b>2,792,800</b>

\*=Previously housed in Fund 1066 in FY2015 & FY2014

# BUSINESS PLAN STRATEGIES & TASKS

## MISSION ELEMENT # 101: Enforce Health and Safety Code Compliance

**Goal 1:** Ensure Food Service Establishments are in compliance with the Texas Food Establishments Rules (TFER) and City Ordinance

<b>STRATEGY 1:</b> Ensure routine inspections, and respond to food complaints within 24-hours		<b>Responsible Manager:</b> Lauren Rabe
<b>Problem this strategy is addressing:</b> Make sure food service establishments are inspected routinely and maintain the TFER safety procedures in food handling and preparation.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>

The overall objective of this strategy is to ensure approximately 2000 food establishments have been inspected during the year. Routine execution of this strategy during the year involves offering approximately 100 food handlers' classes in English and Spanish to ensure proper food safety is adhered to by the food handlers at the restaurants; responding to all food complaints within a 24-hour time frame to ensure public safety; monitoring and maintaining a database to effectively track Health Inspectors workload; inspecting Temporary Events to ensure that food vendors are upholding safety procedures while handling, preparing, and serving food; conducting inspections on renewal and new Mobile Food Service Establishments on an annual basis to ensure that the unit is able to serve safe food products to customers; and issuing invoices for food service establishments to conduct business in compliance with City and State regulations.

**Goal 2:** Ensure all On-Site Septic Facilities (OSSF) are in compliance with the Order Adopting Rules of Nueces County and Texas Commission on Environmental Quality (TCEQ) rules and regulations.

<b>STRATEGY 1:</b> Review, approve, inspect, and license submitted OSSF applications, maintenance files and complaints.		<b>Responsible Manager:</b> Lauren Rabe
<b>Problem this strategy is addressing:</b> Ensure all OSSF systems meet TCEQ rules and regulations. Reduce the number of malfunctioning OSSF systems to protect the public health of Corpus Christi.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>

The overall objective of this strategy is to ensure all OSSF applications are in compliance with Nueces County Order and TCEQ rules and regulations. Routine execution throughout the year involves reviewing all OSSF maintenance files from 2015 and 2016 to ensure that each aerobic system remains in

compliance as per the 2-year required time frame established by TCEQ. The strategy also involves maintaining a Septic Complaint Log to properly document and inspect potentially malfunctioning OSSF systems to safeguard the health of the public.

**Goal 3:** Inspect and permit commercial swimming pools.

<b>STRATEGY 1:</b> Ensure commercial swimming pools are in compliance and meet the standards of the City and State rules and regulations		<b>Responsible Manager:</b> Lauren Rabe
<b>Problem this strategy is addressing:</b> Annually inspect commercial pools to ensure the compliance to city ordinance and safety code requirements established by the National Swimming Pool Foundation to safeguard the health and safety of the community.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>

This strategy involves conducting approximately 300 commercial pool inspections annually and issuing invoices for swimming pool permits to operate pools in compliance with City and State regulations.

**Goal 4:** Inspect supervised care centers (child day care centers, group day care homes/centers, and foster family homes) which are required by the Texas Department of Protective and Regulatory Services for licensing of these facilities.

<b>STRATEGY 1:</b> Ensure supervised care centers meet the requirements of the Texas Department of Protective and Regulatory Services.		<b>Responsible Manager:</b> Lauren Rabe
<b>Problem this strategy is addressing:</b> Annually inspect established and newly established supervised care centers; which include: child day care centers, group day care homes/centers, and foster family homes to ensure proper compliance to the Texas Department of Protective and Regulatory Services.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>

Execution of this strategy involves performing approximately 150 annual routine inspections on supervised care centers; maintaining a Supervised Care Complaint Log to properly document and inspect potentially hazardous issues to safeguard the health of the public and people associated with the supervised care center; and issuing invoices to supervised care centers that have been inspected.

**Goal 5.** To protect the Citizens of Nueces County from disease by promoting vaccination clinics and reducing overpopulation by impounding unwanted, stray, sick and injured animals.

<b>STRATEGY 1:</b> Impound animals that have not been vaccinated, and set up vaccination clinics throughout the County		<b>Responsible Manager: Juan Ramirez</b>	
<b>Problem this strategy is addressing:</b> Reduce the number of unwanted, stray, sick and injured animals.			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>

Objectives of this strategy include providing 5 vaccination clinics throughout Nueces County during the year; responding to complaints from Nueces County residents within a 24-hour period 90% of the time; and promoting awareness by conducting 5 presentations in rural schools during annual vaccination campaign and speak at precinct town hall meetings as requested by County Commissioners.

**MISSION ELEMENT #102: Provide and manage medical clinics**

**Goal 1:** To make WHS services available to all potential WHS eligible families in Nueces County.

<b>STRATEGY 1:</b> Enroll eligible families of Nueces County into the WHS program		<b>Responsible Manager: Antwine D. Charles Sr.</b>	
<b>Problem this strategy is addressing:</b> Prevent breast and cervical cancer, education on nutrition, resources referral program.			
<b>Tasks necessary to execute strategy:</b>			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>

The overall objective of this strategy includes providing Outreach to potential WHS eligible families throughout Nueces County by participating in Local Community Health Fairs and Local Community Organizations at a minimum of 6 events.

**Goal 2:** To provide Education on Cervical and Breast Cancer along with screenings and annual exams to all WHS eligible families in Nueces County.

<b>STRATEGY 1:</b> Provide Cervical and Breast Cancer Counseling to all WHS families enrolled in the WHS program.		<b>Responsible Manager:</b> Antwine D. Charles Sr.	
<b>Problem this strategy is addressing:</b> Promote awareness on health benefits from women illnesses and diseases concerning breast and cervical cancer.			
<b>Tasks necessary to execute strategy:</b>			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>

Overall objectives of this strategy include ensuring a minimum of 90% of all WHS eligible for services are receiving cervical and breast cancer awareness counseling during appointments and ensuring a minimum of 90% of all eligible women receive necessary referrals for follow-up treatment for positive diagnosis and treatment.

**Goal 3:** To promote health and quality of life by preventing and controlling Tuberculosis in Nueces County.

<b>STRATEGY 1:</b> Reduce the spread of Tuberculosis in the community through education and treatment		<b>Responsible Manager:</b> Graciela Hoffstadt RN	
<b>Problem this strategy is addressing:</b> Assure that staff is providing education, counseling and treatment for the Nueces County residents that might contribute to the spread of Tuberculosis.			
<b>Tasks necessary to execute strategy:</b>			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>

Objectives of this strategy include ensuring 85% of clients who come into the clinic are provided with Tuberculosis education and ensuring that 85% of patients who have received a TB skin test return for the reading. Strategy execution during the year involves conducting cohort reviews to assess cases and make sure patients are receiving adequate TB evaluation and/or treatment. We ensure universal precautions are observed with 100% compliance

**Goal 4:** Provide prompt treatment and referral to newly diagnosed STD/HIV patients to decrease the spread of disease and complications of those diseases

<b>STRATEGY 1:</b> Ensure symptomatic patients or those with positive laboratory results are treated or referred to care promptly.		<b>Responsible Manager:</b> Marlon Moore	
<b>Problem this strategy is addressing:</b> High incidence of STD infections within Nueces County and surrounding areas			
<b>Tasks necessary to execute strategy:</b>			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>

Strategy objectives include ensuring that 90% of those with a positive lab result/test for gonorrhea or chlamydia receive treatment; referral of 100% of newly diagnosed HIV clients to early intervention care; and DIS filed records to be closed within a 7-day period

**Goal 5:** Provide prompt and thorough STD/HIV education and clinical services

<b>STRATEGY 1:</b> Ensure all patients receive thorough services in regard to testing and/or education		<b>Responsible Manager:</b> Marlon Moore	
<b>Problem this strategy is addressing:</b> Unavailable or incomplete STD/HIV testing services within Nueces county and surrounding areas			
<b>Tasks necessary to execute strategy:</b>			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>

Strategy objectives are to serve 90% of patients who walk in for service and complete nursing chart audits by the 15<sup>th</sup> of each month for the preceding month

**Goal 6:** To make WIC services available to all potential WIC eligible families in Nueces County

<b>STRATEGY:</b> Enroll eligible families of Nueces County into the WIC program		<b>Responsible Manager:</b> Antwine D. Charles Sr.
<b>Problem this strategy is addressing:</b> Prevent childcare obesity, education on nutrition, resources referral program.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>

This strategy involves providing outreach to potential WIC eligible families throughout Nueces County by participating in Local Community Health Fairs and Local Community Organizations at a minimum of 6 events.

**MISSION ELEMENT #103: Disease prevention**

**Goal 1:** Implement and operate a comprehensive immunization program for children, adolescents and adults with special emphasis on accelerating interventions to improve coverage of children two years of age or younger.

<b>STRATEGY 1:</b> Provide services by participating in health fairs, educating the community and working with community partners to ensure that the general population is immunized.		<b>Responsible Manager:</b> Lindsy Perez
<b>Problem this strategy is addressing:</b> Low immunization rates due to incomplete histories and insufficient parent education on vaccines.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>

Strategy objectives include conducting 100% of assigned child care audits and ensuring that children have required immunizations; conducting 100% of assigned school audits and validating 100 records per each level of school (elementary, junior high and high school); conducting and providing case management with 90% of the number of Hepatitis B surface antigen-positive pregnant women reported; and completing 100% of the follow-up activities, designated by DSHS, for TVFC provider quality assurance site visits assigned by DSHS.

**Goal 2:** To mitigate disease by expeditiously detecting and identifying possible pathogens while maintaining compliance with regulatory agencies.

<b>STRATEGY 1:</b> The Laboratory will continue to increase capabilities for agents of disease and judiciously disseminate	<b>Responsible Manager:</b> Angela Flores	
<b>Problem this strategy is addressing:</b> Emerging and infectious diseases affecting public health		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>

Strategy objectives and performance standards include the following: 1) Ensuring environmental laboratory sections proficiency test result will remain >90% accuracy quarterly; 2) Ensuring clinical laboratory's proficiency test results will remain >90% accuracy quarterly; 3) Ensuring Laboratory Response proficiency test results will remain >100% accuracy quarterly; and 4) Maintaining compliance with CLIA, DSHS, CDC, GLO, EPA, TCEQ, and TNI

**MISSION ELEMENT #106: Conduct health education**

**Goal 1:** Provide health education services to residents.

<b>STRATEGY 1:</b> To schedule health education presentations and promote awareness on health related topics.		<b>Responsible Manager:</b> Noelia Rodriguez	
<b>Problem this strategy is addressing:</b> Provide health education to raise community awareness of the prevention of chronic diseases.			
<b>Tasks to execute strategy:</b>			
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>	

Strategy objectives including ensuring quarterly reporting of the number of people reached at Health Education programs and events held in the community; conducting a minimum of 6 health education programs within the community; and participating in approximately 12 health fairs or events.

**Goal 2:** Provide Nutrition and Breastfeeding Education to all WIC families in Nueces County

<b>STRATEGY 1:</b> Provide Nutrition and Breastfeeding Counseling to all WIC families enrolled in the WIC program.		<b>Responsible Manager:</b> Antwine D. Charles Sr.	
<b>Problem this strategy is addressing:</b> Promote awareness on health benefits from childhood illnesses and diseases.			
<b>Tasks necessary to execute strategy:</b>			
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>	

Strategy objectives include ensuring a minimum of 90% of all WIC families enrolled in the WIC Program are receiving Nutrition counseling during certification appointments and ensuring a minimum of 90% of all pregnant and Breastfeeding Mothers enrolled in the WIC Program are receiving Breastfeeding Counseling during certification appointments.

**Goal 3: Provide Public Health Emergency Preparedness Planning and Training**

<b>STRATEGY 1:</b> Maintain and update (as needed) written plans and procedures to respond to disease outbreaks and natural disasters.		<b>Responsible Manager: Moriam Ojelade</b>	
<b>Problem this strategy is addressing:</b>			
Keeping training current despite turnover in staff.			
<b>Tasks to execute strategy:</b>			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>

Tasks necessary to execute strategy during the year involve monitoring compliance by staff as to requirement that staff take required NIMS training (IS 100 and 700) and maintain a minimum of 95% compliance; conducting a minimum of three (3) exercises to test written plans, identify planning gaps; and writing “After Action Reports and Corrective Action Plans” to identify gaps after each exercise

<b>STRATEGY 2:</b> Coordinate disaster planning efforts with community agencies within Nueces County.		<b>Responsible Manager: Moriam Ojelade</b>	
<b>Tasks to execute strategy:</b>			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>
1) Assess response roles of Public Health in the community post disaster or emergency health event.		09/30/2017	Moriam Ojelade
2) Provided updated Annex H (Public Health and Medical) to city and county Emergency Management Coordinators		02/28/2017	Moriam Ojelade
3) Determine training needs of health department employees related to response roles.		05/30/2017	Moriam Ojelade

Execution of this strategy requires conducting quarterly call down drills to ascertain accessibility to responders. Submit results as required by partner agencies.



# Housing and Community Development

**Fiscal Year: 2016-2017**

08/26/2016

Approved by:

  
\_\_\_\_\_  
Rudy Bentancourt, Director

  
\_\_\_\_\_  
E. Jay Ellington,  
Interim Assistant City Manager

# DEPARTMENTAL PROFILE

## DEPARTMENT DESCRIPTION

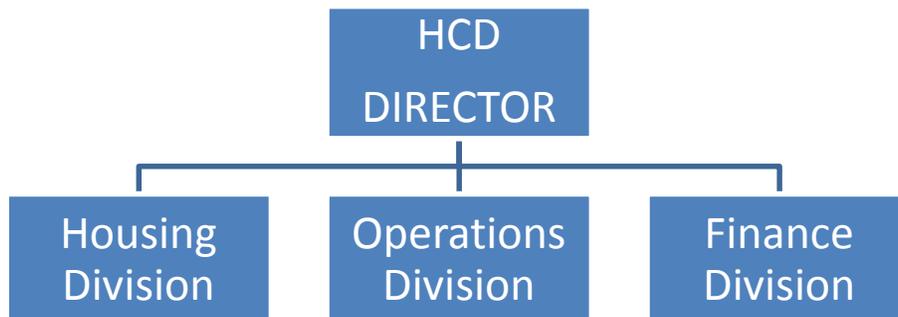
The Housing and Community Development Department provides services that are essential to strengthening our neighborhoods. The department is made up of three Divisions that provide services to ensure residents in our neighborhoods have an environmentally safe and decent place to live.

The Housing Division manages several housing programs designed to assist existing homeowners with rehabilitating their homes to eliminate code violations and make improvements. The Housing Division assists qualified homebuyers in becoming homeowners through our homebuyer assistance programs funded by the United States Department of Housing and Urban Development and the Corpus Christi Business and Job Development Board. For FY2016-2017 the Housing Division is proposing to fund and administer an additional program; Minor Home Rehabilitation Program for Veterans to assist them with the minor home repairs of their homes.

The Operations Division is considered the “nuts and bolts” of HCD’s operations. The primary objective of this division is to improve the lives of low and moderate income families and individuals residing in designated areas throughout the City of Corpus Christi. The Division has the primary oversight of the internal rehabilitation projects which are funded by our internal programs. The Division also administers the Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), and the HOME Investment Partnerships (HOME) Programs funded through the United States Department of Housing and Urban Development. This Division is also responsible for the oversight of all non-profit construction projects which include multifamily affordable housing projects that receive housing tax credits from the Texas Department of Housing and Community Affairs.

The primary objective of the Finance Division provide direct financial oversight of all internal and external projects. The Finance Division is responsible for the development of the Consolidated Annual Action Plan and the Consolidated Annual Performance and Evaluation Report. This Division tracks all measures to ensure HCD’s annual Goals and Objectives are met.

## ORGANIZATION CHART



## **Current Business Environment**

The Housing and Community Development Department's (HCD) business environment is very customer driven. The services provided by HCD are designed to assist the various types of customers by resolving their concerns, either through having our Housing Division assist in the development of affordable housing or providing funding throughout the community to address critical community needs from our Community Development Division. The Housing Division assists qualified homebuyers with the purchase of a home through homebuyer assistance programs funded by federal HUD funds and local funds provided by the Corpus Christi Business and Job Development Board. The Housing Division also ensures all local and federal documentation is collected for the purposes of qualifying homebuyers and assists homebuyers with the collection of information.

The Operations Division assists qualified homeowners with the repair and rehabilitation of their homes through funding of the Minor Home Repair and the Single Family Rehabilitation programs. Factors that affect the success of these programs include the rising price of construction materials used in the Home Building Industry, the availability of building contractors and the continuation of the Mortgaging Industry's trend of increasing requirements for potential homebuyers to meet stiffer qualifying criteria.

The Finance Division manages Federal Funding provided by the United States Department of Housing and Urban Development (HUD). Federal Funding continues to decline, which has had a direct impact on the available funding levels awarded to internal departments within the City of Corpus Christi and external agencies that provide services to our citizens. It is anticipated that funding made available from HUD will continue to decline over the next several years.

## **RISKS & VULNERABILITIES**

The Risks and Vulnerabilities which can occur are primarily compliance issues. Since the funds awarded to the City are federal funds from the U.S. Department of Housing and Urban Development (HUD), each of the funding grants require compliance with regulatory requirements. If the Housing and Community Development (HCD) Department defaults in compliance regulations, HCD is required to correct the deficiency or repay the amount of funds identified as non-compliance related costs. Another area of concern are deadlines to submit required information. Missing a deadline to submit information to HUD could result in a finding of non-compliance and could "freeze" funds from the U.S. Treasury until the finding is resolved.

## **ISSUES AND CHALLENGES FOR FY 2016-17**

Potential issues and challenges include the decline in funding allocated to the City. In recent years, funding has been reduced for the Community Development Block Grant (CDBG) and the HOME Investment Partnerships (HOME) Programs. Additional issues and challenges would be attributed to not meeting the measures of the 2013-2017 5-year Consolidated Action Plan as well as staffing shortages.

## **3 TO 5 YEAR OUTLOOK**

The City of Corpus Christi along with other cities throughout the nation have experienced a reduction in Federal funds over the last several years. It is anticipated that the trend in the reduction in Federal Funds will continue. Local funding from the Corpus Christi Business and Job Development Board (Type A Board) that provides funding to HCD for Affordable Housing Programs is set to expire 2018. HCD has focused on Programs that have and will continue to produce revenue in the form of program income. HCD will continue to seek other funding streams and partners that will enhance and develop additional programs for the citizens of the City of Corpus Christi.

# PERFORMANCE

## DEPARTMENT MISSION AND MISSION ELEMENTS

<b>MISSION:</b> The Mission of the Housing and Community Development Department is to strengthen neighborhoods.	
ME#	Mission Element
131	Administer neighborhood and housing related grants
132	Revitalize and stabilize neighborhoods

## SERVICES AND SERVICE LEVELS

ME #	Service Provided	Measurement of Service		Is current demand satisfied ?	Current Level of Service
		Description of How Service Provided is Measured (i.e., the "service measure")	Activity level (annual)		
131	OVERSIGHT AND ADMINISTRATIVE SUPPORT OF FEDERAL GRANTS AND LOCAL FUND ACCOUNT	TIMELINESS SUBMISSION OF FEDERAL DOCUMENTS	N/A	Y	ANNUAL
132	FUNDING FOR MIS SUPPORT	SUPPORT PROVIDED BY MIS	N/A	Y	ANNUAL

**Primary factors creating demands for services and implications:** *Need for the rehabilitation of affordable housing.*

## TABLE OF GOALS AND ASSOCIATED PERFORMANCE MEASURES

ME #	Goal	Performance Measure Associated With Goal	Is Measure included in CPR?	Annual Target
131	Ensure that Federal funds are administered in an efficient and effective manner to comply with Federal Regulations.	Timely submission of federal documents	N	N/A
132	Provide funding assistance to homeowners and potential homeowners to rehabilitate or purchase an affordable home.	# of deferred forgivable loans provided. # of homeowners provided rehabilitation loans, demo/replacement loans or emergency repair grants	Y	40

**PERFORMANCE TRENDS**

CPR Baseline Measure	FY 15-16 (est)	FY 14-15	FY 13-14	FY 12-13	FY 11-12
# of deferred forgivable loans provided	24	40	30	73	UNK
# of homeowners provided rehabilitation loans, demo/replacement loans or emergency repair grants	49	39	15	21	44

**EXTERNAL BENCHMARKS – COMPARISONS TO OTHER CITIES**

Having an adequate number of trained staff is essential to having the capability to increase the level of service that is being performed by HCD. Currently the Housing Division is experiencing vacancies in both the operational (construction) and administrative (loan Processing) sections of that division, this creates a direct impact on the level of service that can be provided to applicants for our services.

Benchmark Measure Used	Ranking	Explanation of relative ranking
Percentage of homebuyers who become qualified	1	
Percentage of program accepted homes rehabilitated	2	
Percentage of program accepted homes reconstructed	2	
Percentage of program funds utilized	3	

# **FINANCIAL**

## **EXPENDITURES BY MAJOR CATEGORY**

	<b>Adopted Budget 2016-17</b>	<b>Estimated Actual 2015-16</b>	<b>Actual 2014-15</b>	<b>Actual 2013-14</b>
# Budgeted FTEs	21	23	23	
Personnel Services	160,036	\$153,644	\$80,712	
Other operating	\$16,725	\$15,972	\$12,125	
Contractual				
Debt services				
Internal service allocations	\$32,876	\$136,416	\$185,165	
Capital outlay				
Total				
Grant expenditures	\$4,099,969	\$2,556,993	\$2,202,775	

## **SOURCES OF REVENUES INCLUDING USER FEES & CHARGES (by Department)**

Total departmental revenue: No General Fund Revenue Received – N/A

# BUSINESS PLAN STRATEGIES & TASKS

**MISSION ELEMENT #1:** Administer neighborhood and housing related grants

**Goal 1:** Ensure that federal funds are administered in an efficient and effective manner to comply with federal regulations.

<b>STRATEGY 1: STRATEGY:</b> 1. Improve CDBG, ESG, and HOME annual process by streamlining already existing procedures to the Consolidated Annual Action Plan.		<b>Responsible Manager:</b> Elizabeth Alvarado
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Review proposed changes for funding Pre-Application and Request for Proposals with CM and ACM	November 30, 2016	Elizabeth Alvarado
2) ACM approval for new documents of Pre-Application and Request for Proposals	December 31, 2016	Elizabeth Alvarado
3) Request ACM approval of improved CAAP funding process	December 31, 2016	Elizabeth Alvarado

<b>STRATEGY:</b> 2. Effectively enforce the Consolidated Annual Action Plan prior to Submission to the U.S. Department of Housing and Urban Development (HUD)		<b>Responsible Manager:</b> Elizabeth Alvarado
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Release the RFP Pre-application for FY2016 CDBG, HOME, and ESG Programs	January 31, 2017	Elizabeth Alvarado
2) Release the Full RFP Application for FY2016 CDBG, HOME, and ESG Programs	February 28, 2017	Elizabeth Alvarado
3) Review Preliminary Attachment D with ACM and CM	April 30, 2017	Elizabeth Alvarado
4) Public Hearing for Proposed FY2016 CAAP	June 30, 2017	Elizabeth Alvarado
5) City Council Adoption of FY2016 CAAP	July 31, 2017	Elizabeth Alvarado
6) Submit adopted FY2016 CAAP to HUD	August 31, 2017	Elizabeth Alvarado

<b>STRATEGY:</b> 3. Ensure the required reports are submitted to HUD in a timely and effective manner.		<b>Responsible Manager:</b> Sylvia Ozuna
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) CAPER Report submittal to HUD	December 31, 2016	Sylvia Ozuna
2) HUD SF-425 Financial Report (Quarter 1)	January 31, 2017	Sylvia Ozuna
3) HUD SF-425 Financial Report (Quarter 2)	April 30, 2017	Sylvia Ozuna
4) HUD SF-425 Financial Report (Quarter 3)	July 31, 2017	Sylvia Ozuna
5) HUD SF-425 Financial Report (Quarter 4)	October 31, 2017	Sylvia Ozuna

<b>STRATEGY:</b> 4. Utilize funding of Affordable Housing Programs that generate grant revenue.		<b>Responsible Manager:</b> Kelly Fry
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Continued funding of the affordable housing rehabilitation loan programs identified in the Consolidated Action Plan.	September 30, 2017	Kelly Fry

**Goal 2:** To inform citizens of the availability of Federal Grants and Program Services.

<b>STRATEGY 1:</b> To inform citizens of the availability of Federal Grants and Program Services.		<b>Responsible Manager:</b> Elizabeth Alvarado
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Provide awareness of HCD housing programs through community outreach.	September 30, 2017	Kelly Fry
2) Provide a minimum of four Technical Assistance Workshops regarding federal funding request for proposals	May 31, 2017	Elizabeth Alvarado
3) Provide a minimum of three Public Hearings to provide citizen feedback.	May 31, 2017	Elizabeth Alvarado

**MISSION ELEMENT #2:** Revitalize and stabilize neighborhoods.

**Goal 1:** To provide loans and grants to income eligible homeowners to assist them with rehabilitating their homes, which will aid in the revitalization and stabilization of our neighborhoods.

<b>STRATEGY 1:</b> Provide low interest loans to income eligible homeowners to assist them with rehabilitating their homes.		<b>Responsible Manager:</b> Kelly Fry	
<b>Tasks necessary to execute strategy:</b>			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>
1) Continued funding of the Single Family Rehab Program.		September 30, 2017	Kelly Fry

**Goal 2:** To provide deferred forgivable loans to qualified homebuyers to assist with down payment and closing costs for the purchase of a home.

<b>STRATEGY 1:</b> Assist qualified homebuyers with the purchase of a home.		<b>Responsible Manager:</b> Kelly Fry / Rudy Bentancourt	
<b>Tasks necessary to execute strategy:</b>			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>
1) Continued funding of the Affordable Housing Programs by HUD and Type A local tax dollars.		September 30, 2017	Kelly Fry

**Goal 3:** Explore funding options to further enhance the mission of the Housing and Community Development Department.

<b>STRATEGY 1:</b> Research and identify any possible grants, or private funding options to further address the department's mission to provide affordable housing.		<b>Responsible Manager:</b> Elizabeth Alvarado	
<b>Tasks necessary to execute strategy:</b>			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>
1) Explore external funding opportunities throughout the fiscal year to enhance program services.		September 30, 2017	Elizabeth Alvarado



# Human Resources

**Fiscal Year: 2016-2017**

August 26, 2016

Approved by:

A handwritten signature in blue ink, appearing to read "Steve Viera", written over a horizontal line.

Steve Viera, Director of Human Resources

A handwritten signature in black ink, appearing to read "Margie C. Rose", written over a horizontal line.

Margie C. Rose, City Manager

# DEPARTMENTAL PROFILE

## DEPARTMENT DESCRIPTION

The Human Resources Department provides policy direction on human resources and benefit issues, and offers administrative support related to the management of employees for all City departments. HR supports City departments in their efforts to recruit, train and retain a diverse and competent workforce and to comply with all applicable federal, state, and local laws enabling the departments to carry out their missions more effectively.

The City of Corpus Christi employs 2,351 General employees, 439 uniform Police Officers and 414 Fire Service personnel. The Human Resources Division staff of 25 is dedicated in providing services for all employees in the thirty departments, which offer services to the citizens of Corpus Christi.

### Administration

- Manages all aspects of the Human Resources Department to ensure City-wide compliance with local, state and federal laws, regulations, policies, ordinances and Civil Service Rules.
- Serves as Director of the Civil Service Commission and Civil Service Board.
- Supports the Police Chief and Fire Chief in administration of collective bargaining agreements with Corpus Christi Police Officers Association and Corpus Christi Firefighters Association.
- Works in cooperation with the emergency management office to determine employee status and ability to work in an emergency, and assigns employees to emergency functions.
- Manages and maintains department budget, ensuring fiscal prudence.
- Develop and manage recruitment, testing, and selection processes.
- Maintain Employee Records and Human Resources Information Systems.
- Develop and manage health and benefits programs as well as the compensation and classification systems.
- Build and deliver effective learning and organizational development programs.
- Cultivate and implement programs that promote productive employee and labor relations.

### Benefits

- Benefits Administration over all City benefits including Citicare for General Employees, Citicare Fire for Firefighters and Citicare Public Safety for Police officers.
- Oversee 25 – 30 Benefit Contracts
  - Coordinate contracting of employee benefits, including health, dental, life, vision, long-term disability, third-party administration, stop-loss insurance, clinic, actuary, etc. Commonly through a competitive bid process.
- Provide benefits administration
  - Deferred Compensation Plan (1,124 participants),

- FICA Alternative Plan (306 participants),
- Health Plans (including medical, dental and vision) (4,582 enrollments), Flexible Health and Dependent Care Spending Accounts (489),
- Life Insurance (7,060),
- Long-Term Disability (1,851),
- Pension Plan (TMRS, 2,357)
- Wellness Initiatives, including the Employee Wellness Clinic.
- Provide Benefits Customer Service
  - First point of contact for employees, dependents & retiree benefit needs.

### **Classification and Compensation Management**

- Develops, maintains, and administers compensation and classification policies and procedures to recruit, retain, and promote a qualified workforce.
- Coordinates with departments and Budget to maintain inventory and authorization for all positions.
- Administers provisions of bargaining unit agreements pertaining to pay, promotion and benefits for Police Officers and Firefighters.

### **Talent Acquisition and Records Management**

- Leads the recruitment, assessment and selection process. Assists department in hiring and retaining a qualified workforce.
- Manages the internal City Temp program.
- Maintains a record management system and retains an electronic database of employee records.
- Manages the enterprise-wide Human Capital Management Information System (INFOR).

### **Employee Relations**

- Manages and oversees all employee relations to include grievances, EEOC charges, arbitrations, Civil Service Board hearings and unemployment claims.
- Consults with departments on performance and disciplinary issues, conducting investigations where appropriate, following City Policy and the Civil Service Board Rules and Regulations.
- Coordinates Civil Service Board and Commission hearings.
- Administers Drug and Alcohol Policies.
- Responds to claims and appeals for unemployment compensation to reduce City liabilities and expenses.
- Conducts intake interviews and investigations, and prepares fact-finding reports of employee concerns pertaining to violations of City Policy and workplace prohibitions of discrimination, harassment, retaliation, and sexual harassment.
- Administers provisions of the collective bargaining agreements with the Corpus Christi Police Officers' Association and the Corpus Christi Firefighters' Association.
- Administers the City's programs related to the ADA, FMLA, and Limited Duty
- Reviews and updates HR policies and procedures as needed.
- Conducts supervisory training.

### **Learning & Organizational Development**

- Develops, implements, and maintains the City's training program. Specific areas of responsibility include executive leadership and supervisory training, general workforce training, maintenance of electronic training records, and new employee orientation.
- Develops and trains supervisors and employees on performance appraisal processes and procedures.
- Develops and trains supervisors and employees on the performance recognition program.

### **Significant Events Affecting the Department**

1. Economic Growth in Costal Bend – Returning economic growth with industries such as Voestalpine, TPCO, Cheniere, and M&G Plastics coupled with cyclic CDL applicant turnover and a regional workforce limited in skills has delayed our ability to attract and retain a quality workforce.
2. Wellness Initiatives – To combat rising health care costs for the City and employees, the department will research the implementation of health risk assessments and premium differentials tied to employee behavior choices like smoking and annual preventative exams. We completed an RFP selecting Concentra as the new provider in our Employee Wellness clinic. Under Concentra's management changes, the clinic is capable of handling increased employee visits and is more efficiently utilizing the current operating hours.
3. Enterprise-wide Reporting Systems. In FY'14-15 the City transitioned to Infor, an enterprise-wide reporting program, which included completely new Human Resources, Payroll and Benefit Administration systems. We continue to experience issues with Infor, particularly with the lack of integration between Global Human Resources and the S3 Benefits modules. Implementation of Phase II includes Learning Management System (tracking system), and Lawson Talent Management (LTM) which includes Learning Content Management, Performance Management and Succession Planning will carry into FY'17. As new modules are added, we anticipate more integration issues. We will continue to refine and approve our usage of the systems, increase our understanding of the system capabilities and provide user training.
4. Employee Classification and Compensation. The Human Resources Department is currently conducting an organization-wide classification review. The goal is to consolidate like jobs with similar knowledge, skills, and abilities (KSA's) and minimum qualifications into broad classifications. The current classification plan has over 540 positions which we intend to reduce to around 150 benchmark classifications. This will enable us to conduct market analyses more efficiently. We will be creating new job descriptions using a single format.
5. Patient Accountability and Affordable Care Act. Regulatory compliance for the Employer Mandate commenced with calendar year 2015, requiring that 1095-C

statements be mailed to all employees eligible for health care under the Affordable Care Act (ACA). Records were electronically filed with the IRS as required under the new law. To bring the City into compliance with health care offers and to avoid sizeable federal fines, we began offering coverage to all temporary and part time employees who regularly work more than 30 hours per week. Employees who elect coverage under this ACA provision pay the full premium with no cost sharing from the City.

6. Electronic Records Management. HR completed the scanning of all paper employee files into the electronic Laserfische database and have now entered Phase II of audit controls. These controls emphasize database organization as well as recruitment file and employee file compliance.

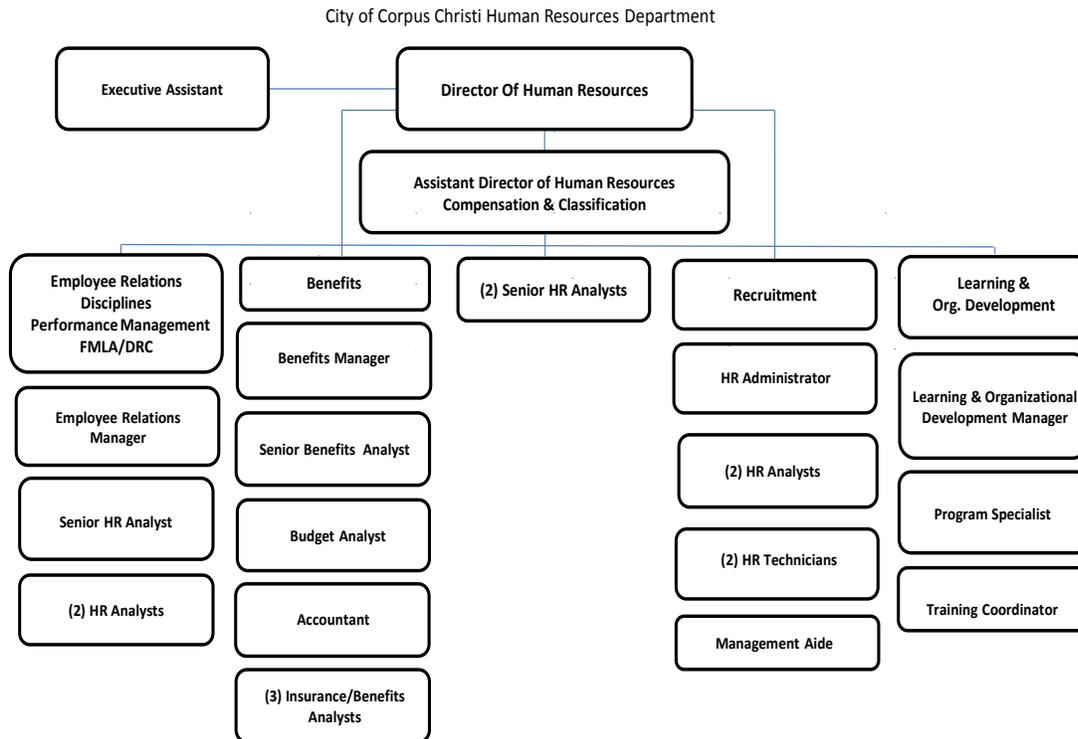
## **Innovative Programs and Initiatives**

### **Major Contracted Operations**

The department maintains several relationships with third-party administrators.

- Texas Municipal Retirement System (TMRS) – employee pension plan
- International City Managers' Association–Retirement Corporation (ICMA-RC) – deferred compensation plan administration
- United Healthcare – medical and dental claims administration and network services, COBRA administration, stop-loss insurance
- Express Scripts/Medco – pharmacy benefit management and mail-order prescriptions services
- Concentra – Employee Wellness Clinic
- The Doctor's Center – drug and alcohol testing and administration, including Medical Review Officer review, return-to-work evaluations, occupational health services
- Standard Life – life insurance
- Lincoln Financial Group – long-term disability insurance
- Supplemental Insurance Coverage – AFLAC, Corpus Christi Dental Plan, Ameritas Vision Plan
- Del Mar College, Aptara, OpenSesame and Franklin Covey – Training Workshops and online training courses
- Unique Employment Services, JAT Partners (dba Remedy Intelligent Staffing), Advanced Temporaries, & Express Employment Professionals – Lease Worker Agreements
- Intellicore Inc – employee background checks.

## ORGANIZATION CHART



## CURRENT BUSINESS ENVIRONMENT

The Human Resources Department serves all City departments and all employees. Current issues trending with departments and their workforce include moderately high vacancy rates, high turnover rates, inability to fill vacancies with highly qualified candidates, low wages, addressing performance deficiencies, a heightened awareness of individual accountability, reducing bureaucracy from support service departments, and employee dissatisfaction and concerns. It is a challenging time for the Human Resources Department as we work to be responsive to change and customer expectations while also ensuring established systems and policies for the benefit and protection of the City and employees are maintained.

The department is meeting with all department Directors to gather feedback on service and areas for improvement. HR will build on strategic business partnerships, continue to improve processes, enhance service levels, and champion change.

## RISKS & VULNERABILITIES

Continued challenges with recruitment and offering competitive pay when competing for candidate talent. Starting salaries in some cases are offered too low when candidates have experience and require a higher starting salary. In order to close the gap, HR has implemented a reduction in percentage for geographical differentials for metropolitan

cities, as well as utilizing the 50th percentile for private industry data. CDL driver availability is cyclic in support of oil and gas industry. Employees leave City employment for higher wages offered by O&G companies. 1 major employer will begin operations by the end of this year, 2 more by the end of 2017 and 1 more by 2019. HR has developed and implemented an internal CDL A/B training program with the intent of recruiting and developing our own CDL applicant pool with 2-year retention parameters built in to program. This program should become fulltime to reduce CDL shortages, minimize operational restraints and comply with TCEQ license requirements.

The cost of health insurance and health care is rising at a pace faster than wages and inflation. A major factor is the Affordable Care Act or ACA. On October 1, 2015, our plans were required to make plan design changes to adhere to the new law. ACA now places a limit on how much the out-of-pocket maximum can be each year. We have also seen our inpatient/outpatient costs and prescription drug costs rise at a significant rate. We have also experienced an increase in emergency room utilization compared to last fiscal year.

#### **ISSUES AND CHALLENGES FOR FY 2016-17**

- The City's Human Resources department is scheduled to be implementing a new learning management system (LMS) in FY 2017 called Infor LMS. This will be a City-wide integrated system.
- Lack of regional skilled labor force to meet employment demands.
- Ability to be competitive with private sector as it relates to pay.
- Succession planning; with nearly forty percent of the workforce eligible to retire in the next five years, we need to prepare for the next generation of City leaders and staffing needs.
- Revise and review Human Resources policies and procedures annually.
- Due to the Department of Labor decision ruling on overtime to be effective on December 1, 2016, the department has identified current exempt positions transferring to non-exempt status and becoming overtime eligible. New pay grades will be created to accommodate the transferring of positions.
- Affordable Care Act (ACA) employer mandated reporting.
- Continued development, testing, implementation and rollout of the Learning & Development systems in Infor.
- Develop and manage a temporary labor program.
- Continue to address challenges related to the socio-economic makeup of labor market from which we recruit.
- City-wide departmental reorganization and restructuring.

### **3 TO 5 YEAR OUTLOOK**

1. Manage a Learning Management System that is setup to facilitate tailoring and delivering development initiatives to specific job categories and automatic assignment to employees in those categories with deadlines for completion.
2. Develop leadership competency programs that focus on development strategies that support and expect leaders to be leaders and coaches first.
3. Leadership competency focus and development strategies that support and expect leaders to be leaders and coaches first and 'personal performers' second.
4. Create recruiting strategies that take a proactive and structured approach to finding quality employees, leverage the functionality within INFOR, redefine and develop new processes for continuous improvement, continue to improve time to fill metrics, and leverage internal resources to develop robust applicant database.
5. Continually monitor total compensation practices to determine what innovations will improve our ability to be more competitive in the market.
6. Identify key positions and create Leadership Development Programs for growing our talent internally to address regional recruiting deficiencies.
7. With advancements in medical technology and healthcare, explore methods for controlling increasing healthcare costs through wellness and prevention.
8. Seek new innovations to enhance employee benefits to retain current employees and improve recruitment potential.

# PERFORMANCE

## DEPARTMENT MISSION AND MISSION ELEMENTS

<b>MISSION:</b> The mission of the Human Resources Department is to support City departments in meeting their workforce requirements.	
211	Develop and manage recruitment, testing, and selection processes
212	Manage and maintain the compensation and classification systems
213	Develop and manage health and benefits programs
214	Build and deliver effective learning and organizational development programs
215	Cultivate and implement programs that promote productive employee and labor relations
216	Maintain employee records and Human Resources Information Systems

## SERVICES AND SERVICE LEVELS

ME #	Service Provided	Measurement of Service		Is current demand satisfied ?	Current Level of Service
		Description of How Service Provided is Measured (i.e., the "service measure")	Activity level (annual)		
211	Recruit, Assess and Hire City Employees	Avg. Length of Time to Fill Vacant Positions	45 Days	No	50 Days
	Manage Leased Worker and City Temps Program	Avg. Length of Time to Fill Temporary/Leased Vacant Positions	30 Days	No	55 Days
212	Administer City Compensation and Classification Plan	Number of Job Assessment Questionnaires (JAQs)	105	Yes	100%
213	Provide a Wellness Clinic	% of Clinic Visits by Employees, Dependents and Retirees	7400	Yes	Monthly
	Provide a Fitness Center	% of employees using Fitness Center	5300	Yes	Monthly
214	Provide Learning and Organizational Development	% of employees trained	73%	No	Annually
		% of participation in recognition	10%	No	Quarterly
		% of employee performance evaluations completed	84%	No	Annually
215	Process all Employee and Labor Relations	Number of transactions of employee discipline, counseling, grievances, investigations, correspondence; responses to outside agencies on claims and charges; administration of drug and alcohol programs; administration of civil service; and transactions for leave, FMLA, and military leave.	>500	Yes	Daily
216	Administer Human Resources Information System and Records Management	Total open records requests	>150	No	42

**Primary factors creating demands for services and implications:**

Increased demands in finding qualified skilled applicants and providing the necessary training tools to increase productivity.

**TABLE OF GOALS AND ASSOCIATED PERFORMANCE MEASURES**

ME #	Goal	Performance Measure Associated with Goal	Is Measure included in CPR?	Annual Target
211	1. Improve time to fill 2. Partner with community organizations with desired candidate pools	Average number of business days from job posting until candidate certified	Yes	5.00
212	Conduct Biennial Market pricing and analysis	n/a	No	
213	1. Research the possibility of developing and implementing a new Pre-65 Retiree health plan. 2. Bid the current Post 65 Retiree Medicare advantage health plan to ensure benefits and costs are competitive and affordable. 3. Enhance and expand our Wellness Program to enable employees to improve their overall health		No	
214	Improve delivery and access to training resources	% of employees trained	Yes	
	Increase completion of employee performance evaluations	% of employees who have performance evaluations on file.		
	Increase employee engagement	% of participation in recognition	Yes	
215	1. Inform, educate, and train managers on strategies and tools to improve managerial and leadership practice 2. Investigate and resolve issues and employee complaints. 3. Review, update and publish Human Resources policies and procedures	1. Number of managers participating 2. Percent of investigations resolved	Yes	100%
216	Maintain Employee Records and Human Resources Information Systems	1. Complete electronic scan project 2. Develop audit control processes		

## PERFORMANCE TRENDS

CPR Baseline Measure	FY 15-16 (est)	FY 14-15	FY 13-14	FY 12-13	FY 11-12
Average number of business days between closing job announcement to providing a qualified candidate list	5.14	4.42	4.42	6.83	7.4
City-wide voluntary turnover rate (excluding retirements)	11.78%	15.02%			
# employee visits to the fitness center	5300	4456	6239		
# employee visits to the wellness clinic	7400	7347	6320	6033	4465
% of employees receiving annual performance evaluations (reported in annual baseline)	76%	54%			
# of employees attending employee recognition event	430	144			
# of employees completing City Champions training program	6656	2713			
# of employees participating in employee training programs	1840	1582	295		
# disciplinary actions completed			93	149	
# investigations completed	27	31	26	88	
% of grievances resolved					

## EXTERNAL BENCHMARKS – COMPARISONS TO OTHER CITIES

Benchmark Measure Used	Ranking	Explanation of relative ranking
Avg HR cost to employee ratio	to be determined	total HR operating cost divided by the number of City employees
Ratio of HR staff to total number of employees	to be determined	total number of City employees divided by HR staff
Learning and Development Cost	2	Average Training cost spent per city employee
Filling Vacant Positions	4	Average amount of time between job posting close and position hire dates
Employee Performance Evaluations	to be determined	Percentage of completed annual employee performance evaluations
Voluntary Turnover	6	Percentage of employee voluntarily terminating from their position subtracting from retirement and involuntary terminations

The Human Resources Department completed a benchmark study in August 2016 to compare our department in specific areas; employees, training, employee relations, recruitment & benefits with comparable Texas cities. Nine cities were selected to participate, which included Garland, Lubbock, El Paso, Irving, Plano, Grand Prairie, San Antonio, Fort Worth and Dallas. The results of the survey can be found below.

City	Corpus Christi	Houston	San Antonio	Garland	Grand Prairie	Fort Worth	Lubbock	Dallas	El Paso	Plano	Arlington	Amarillo	Austin	Laredo	Irving
<b>Employees</b>															
How many employees do you have?	2,162	22,113	7,035	1,427	1,248	3,888	2,107	13,290	5,848	2,983	2,362	2,353	15,312	No response	No response
How many employees are sworn civil service?	838	9,254	3,889	586	481	2,488	809	5,248	1902	713	964	606	3,203		
Total employee population	3,000	22,113	11,011	2,498	1,562	6,272	2,305	13,290	6,651	3,896	3,297	2,353	15,312		
How many employees are at the Leadership/Executive Level?	60	228	107	47	23	79	44	199	132		20	215	153		
<b>Training</b>															
How many employees are trained?	2,190	26,907	6,700	2,000	633	7,969	2,107	1,392	AI	2013.88	969	2,250	5,100	No response	No response
How many employees are trained by an internal trainer?	200	24,042	5,549	2,000	633	6,480	2,107	1,363	AI	1152	not available	2,250	4,800		
What is your annual training budget?	\$350,232	5.7 Million	\$410,192	\$37,000	\$27,000	78,500	No Response	\$300,000	\$87,500	\$100,000	257,937	no response	\$ 25,000		
Average cost per employee?	\$116.74	\$257.77	\$37.25	\$14.81	\$17.29	\$91.00		\$22.57	\$13.16	\$27.06	\$78.23	no response	\$ 1.63		
How many courses do you offer?	1,349	138	55	230	15	52 live		35	47	248	35	8	58		
<b>Employee Relations</b>															
What is your total number of annual involuntary terminations?	57	275	58	30	42	106	15	220	198	25	231	35	97	No response	No response
What is your total number of monthly involuntary terminations?	4.75	22.92	4.83	3	3.5	8.83	1.25	28.8	16.5	2.1	19.25	3	7.4		
As an annual percentage	1.90%	1.24%	0.53%	1.20%	2.69%	1.69%	0.65%	1.66%	2.98%	0.68%	7.01%	1.49%	0.63%		
What is your total number of annual voluntary resignations?	302	1215	347	145	195	309	No response	1368	420	475	included in involuntary, above	530	3,370		
What is your total number of monthly voluntary resignations?	25.17	101	28.92	12	16.25	25.75		82.5	35	39.58			45		
As an annual percentage	10.07%	5.49%	3.15%	5.80%	12.48%	4.93%		10.29%	6.31%	12.85%		22.52%	22.01%		
What is your annual turnover rate percentage (involuntary & voluntary)?	1.87% & 9.9%	9.30%	0.9% & 5.2%	12%	2.85% & 13.33%	6.70%		10.63%	12.80%	17.61%		r/a	24.00%	7.44%	
<b>Recruitment</b>															
On average, how many calendar days does it take to fill an open position?	50	78	74	71	56	100	No response	30	113	42	not available (not tracked)	21 to 28 days	82	No response	No response
Do you track weekly, monthly, or annually?	Monthly	Monthly	Monthly	Annually	Annually	Monthly		Monthly	Quarterly	No	r/a	annually	quarterly		
<b>Benefits</b>															
What is your total number of benefit eligible employees?	2,671	21,474	10,505	1,952	1,283	6,301	2,107	13,560	6,330	2,106	2,369	2,014	13,643	No response	No response
What is your total number of benefit eligible employees electing medical insurance?	2,555	19,542	9,885	1,838	1,127	5,627	2,107	10,763	5,008	2,014	2,131	2,014	12,081		
% of eligible employees electing insurance	95.7%	91.0%	94.1%	94.2%	87.8%	89.3%	100.0%	79.4%	79.1%	95.6%	90.0%	100.0%	88.6%		
What is your total number of retirements?	76	555	296	668	28	170	66	2,300	458	221	76	49	6,580		

# FINANCIAL

## FINANCIAL TREND SUMMARY

Departmental expenditures remain relatively stable when compared against the FY 2016 adopted budget. We implemented a 10% premium increase to the Citicare and Citicare Police plans in FY 2017 to bring revenues in line with claims and healthcare inflation trends. Additionally, we implemented an annual process of budgeting reserve appropriations so that we have the ability to cover catastrophic claim expenses should the need arise. Unutilized reserve appropriations are returned to fund balance at year-end.

## EXPENDITURES BY MAJOR CATEGORY

	Adopted Budget 2016-17	Estimated Actual 2015-16	Actual 2014-15	Actual 2013-14
# Budgeted FTEs	25	25	25	23
Personnel Services	1,661,547	1,531,043	1,564,154	1,557,697
Other operating	463,617	338,028	295,666	247,545
Health Benefits	33,734,281	36,203,444	31,946,028	29,988,313
Reserve Appropriations	3,359,418			
Debt services				
Internal service allocations	426,391	441,876	322,735	362,810
Capital outlay				
Grant expenditures				

## SOURCES OF REVENUES INCLUDING USER FEES & CHARGES (by Department)

Source of revenue including user fees, charges and internal service fund allocations	If user fee or charges, conceptual basis and % cost recovery target	Date of last study	\$ generated annually
Internal Allocations		6/2016	23,908,556
Employee/Retiree Premiums	Premiums, rebates, and recoveries should cover all plan claims and expenses	6/2016	10,605,679
Rebates and Recoveries		6/2016	1,436,785
Interest			48,060

## CAPITAL BUDGET SUMMARY

The Human Resources Department does not have capital budget activity.

# BUSINESS PLAN STRATEGIES & TASKS

**MISSION ELEMENT # 211:** Recruitment, testing, & selection processes

**Goal 1:** Plan and develop aggressive recruitment plans to support departments and meet their workforce needs effectively and timely.

<b>STRATEGY:</b> Improve time to fill		<b>Responsible Manager:</b> HR Administrator
<b>Problem this strategy is addressing:</b> Losing the top candidates due to delays in internal processes		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Pre-screen 200 & 300 series positions	1/2/17	HR Administrator
2) Route all minimally qualified applicants for 100 series positions	1/2/17	HR Administrator
3) Streamline current recruiting processes	9/30/17	HR Administrator
4) Implement expedited hiring processes	9/30/17	HR Administrator
5) Monitor required memos	9/30/17	HR Administrator

**Goal 2:** Implement best in class screening processes and improve, reduce time to screen.

<b>STRATEGY:</b> Implement fiscally responsible sourcing practices to provide the most robust and qualified applicants to City departments		<b>Responsible Manager:</b> HR Administrator
<b>Problem this strategy is addressing:</b> Limited budget for sourcing		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Partner with organizations with candidate pools	9/30/17	HR Administrator
2) Increase presence in social, special interest groups	9/30/17	HR Administrator
5) Track Qualified Applicants through INFOR Talent Management functionality	9/30/17	HR Administrator

**Goal 3: Develop & Implement in-house Temporary and Ready Labor Program**

<b>STRATEGY:</b> Convert Leased Workers into City Temporaries		<b>Responsible Manager:</b> HR Administrator
<b>Problem this strategy is addressing:</b> Staffing shortages, higher wages to staffing agencies, eliminate risk of ghost employees		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Identify # of Current Leased Workers	1/2/17	HR Administrator
2) Verification that Leased and City Temps Meet Minimum Requirements	5/30/17	HR Administrator
3) Identify & Reallocate Budget Dollars	9/30/17	HR Administrator
4) Conversion of Leased Workers into City Temps	12/31/17	HR Administrator

**MISSION ELEMENT # 212: Compensation & classification system**

**Goal 1: Job Consolidation Project**

<b>STRATEGY:</b> Consolidation of jobs		<b>Responsible Manager:</b> Assistant Director HR
<b>Problem this strategy is addressing:</b> Eliminating redundancy of jobs and creating market pricing efficiency		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Review all 540 current jobs	1/4/2016	Assistant Director HR
2) Consolidate positions to benchmark positions	7/22/2016	Assistant Director HR
3) Market price benchmark positions	12/30/2016	Assistant Director HR
4) Develop benchmark descriptions	8/15/2017	Assistant Director HR
5) Report market movement of jobs and complete cost analysis	9/15/17	Assistant Director HR

**Goal 2: FLSA Compliance Overtime Ruling Conversion**

<b>STRATEGY:</b> Deliver most cost effective option to meet DOL overtime ruling requirement.		<b>Responsible Manager:</b> Assistant Director HR
<b>Problem this strategy is addressing:</b> To be in full compliance with the DOL overtime ruling effective 12/1/2016		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Review all positions that will be affected by new ruling.	7/1/2016	Assistant Director HR
2) Develop & finalize options and costing analysis	8/5/2016	Assistant Director HR
3) Develop & deliver communication plan	10/3/2016	Assistant Director HR
4) Develop new grades and input changes	11/15/2016	Assistant Director HR
5) Implement changes	11/28/2016	Assistant Director HR

**MISSION ELEMENT # 213: Health & benefits programs**

**Goal 1: Implement on online benefit communication process.**

<b>STRATEGY:</b> Electronic Benefit Communication		<b>Responsible Manager:</b> Benefits Manager
<b>Problem this strategy is addressing:</b> Provide better customer service to employees, retirees and dependents.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Review viable online communication options.	10/15/2016	Benefits Manager
2) Develop & finalize options.	11/15/2016	Benefits Manager
3) Test new communication processes.	11/30/2016	Benefits Manager
4) Implement electronic benefit communication.	01/10/2017	Benefits Manager

**Goal 2: Create New Wellness plan programs and incentives.**

<b>STRATEGY:</b> Implement new wellness programs.		<b>Responsible Manager:</b> Benefits Manager
<b>Problem this strategy is addressing:</b> Create New Wellness plan programs and incentives to reduce benefits costs and better control utilization.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Create new Wellness Coordinator position.	10/31/2016	Benefits Manager
2) Identify key health impacts and factors.	01/31/2017	Benefits Manager
3) Develop new program and/or incentives.	09/30/2017	Benefits Manager
4) Implement new wellness initiatives.	12/31/2017	Benefits Manager

**MISSION ELEMENT # 214:** Organizational development & training programs

**Goal 1:** Improve delivery and access to training resources

<b>STRATEGY:</b> Implement a city-wide learning management system		<b>Responsible Manager:</b> L&D Manager	
<b>Problem this strategy is addressing:</b> There is no platform for tracking training and delivering training. We conduct all business related to training manually and this results in significant inefficiencies.			
<b>Tasks necessary to execute strategy:</b>			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>
1) Provide annual report to show average number of training courses completed per employee.		9/30/17	L&D Manager

**Goal 2:** Increase completion of employee performance evaluations

<b>STRATEGY:</b> Evaluate effectiveness and implement recommendations for improvement		<b>Responsible Manager:</b> L&D Manager	
<b>Problem this strategy is addressing:</b> The lack of performance evaluation completions results in no documented feedback to employees regarding performance.			
<b>Tasks necessary to execute strategy:</b>			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>
1) Implement Online Performance Appraisals System for fire department		9/30/17	L&D Manager
2) Implement Online Performance Appraisals System for police department		9/30/17	L&D Manager

**MISSION ELEMENT # 215:** Cultivate Employees/Foster employee and labor relations

**Goal 1:** Open lines of communication between employees and supervisors by offering a voluntary alternative dispute resolution process.

<b>STRATEGY:</b> Implement dispute resolution process to foster open communication		<b>Responsible Manager:</b> Employee Relations Manager
<b>Problem this strategy is addressing:</b> Employee and supervisor relationships.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Create a cross functional dispute resolution panel that represents the City demographic	12/30/2016	Employee Relations Manager

**Goal 2:** Continually review, update and maintain HR policies and procedures.

<b>STRATEGY:</b> Review, update, and maintain HR policies and procedures.		<b>Responsible Manager:</b> Employee Relations Manager
<b>Problem this strategy is addressing:</b> Continuous monitoring of HR policies and procedures to meet required regulatory or City changes.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Develop process and standard to review all Human Resources policies and procedures.	12/30/2016	Employee Relations Manager
2) Review and revise, if necessary, Human Resources policies and procedures implemented or created prior to 2013.	6/30/2017	Employee Relations Manager

**MISSION ELEMENT # 216:** Maintain employee records and human resources information systems

**Goal 1:** Implement Phase II audit controls & organization

<b>STRATEGY:</b> Finalize Employee Records Conversion		<b>Responsible Manager:</b> HR Administrator	
<b>Problem this strategy is addressing:</b> Ease in Open Records Requests & Subpoena of Records			
<b>Tasks necessary to execute strategy:</b>			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>
1) Audit all new hire employment and recruiting files		9/30/17	HR Administrator
2) Remove empty folders		9/30/17	HR Administrator
3) Audit archive folders and place residual documents are in correct folder.		9/30/17	HR Administrator



# Information Technology

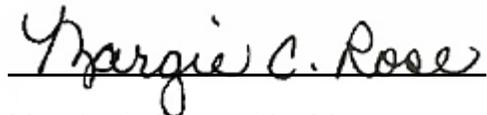
**Fiscal Year: 2016-2017**

October 1, 2016

Approved by:

A handwritten signature in blue ink, appearing to read "Belinda Mercado", is written over a horizontal line. The signature is enclosed in a light blue oval.

Belinda Mercado, Department Director

A handwritten signature in black ink, appearing to read "Margie C. Rose", is written over a horizontal line.

Margie C. Rose, City Manager

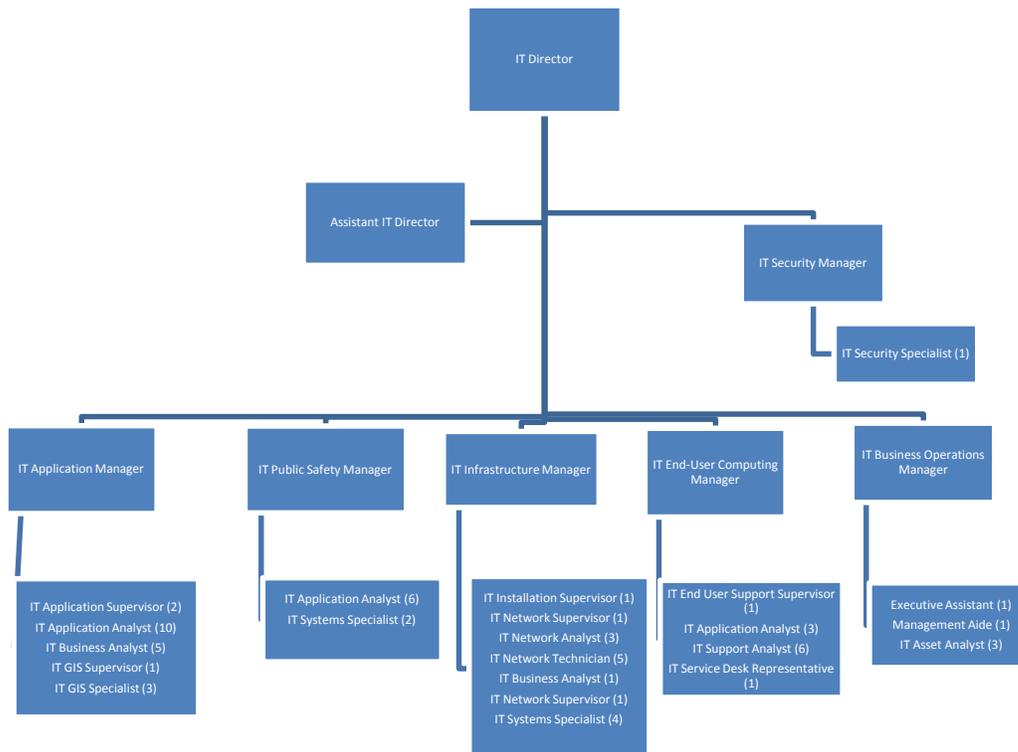
# DEPARTMENTAL PROFILE

## DEPARTMENT DESCRIPTION

The Information Technology Department implements, maintains and manages the City’s fiber and wireless networks, phone systems, data center operations (servers, storage, backup), shared enterprise applications (GIS, Infor, Maximo, Intergraph), departmental and line of business applications, desktops and mobile devices. We have an authorized strength of 70 positions

Significant accomplishments during FY 2015-16 include:

1. Completed re-alignment of IT Organization that included new job titles, job descriptions and a review of job grades for all IT employees
2. Implemented internal IT project review for accountability and communication
3. Increased performance of internet wireless connection at City Hall
4. Established new internal department communication processes (outages, security incidents, quarterly department meetings)



## **CURRENT BUSINESS ENVIRONMENT**

IT serves a wide range of customers with greatly differing needs. As other City Departments adjust their operations, IT must be agile to support changing processes and technologies to help customers achieve their missions. The City has used a centralized IT model successfully for many years. Doing so has enabled IT to better support other City Departments by standardizing and consolidating their use of technology that both meets their needs and is cost effective.

The technology market, upon which IT depends for solutions, has been in a constant change since the onset of cloud services and the movement to digital business. IT must closely monitor the health and activities of key players in these markets to be able to anticipate and plan for change.

Three trends will be crucial for the technology markets going forward: security, mobility, and cloud-based services. In its current state, IT has embraced changes in the technology market specifically in the implementation of major software systems that are cloud-based. Mobility and security are key areas that will be addressed in the new fiscal year 2016-2017.

## **RISKS & VULNERABILITIES**

Risks include:

1. Increased cyber threats
2. Loss of focus on IT Governance
3. Changes in technology markets
4. Unanticipated actions by legislative bodies and regulatory agencies

Cybersecurity has become a high-priority for the Information Technology department. The addition of a Security Analyst and the focus on the city's web filter and vendor access will be a focus for fiscal year 2016-2017. This is referenced under Mission Element 244, Goal 1. Improve the City's Information security posture. In addition, staff will continue to participate in Texas legislature initiatives to further advance security to our city and its citizens.

IT Governance will be a focus for the department in fiscal year 2016-2017. An alignment with the business is key in prioritizing work for funding and allocation of resources. Providing business value is essential to move the city forward. This is referenced under Mission Element 244, Goal 2. Strategy 3. Implement IT Governance.

Staff will continue to monitor the technology market by staying engaged in technology training and industry seminars. In addition, staff will continue to follow the legislative effort that affects technology decisions that impact the city.

## **ISSUES AND CHALLENGES FOR FY 2016-17**

The Department is facing the following critical issues for the forthcoming year:

1. Software stabilization (ERP, Utility Billing, Development Services) is needed to ensure that these applications used by all City Departments are fine tuned to meet the on-going needs into the future.
2. Continuous focus on improvement of security posture is needed to prevent and stop malicious actions against the data vital to City operations.
3. Mobile strategy adoption is needed to ensure communications and data access for all City Departments.
4. Recruitment of qualified technology personnel is needed as the current staff readies for retirement.
5. Alignment of technology resources with business needs is needed to ensure City Departments utilize state-of-the-art tools for their daily operations.
6. Wi-Fi network infrastructure performance is needed to ensure data is accessed in a timely manner.
7. Cloud services impact to the organization to ensure the City's data is available when needed.

Many challenges are facing the IT Department for the coming fiscal year. The stabilization of enterprise software with the movement to cloud services is the top priority. Positive business partnerships with our vendors will be instrumental in our success.

Technology resources will continue to be a challenge in finding staff that have the specialized skills needed to align with city department goals. Current staff will be re-trained (if necessary) and encouraged to be challenged by new departmental opportunities.

## **3 TO 5 YEAR OUTLOOK**

1. Infrastructure services transition to the cloud
2. Increased importance of mobile technologies and digital business
3. New technologies available for wireless networks for coverage and performance
4. Video will demand network improvements
5. Downsizing of city's data center footprint
6. Significant staff retirements and impact to organization
7. Business analysis and data integration become core IT competencies
8. Large generational change in city-wide employee workforce

Technology will continue to outpace the rate of delivery for the IT Department. The transition to cloud, mobile, and digital technologies develop at a rapid pace with new approaches and perspectives. The network (fiber, data, wireless) is the core component to the success of the department. A network assessment is planned for this fiscal year to better position the city for the rapid change of technology that is expected for the next three to five years.

Continuous resource planning will occur to prepare for the coming years. The generational change that will occur with the city employee workforce will insist on a more flexible, agile, and self-service IT organization. Preparing now for the upcoming change is essential.

# PERFORMANCE

## DEPARTMENT MISSION AND MISSION ELEMENTS

<b>MISSION:</b> The mission of the Information Technology Department is to assist city departments in meeting their computer and technology requirements.	
ME#	Mission Element
241	Provide and support technology infrastructure
242	Provide software applications support
243	Provide End User support
244	Provide IT standards, security, and disaster recovery

## SERVICES AND SERVICE LEVELS

ME #	Service Provided	Measurement of Service		Is current demand satisfied ?	Current Level of Service
		Description of How Service Provided is Measured (i.e., the "service measure")	Activity level (annual)		
241	Fiber, wireless, data network	Number of connections	3.65M	Yes	Daily 24/7
	Technology data center (servers, backups, cloud)	Number of applications supported	342	Yes	Daily 24/7
242	City software applications (projects, maintenance)	Number of consulting hours	54,080	Yes	Mon-Fri 8/5
	Public Safety applications (projects, maintenance)	Number of consulting hours	21,364	Yes	Mon – Fri 8/5
243	End-user support (help desk, device support)	Average hours to resolution on tickets	16	Yes	Mon – Fri 8/5
244	IT security monitoring & investigation	number of consulting hours	6,901	Yes	Daily 24/7

## Primary factors creating demands for services and implications

The most significant change that has generated a demand for services is the implementation of the Infor Enterprise applications. Increased reporting requirements have generated a demand for consulting hours with resources that are not currently available. With the final implementation of Infor products planned for implementation this coming year, a focus will be made on this effort to handle the demand.

Another demand for service exists with the network infrastructure team. The need for fiber connectivity and wireless connectivity has generated a demand for service from city departments. Movement to new city facilities requires infrastructure and an immediate demand that can be challenging for staff. A network assessment to prepare our network for the future is planned for next fiscal year as well as a focus on providing more flexible fiber routes for connectivity and redundancy purposes.

## TABLE OF GOALS AND ASSOCIATED PERFORMANCE MEASURES

ME #	Goal	Performance Measure Associated With Goal	Is Measure included in CPR?	Annual Target
241	Provide an effective, reliable, and secure Network Infrastructure	% of days with no outages # of completed projects # of completed work orders Avg days to close work orders	No	98% 15 200 14
	Provide an effective, reliable, and secure Data Center	% of days with no outages # of completed projects # of completed work orders Avg days to close work orders	No	98% 10 200 14
242	Provide enhanced functionality and security of applications	% of days with no outages # of completed projects # of completed work orders Avg days to close work orders	No	98% 20 200 14
	Improve internal communication technologies	# of completed projects	No	2
243	Improve support for End User	# of completed projects # of completed work orders Avg days to close work orders	No	5 600 4
	Improve communication to End Users	% of satisfied users all work orders	No	80%
244	Update IT policies and procedures	# of new/updated policies and procedures	No	4
	Improve the City's security posture	Average patch latency (days) # of completed projects # of completed work orders Avg days to close work orders	Yes No	30 4 60 14

## PERFORMANCE TRENDS

CPR Baseline Measure	FY 15-16 (Est.)	FY 14-15	FY 13-14	FY 12-13	FY 11-12
Full-time employees IT	70	70	93	94	94
Total IT expenditures	14.23 M	16.6 M	16.8 M	14.1 M	14.3M
% of City's operating expenditures on IT	1.6%	1.9%	2.0%	2.1%	3.2%
IT total expenditures/City Staff	\$4,840.50	\$5,692	\$5,313	\$4,983	\$4,930
IT total expenditures per citizen	\$45.72	\$53.33	\$54.94	\$46.24	\$46.90
# Service Desk requests	24,550	26,030	24,581	19,883	13,305
Staff retention rate	92.4%	90.6%	93%	90.0%	92%

Staffing decreased from 94 to 70 due to the City Citizen Call Center transfer to another department.

IT expenditures increased in fiscal years 2014 and 2015 due to the Infor ERP and Community Development Regulation implementation and purchasing of licenses and consulting services. Starting with fiscal year 2016, IT expenditures will decrease with the completion of the Infor products and the transition to maintenance.

Staff retention rate is low at this time but is expected to increase as staff retire.

### **EXTERNAL BENCHMARKS – COMPARISONS TO OTHER CITIES**

Benchmark Measure Used	Ranking	Explanation of relative ranking
% of City's operating expenditures on IT	3	Benchmark is in line with Texas Cities
IT total expenditures / City Staff	4	Benchmark is in line with Texas Cities
IT total expenditures per citizen	4	Benchmark is in line with Texas Cities
City staff support per IT employee	4	Benchmark is in line with Texas Cities

# FINANCIAL

## FINANCIAL TREND SUMMARY

In future years the IT Department will begin to see expenditures change with an increase in contractual and a decrease in personnel services. The move to cloud services will begin to see a higher cost for contractual which will not take effect until major cloud-service projects are implemented. In addition, contract professional services will be engaged to handle targeted projects. This trend is not anticipated to take a turn until FY 18-19.

## EXPENDITURES BY MAJOR CATEGORY

	Adopted Budget 2016-17	Estimated 2015-16	Actual 2014-15	Actual 2013-14
# Budgeted FTEs	96	96	94	93
Personnel Services	\$7,268,580	\$7,008,446	\$6,345,771	\$6,247,490
Other operating	\$464,041	\$562,087	\$772,942	\$747,446
Contractual	\$6,955,512	\$9,712,190	\$9,978,843	\$9,947,160
Debt services	\$0	\$0	\$675,227	\$331,594
Internal service allocations	\$977,995	\$789,276	\$758,964	\$817,140
Capital outlay	\$25,000	\$25,957	\$0	\$0
Total	\$15,691,128	\$18,531,746	\$18,531,746	\$18,090,830
Grant expenditures	\$0	\$0	\$0	\$0

## SOURCES OF REVENUES INCLUDING USER FEES & CHARGES (by Department)

Total departmental revenue: All revenue is obtained by charges to the departments as an internal service fund allocation. The allocation is calculated based on each department's annual budget as a percentage of the City's total budget.

Source of revenue including user fees, charges and internal service fund allocations	If user fee or charges, conceptual basis and % cost recovery target	Date of last study	Annual Charge
General Fund			\$7,146,768
Water Fund			\$2,036,004
Wastewater Fund			\$1,455,240
Gas Fund			\$1,342,296
Street Fund			\$1,165,968
Fleet Maintenance Fund			\$ 580,428
Storm water Fund			\$ 438,252
Other			\$1,526,172

# BUSINESS PLAN STRATEGIES & TASKS

**MISSION ELEMENT #241:** Provide and support technology infrastructure

**Goal 1:** Provide an effective, reliable and secure Network infrastructure

<b>Strategy 1:</b> Improve fiber network availability		<b>Responsible Manager:</b> David Trevino
<b>Problem this strategy is addressing:</b> <i>Reduce downtime for city employees due to fiber outages</i>		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Identify fiber redundant route locations	1/15/2017	Robert Robles
2) Prioritize fiber installations	3/1/2017	Robert Robles
3) Complete fiber link upgrade	4/1/2017	Robert Robles

<b>Strategy 2:</b> Develop strategy for network growth		<b>Responsible Manager:</b> David Trevino
<b>Problem this strategy is addressing:</b> Reduce unplanned network outages due to design/growth		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Perform network assessment	3/1/2017	Dan Shelton
2) Create a plan based on the assessment	5/1/2017	Dan Shelton

**Goal 2:** Provide an effective, reliable and secure data center

<b>Strategy 1:</b> Reduce Data Center footprint		<b>Responsible Manager:</b> David Trevino
<b>Problem this strategy is addressing:</b> Floor space not efficiently utilized		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Reduce physical server count	11/15/2016	Francisco Franco
2) Research alternatives for floorplan	1/15/2017	Francisco Franco

**MISSION ELEMENT # 242:** Provide Software Applications Support

**Goal 1:** Provide enhanced functionality and security of applications

<b>Strategy1:</b> Upgrade Enterprise applications		<b>Responsible Manager:</b> Frank Bailey
<b>Problem this strategy is addressing:</b> Replace aging software and transition to cloud services		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Migrate Development Services to Infor IPS	10/1/2016	Alex Barabanov
2) Migrate Utility Billing to Infor IPS	12/5/2016	Gloria Posada

<b>Strategy 2:</b> Review CAD/RMS viability for Public Safety		<b>Responsible Manager:</b> Philip Sepaugh
<b>Problem this strategy is addressing:</b> Current system at end of life		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Review current vendors offering	3/1/2017	James Martin
2) Prepare strategy for moving forward	5/1/2017	James Martin

<b>Strategy 3:</b> Review in-car and body-cam video solution		<b>Responsible Manager:</b> Philip Sepaugh
<b>Problem this strategy is addressing:</b> Current system at end of life		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Review current vendors offering	1/1/2017	Greg Johnson
2) Prepare strategy for moving forward	3/1/2017	Greg Johnson

**Goal 2:** Improve internal communication technologies

<b>Strategy 1:</b> Develop Internal Employee intranet		<b>Responsible Manager:</b> Frank Bailey
<b>Problem this strategy is addressing:</b> Lack of consistent structured information center for city employees		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Implement new Internal Employee intranet	6/1/2017	Frank Bailey

<b>Strategy 2: Implement OneDrive</b>		<b>Responsible Manager: Frank De Los Santos</b>
<b>Problem this strategy is addressing:</b> There is no standard internal business cloud storage for end users		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Develop policies for OneDrive for Business use	3/1/2017	Debra Hamaker
2) Configure and test O365 OneDrive for Business settings	6/1/2017	Debra Hamaker
3) Develop procedures for OneDrive for Business use	8/1/2017	Debra Hamaker
4) Provide OneDrive for Business to city departments including training material	10/1/2017	Debra Hamaker

**MISSION ELEMENT #243: Provide End User Support**

**Goal 1: Improve support for End Users**

<b>Strategy 1: Provide support for mobile devices</b>		<b>Responsible Manager: Frank De Los Santos</b>
<b>Problem this strategy is addressing:</b> Mobility is growing, and IT does not have a method to manage mobile devices		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Implement enterprise mobility solution	12/1/2016	Jared Brackin

<b>Strategy 2: Implement new service-oriented software for city employees</b>		<b>Responsible Manager: Frank De Los Santos</b>
<b>Problem this strategy is addressing:</b> Self Service tools are not easy to use for employees		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Evaluate self-service portal for IT Work orders	10/31/2016	Jesse Carmona
2) Implement the self-service portal for IT Work orders	11/30/2016	Jesse Carmona

**Goal 2: Improve communications to End Users**

<b>Strategy 1: Provide method to receive customer feedback</b>		<b>Responsible Manager: Frank De Los Santos</b>
<b>Problem this strategy is addressing:</b> No current method to report on user feedback to IT		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Develop customer feedback survey and reporting	11/30/2016	Jesse Carmona
2) Communicate and implement Survey	2/28/2017	Jesse Carmona

**MISSION ELEMENT #244:** Provide IT standards, security & disaster recovery

**Goal 1:** Improve the City's information security posture

<b>Strategy1:</b> Implement new policies for technology usage and maintenance		<b>Responsible Manager:</b> Robert Jones
<b>Problem this strategy is addressing:</b> Reduce the risk to the city and provide standard guidelines		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Identify policy statements needed	10/31/2016	Robert Jones
2) Categorize statements into cohesive policy groups	11/30/2016	Robert Jones
3) Draft policies to combine into policy handbook	7/1/2017	Robert Jones

<b>Strategy 2:</b> Evaluate web filter solutions		<b>Responsible Manager:</b> Robert Jones
<b>Problem this strategy is addressing:</b> Reduce the risk exposure to employees and the city		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Evaluate	4/1/2017	Robert Jones
2) Select	6/1/2017	Robert Jones

<b>Strategy 3:</b> Standardize cloud remote access		<b>Responsible Manager:</b> Robert Jones
<b>Problem this strategy is addressing:</b> Current access methods are not efficient		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Develop process for vendor remote access	10/31/2016	Robert Jones
2) Complete roll out	11/30/2016	Robert Jones

**Goal 2:** Update IT Policies and Procedures

<b>Strategy 1:</b> Develop departmental manual		<b>Responsible Manager:</b> Ronnie Sepulveda
<b>Problem this strategy is addressing:</b> Remove inconsistencies		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Develop framework	1/31/2017	Ronnie Sepulveda
2) Review and update manual within department	5/30/2017	Ronnie Sepulveda
3) Produce a final draft for dissemination	8/30/2017	Ronnie Sepulveda

<b>Strategy 2:</b> Streamline Leasing process for technology equipment		<b>Responsible Manager:</b> Ronnie Sepulveda
<b>Problem this strategy is addressing:</b> Lease process is inefficient		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Review current process	11/1/2016	Gabriel Cuellar
2) Create a team	11/30/2016	Gabriel Cuellar
3) Write a procedure	12/11/2016	Gabriel Cuellar
4) Implement Procedure	1/31/2017	Gabriel Cuellar

<b>Strategy 3:</b> Implement IT Governance		<b>Responsible Manager:</b> Belinda Mercado
<b>Problem this strategy is addressing:</b> Improve alignment with City Departments		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Establish Steering Committee	7/1/2017	Belinda Mercado
2) Develop Project Evaluation Process	9/1/2017	Belinda Mercado

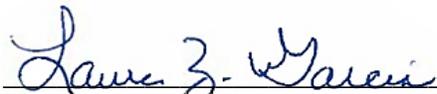


# Library

**Fiscal Year: 2016-2017**

October 1, 2016

Approved by:

  
\_\_\_\_\_  
Laura Garcia, Director of Libraries

  
\_\_\_\_\_  
Jay Ellington, Interim Assistant City Manager

# DEPARTMENTAL PROFILE

## DEPARTMENT DESCRIPTION

The mission of the Corpus Christi Public Libraries is to improve literacy, enhance knowledge and create a sense of community by making information easily accessible to the public. In times of rapid technological changes and financial challenges, the library is focused on remaining a relevant part of the community and becoming a benchmark library system.

The library provides services to the 320,434 residents of Corpus Christi through La Retama Central Library and five branches, two of which are joint facilities with public school libraries. In addition to traditional print collections, patrons also have access to Books-on-CD, DVDs, Blu-Rays, downloadable eBooks, eAudio, eMagazines and a variety of online subscription services. Being an accredited library gives our Library users free access to a number of databases offered by the Texas State Library's TexShare program.

The Local History\Genealogy department at La Retama Central Library houses four distinct research collections: Texas and Local History, Genealogy (national and international) and the Hispanic Genealogy collection which is considered one of the most extensive in the state of Texas. Also housed in this department are historical archive collections related to the history of Corpus Christi and surrounding communities.

Public access computers with internet, word processing, spreadsheet and presentation applications are a popular service offered at all library locations. Our libraries are popular Wi-Fi hotspots as individuals use their personal devices to connect to the City's ConnectCC network. Non-profit groups have free access to library meeting rooms.

Programs for children and adults are offered at all locations. Due to budget constraints, limited programming is provided at two branches. Programming for children consists of story time, arts and crafts, lap sit programs, family feature films and special events such as the annual Children's Library Festival and Summer Reading. With current staffing, we offered services to tweens\teens in our community.

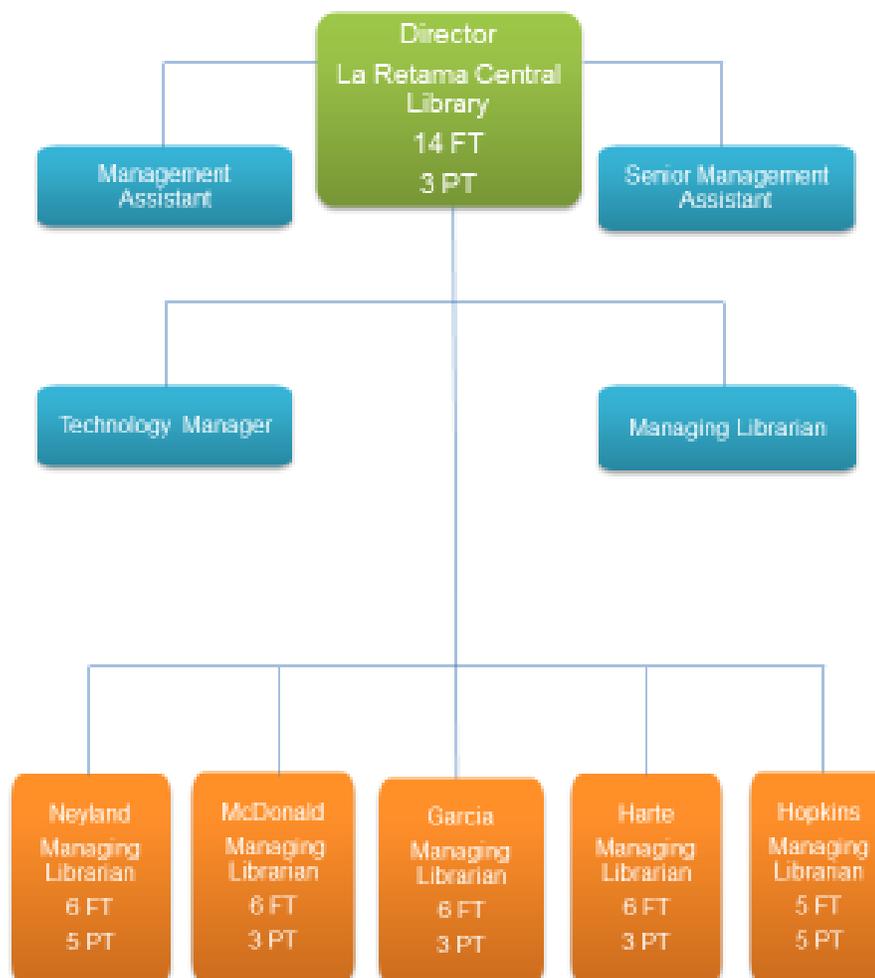
STREAM (Science, Technology, Reading, Engineering, Art and Math) related programs for children are being emphasized to support learning through fun activities. Adult programs include book groups, author visits, crafts, speaker presentations.

Significant Accomplishments during FY 2015-16 include:

- ❖ Surpassing our annual visitor and program attendance targets.
- ❖ Exceeding the target of 750,000 in circulation of print and media items.
- ❖ Introducing Star Wars Reads Day with over 1,000 participants during the four-hour event.
- ❖ Expanding the coalition of community organizations and agencies that we are partnering with.

- ❖ This summer, children’s librarians offered 22 **STREAM** related programs with an attendance of 891 participants.
- ❖ Introducing services to homeschoolers, which is a growing segment of our community.

## ORGANIZATION CHART



## **CURRENT BUSINESS ENVIRONMENT**

Our ability to maintain Texas State Library accreditation increases with the stabilizing of our budget. Due to our inability to meet Maintenance of Effort obligations required by the state in State FY 2014, we were unable to meet accreditation standards and were placed on probationary status. We have since regained our accreditation.

Although budget constraints affect our ability to provide the level of service expected by the public, staff strives to provide quality customer service to all visitors regardless of their age or background. Due to public demand, hours of operation have been expanded to include Sunday hours at the Neyland Public Library, without increasing staffing or our budget. Crucial to overcoming the perception that libraries are no longer needed is a public awareness campaign promoting library services. Staff will actively promote services by reaching out to community organizations through social media and local media outlets.

The Library strives to be a destination within the community as well as a source for electronic content. This entails striking a balance between those services that invite community members to visit the Library's buildings (print collection and media, public access computers, programming, meeting rooms, Corpus Christi Literacy Council) and those services that may be used remotely from home (Library's website, databases, downloadable electronic content).

Requests for outreach programming using the Discovery Mobile Planetarium Dome is in high demand as are requests for STREAM (Science, Technology, Reading, Engineering, Art and Math) programs. We expanded tweens and teens programming from one to four locations.

## **RISKS & VULNERABILITIES**

- ★ Advocating for additional staffing.
  - Looking at creative ways to re-train and reorganize staffing.
- ★ Maintaining current funding with no cuts.
  - Reach CPR measures
- ★ Keeping up with new technologies and their impact on funding and staffing.
  - Expanding staff training plan to include more technology training.

## **ISSUES AND CHALLENGES FOR FY 2016-17**

Technology developments impact the library's funding and training. With dynamic technology development comes the challenge of purchasing devices and training staff to assist customers. (Strategy in ME 1 Goal 2)

Budget reductions impact our ability to maintain accreditation with the Texas State Library and Archives Commission as a result of this in State FY 2014 we were placed on probationary status.

Reduction in our budget impacts our ability to meet Maintenance of Effort (MOE) state library stipulations in order to keep our accreditation. Maintaining accreditation standards impact eligibility for grants and for providing residents access to 62 online databases (a \$321,000 value).

## **3 TO 5 YEAR OUTLOOK**

### **Changes in the Horizon**

Although we have always been careful stewards of taxpayer funds, this year we have worked on further increasing efficiency. We look to continuously focus on efficiency. Included in this effort is updating and integrating all systems. For example, library supporters are kicking off a community fundraising campaign to fund our changeover to a Radio Frequency Identification (RFID) system at a cost of \$300,000. RFID will improve efficiencies on several levels: decrease customer waiting time, increase accuracy and speed of loaned materials checkout and checkin, reduce errors, enhance material security.

**Vision:** To assure that Corpus Christi Public Libraries continue to be a vibrant and vital part of the community's lifelong learning experience.

### **Threats**

1. Aliteracy and high illiteracy.
2. Perception that technology will replace books and that libraries are becoming irrelevant.
3. Meeting challenges of constantly changing technology.
4. Budget reductions.
5. Building maintenance will continue to create challenges as buildings age.
6. Losing state accreditation.

### **Opportunities**

1. Introducing self-publishing service.
2. Possibility of increasing revenue.
3. Introducing Family Place Library concept to strengthen programming for children and their families.
4. Historical archive collections utilized by researchers.
5. Partnerships with local organizations and school districts.
6. Supportive Friends of the Library and Library Board.
7. Implementation of Radio Frequency Identification system (RFID)

# PERFORMANCE

## DEPARTMENT MISSION AND MISSION ELEMENTS

<b>MISSION:</b> To improve literacy, enhance knowledge, and create a sense of community by making information easily accessible to the public.	
ME#	Mission Element
111	Lending materials.
112	Promoting literacy.
113	Administering diverse, enjoyable, educational and literary programs.
114	Providing digital services and digital inclusion technology. (21 <sup>st</sup> Century Literacy).

## SERVICES AND SERVICE LEVELS

ME	Service Provided	Measurement of Service		Is current demand satisfied?	Current Level of Service
		Description of How Service Provided is Measured (i.e., the "service measure")	Activity level (annual)		
111	Providing assistance at public service desk.	Operational hours.	710,000 Individuals visiting libraries	Yes	Daily Sept-May  6 days June-Aug
112	Providing literacy programs and resources.	Fulfillment rate of community requests for literacy partnerships and resources.	120 Outreach presentations	No	Limited to under 10 a month
113	Providing programs for all ages, with an emphasis on STREAM (Science, Technology, Reading, Art and Math) for children and teens.	Operational hours and outreach.	1000 Programs for children  200 Programs for adults.	Yes	Daily Sept-May  6 days June-Aug
114	Provide technology services and resources.	Operational hours.	184,000 PC Users	No	Daily Sept-May  6 days June-Aug

### Primary factors creating demands for services and implications:

- We have to limit the number of outreach requests due to lack of staff.
  - ◆ Need to increase staff
- We don't have enough computers for the public to access during peak periods.
  - ◆ Requires expanding network.
- Customers complain that internet speed is extremely slow.
  - ◆ Requires additional bandwidth.
  - ◆ Costs will be researched.

## TABLE OF GOALS AND ASSOCIATED PERFORMANCE MEASURES

ME #	Goal	Performance Measure Associated With Goal	Is Measure included in CPR?	Annual Target
111	Increase utilization of library resources.	# of circulated materials	Yes	750,000
	Continually develop, evaluate and update collections to meet the evolving needs of the community.	# of new acquisitions	Yes	24,000
112	Develop and build community partnerships.	# of partnership events	Yes	20
	Promote literacy and goodwill.	# of satellite collection sites (e.g. Head Start centers)	Yes	5
113	Provide programs to increase visitors and use of library resources.	# of adult/YA programs or events	Yes	200
		# of adults/YA attending programs	Yes	5000
		# of children's programs or events created	Yes	1000
		# of children attending programs	Yes	30,000
114	Increase utilization of library technology resources.	# of electronic materials circulated	Yes	25,000
		# of in-house PC users	Yes	184,000

## PERFORMANCE TRENDS

CPR Baseline Measure	FY 15-16 (est)	FY 14-15	FY 13-14	FY 12-13
Accredited by Texas State Library and Archives Commission	Yes	Probationary status	Yes	Yes
Full Time Employees	53	53	52	52
Population served	320,434	316,361	316,389	312,195
Library visits per capita	2.46	2.46	2.48	2.59
New library cards issued	12,069	13,533	11,558	14,225
Circulation per capita	2.54	2.49	2.52	2.60
Annual collection turnover rate	2.53	2.45	2.26	2.19
Materials expenditures per capita	\$1.49	\$1.26	\$1.31	\$1.25
Assistance provided	244,607	343,344	439,771	360,705
Annual operating cost per capita	\$12.67	\$12.30	\$11.68	\$12.15
Total expenditures	4,061,451	\$3,890,181	\$3,696,431	\$3,661,786
Total revenues	\$133,638	\$180,425	\$174,657	\$163,995

**EXTERNAL BENCHMARKS – COMPARISONS TO OTHER CITIES (Measures are Per Capita)**

<b>City/ Measures:</b>	<b>Library Card Owners</b>	<b>Public Access to Internet Terminals</b>	<b>Annual Computer Sessions</b>	<b>Library Materials Check-out</b>
Corpus Christi	0.57	0.00049	0.73	2.49
Amarillo	0.46	0.00049	0.44	7.68
Arlington	0.43	0.00069	0.79	4.6
Austin	0.57	0.00069	0.74	6.8
Dallas	0.54	0.00058	n/a	7.76
El Paso	0.34	0.00089	1.03	3.49
Fort Worth	0.60	0.00067	0.44	5.14
Garland	0.51	0.00067	1.01	6.46
Grand Prairie	0.42	0.00016	0.39	1.41
Irving	0.62	0.00059	0.58	5.62
Laredo	0.72	0.00070	0.30	0.77
Lubbock	0.55	0.00013	1.63	3.53
Plano	0.74	0.00071	0.95	14.01
San Antonio	0.53	0.00041	0.71	4.26

Source: 2014 Texas Public Libraries Annual Report

<b>Benchmark Measure Used</b>	<b>Ranking</b>	<b>Explanation of relative ranking</b>
Library Card Owners	5	Corpus Christi Tied with Austin
Public Access to Internet Terminals	8	Four cities tied for fourth and fifth
Annual Computer Sessions	7	Two cities tied for tenth
Library Materials Checkout	12	Comparable to other cities our size; working towards reducing the gap.

**Comparative Results**

Corpus Christi receives a budget of \$4,011,972 as compared to Plano which is budgeted at \$10, 683,912. Plano has five locations with 147.40 FTEs in comparison to Corpus Christi's six locations with 53 FTEs.

# FINANCIAL

## EXPENDITURES BY MAJOR CATEGORY

	Adopted Budget 2016-17	Estimated Actual 2015-16	Actual 2014-15	Actual 2013-14
# Budgeted FTEs	53	53	53	52
Personnel Services	2,058,485	1,952,553	1,935,959	1,815,455
Other operating	607,727	661,160	614,952	527,537
Contractual	549,291	582,724	510,977	519,015
Debt services				
Internal service allocations	704,107	735,636	769,944	629,256
Capital outlay			7,984	12,000
Total	3,919,610	3,932,073	3,839,816	3,503,263
Grant expenditures				

## SOURCES OF REVENUES INCLUDING USER FEES & CHARGES

Total departmental revenue per FY 16-17 Adopted Budget:

Source of revenue including user fees, charges and internal service fund allocations	If user fee or charges, conceptual basis and % cost recovery target	Date of last study	\$ generated annually
Library Fines	Ord. No. 026907 adopted 7/25/2006	2015	63,105
ILL	Ord. No. 029328 adopted 12/13/2011	2014	609
Lost Book Charges	Ord. No. 029579, § 1, 7-31-2012	2012	6,274
Copy Machine Sales	Ord. No. 15690 adopted 8/13/1980	2015	44,515
Other Library Revenue			10,572
Library Book Sales	Ord. No. 17047, § 1, 5-19-1982	2015	4,848
Contributions/Donations			20,000
Contributions and Donations			18,130

## CAPITAL BUDGET SUMMARY

2016 – Gutter Project - \$180,000 - La Retama Central Library

2017 – Roof Project - \$850,000 - La Retama Central Library

# BUSINESS PLAN STRATEGIES & TASKS

**MISSION ELEMENT #111:** Lending materials.

**Goal 1:** The library will continually develop, evaluate and update collections to meet the evolving needs of the community.

<p><b>STRATEGY 1:</b> Material will be selected, ordered and processed in a timely manner to ensure patrons have access to current and popular material.</p>	<p><b>Responsible Manager:</b> Michelle Balis</p>	
<p><b>Problem this strategy is addressing:</b> Outdated and worn materials impact circulation negatively. This strategy addresses meeting demands of library users and increasing circulation.</p>		
<p><b>Tasks to execute strategy:</b></p>		
Task Name	Task Due Date	Task Owner
<p>1) Business Manager and Director will assign materials allocation on a quarterly basis.</p>	<p>10/15/16</p>	<p>Managing Librarians, Technology Manager</p>
<p>2) Material will be identified and ordered using authoritative selection tools and patron recommendations. Impact on circulation of new acquisitions will be tracked and evaluated.</p>	<p>1/1/17</p>	<p>Managing Librarians, Technology Manager</p>
<p>3) Material will be identified and ordered using authoritative selection tools and patron recommendations. Impact on circulation of new acquisitions will be tracked and evaluated.</p>	<p>4/1/17</p>	<p>Managing Librarians, Technology Manager</p>
<p>4) Material will be identified and ordered using authoritative selection tools and patron recommendations. Impact on circulation of new acquisitions will be tracked and evaluated.</p>	<p>7/1/17</p>	<p>Managing Librarians, Technology Manager</p>
<p>5) Business Manager will track expenditures to assure funds are expended prior to end of fiscal year.</p>	<p>9/10/17</p>	<p>Managing Librarians, Technology Manager</p>

**Goal 2:** To ensure quality customer service.

<b>STRATEGY 1:</b> Staff will receive training specific for library environment with emphasis on customer service and digital literacy.		<b>Responsible Manager:</b> Norma Gonzalez
<b>Problem this strategy is addressing:</b> Lack of skills and knowledge impacts customer service negatively. Library staff will be trained and knowledgeable in order to provide quality customer service.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Checklists of technology and core competencies will be reviewed and necessary changes will be made.	10/14/16	Managing Librarians
2) Develop and implement training plan for first and second quarter.	10/28/16	Managing Librarians
3) Develop and implement training plan for the third and fourth quarter.	2/24/17	Managing Librarians
4) Review training plan.	9/18/17	Managing Librarians

<b>STRATEGY 2:</b> Add interior security cameras at all library facilities.		<b>Responsible Manager:</b> Norma Gonzalez
<b>Problem this strategy is addressing:</b> The safety of our customers is foremost; security cameras increase visitor's sense of security and make library facilities more inviting.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Determine areas that could create safety issues.	12/16/16	Managing Librarians
2) Research monitoring systems and costs.	1/27/17	Managing Librarians
3) Decide if cost is feasible.	2/24/17	Managing Librarians
4) Implement installation.	9/18/17	Managing Librarians

**Goal 3: To increase revenue**

<b>STRATEGY 1:</b> Research revenue being utilized at other public libraries.		<b>Responsible Manager:</b> Michelle Balis
<b>Problem this strategy is addressing:</b> Budget challenges make it necessary to find new revenue streams.		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Research revenue streams of libraries in benchmark cities and other states.	12/16/16	Managing Librarians
2) Review results and identify revenue sources not being used by CCPL.	2/10/17	Managing Librarians
3) Seek City Council approval if decision is made to implement new fees.	5/16/17	Managing Librarians

**Goal 4: To meet departmental staffing needs**

<b>STRATEGY 1:</b> Vacant positions will be restructured.		<b>Responsible Manager:</b> Laura Garcia
<b>Problem this strategy is addressing:</b> Staff cuts have impacted the ability to perform essential functions efficiently.		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Evaluate salaries and tasks assigned to vacant positions.	10/14/16	Laura Garcia
2) Work with HR to reclassify or create new positions as needed.	1/27/17	Laura Garcia

**MISSION ELEMENT #112:** Promoting literacy.

**Goal 1:** Promote literacy and community goodwill.

<b>STRATEGY 1:</b> Partner with City departments and or local organization(s) to implement a pet food drive to settle overdue charges with donated items and increase pet health care awareness.		<b>Responsible Manager:</b> Dorothea Castañón
<b>Problem this strategy is addressing:</b> Encourages individuals to clear overdue fines in order to resume borrowing library material.		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Contact community organizations to develop programs revolving around low-cost vaccinations, spay/neutering and pet adoptions.	10/16/16	Managing Librarians, Library Assistants
2) Partner with community organizations to schedule and implement programs.	1/13/17	Managing Librarians, Library Assistants
3) Develop marketing material and promote drive.	2/15/17	Managing Librarians, Library Assistants
4) Conduct pet food drive during the month of April. Evaluate and report results of drive.	5/6/17	Managing Librarians, Library Assistants

<b>STRATEGY 2:</b> Partner with local organizations to implement a food drive to settle overdue charges with donated items and increase nutritional health awareness.		<b>Responsible Manager:</b> Norma Gonzalez
<b>Problem this strategy is addressing:</b> Encourages individuals to clear overdue fines in order to resume borrowing library material.		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Partner with the Food Bank of Corpus Christi to conduct "Food for Fines" drive. Develop promotional material and contact media to promote drive.	8/1/17	Norma Gonzalez, Managing Librarians, Library Assistants
2) Develop programs revolving around healthy eating and other food topics. Programs to be held at libraries and other City facilities.	8/17/17	Managing Librarians, Library Assistants
3) Conduct drive and related programs during September. Evaluate and report results of drive.	10/8/17	Norma Gonzalez

<b>STRATEGY 3:</b> Expand placement of satellite book collections.		<b>Responsible Manager:</b> Dorothea Castanon
<b>Problem this strategy is addressing:</b> Satellite collections are placed within community organizations which provide direct services to families, such as daycare centers. This increases accessibility and promotes literacy by encouraging families to read together on a regular basis.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Expand the service to community organizations which have expressed interest in participating in program.	12/16/16	Managing Librarians Librarians
2) Evaluate program and continue services.	5/26/17	Managing Librarians Librarians

<b>STRATEGY 4:</b> Evaluate how City employees can volunteer to assist Corpus Christi Literacy Council clients.		<b>Responsible Manager:</b> Dorothea Castanon
<b>Problem this strategy is addressing:</b> Developing a City employee volunteer pool will provide the opportunity to engage our community and assist Literacy Council clients.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Meet with literacy council to assess client needs.	12/16/16	Managing Librarians Librarians
2) Develop plan based on assessment.	1/20/17	Managing Librarians Librarians
3) Recruit from City employee pool.	3/31/17	Managing Librarians Librarians
4) Implement and Evaluate program. Modify as needed.	6/9/17	Managing Librarians Librarians

**Goal 2:** To provide parents and caregivers a network of community resources which focus on early childhood development and school readiness.

<b>STRATEGY 1:</b> Create, plan, and implement a pilot Family Place Library at Ben F. McDonald based on the national model.		<b>Responsible Manager:</b> Joshua Romero
<b>Problem this strategy is address:</b> Finding welcoming environments where parents/caregivers with small children can network is often difficult. Family Place will be that welcoming environment and will provide a network of resources to help them nurture their children’s development during the critical first years of life.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Plan workshop dates and reserve meeting room.	10/31/16	Romero
2) Order, receive, and set up developmentally appropriate toys and materials for Family Place play area.	10/31/16	Romero
3) Begin contacting professional experts for Family Place parent/child workshop.	1/31/17	Romero
4) Conduct Family Place parent/child workshop.	6/30/17	Romero
5) Evaluate and report overall pilot model results.	7/31/17	Romero

**Goal 3:** Increase literacy skills through outreach programs.

<b>STRATEGY 1:</b> Provide outreach programs to community organizations utilizing Discovery Mobile Planetarium Dome.		<b>Responsible Manager:</b> Joshua Romero
<b>Problem this strategy is addressing:</b> An emphasis on STREAM (Science, Technology, Reading, Engineering, Art and Math) is needed in our community which has low literacy rates. This strategy addresses improving literacy skills by partnering with community organizations to provide an educational and fun program utilizing library resources.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Respond to community requests for scheduling and conducting programs from October 2016 to December 2016.	10/30/16	Librarians
2) Review feedback and make improvements where needed.	12/4/16	Librarians
3) Respond to community requests for scheduling and conducting programs from January 2017 to May 2017.	1/29/17	Librarians
4) Review feedback and make improvements where needed.	6/4/17	Librarians
5) Report overall results of program: number of programs, attendance, and partnerships.	6/17/17	Librarians

**MISSION ELEMENT #113:** Administering diverse, enjoyable, educational and literary programs.

**Goal 1:** Provide programs to increase visitors and use of library resources.

<b>STRATEGY 1:</b> Staff will create and offer weekly programs for children. Ages 0-12.		<b>Responsible Manager:</b> Patricia Herrera
<b>Problem this strategy is addressing:</b> Perception that library services are no longer relevant because of misconception that the library offers only book services.		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Submit plan of service for children's services for the period October 2016 through March 2017.	10/31/16	Librarians
2) Implement October 2016 through March 2017 plan and promote programs.	3/31/17	Librarians
3) Submit plan of service for children's services for the period April 2017 through Sept. 2017.	3/15/17	Librarians
4) Implement April 2017 through Sept. 2017 plan and promote programs.	9/15/17	Librarians

<b>STRATEGY 2:</b> Staff will create and offer weekly programs for tweens\teens. Ages 13-21.		<b>Responsible Manager:</b> Jeanie Garza
<b>Problem this strategy is addressing:</b> Perception that library services are no longer relevant because of misconception that the library offers only book services.		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Submit plan of service for tweens\teens for the period October 2016 through March 2017.	10/31/16	Librarians
2) Implement October 2016 through March 2017 plan and promote programs.	3/31/17	Librarians
3) Submit plan of service for tweens\teens for the period April 2017 through Sept. 2017.	3/15/17	Librarians
4) Implement April 2017 through Sept. 2017 plan and promote programs.	9/15/17	Librarians

<b>STRATEGY 3:</b> Staff will create and offer weekly programs for adults.		<b>Responsible Manager:</b> Michelle Balis
<b>Problem this strategy is addressing:</b> Perception that library services are no longer relevant because of misconception that the library offers only book services.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Submit plan of service for adults for the period October 2016 through March 2017.	10/31/16	Managing Librarians
2) Implement October 2016 through March 2017 plan and promote programs.	3/31/17	Managing Librarians
3) Submit plan of service for adults for the period April 2017 through Sept. 2017.	3/15/17	Managing Librarians
4) Implement April 2017 through Sept. 2017 plan and promote programs.	9/15/17	Managing Librarians

**Goal 2:** Increase efficiency by sharing programming resources

<b>STRATEGY 1:</b> Implement technology to increase sharing of resources/materials for programming to reduce purchases.		<b>Responsible Manager:</b> Alex Hatley
<b>Problem this strategy is addressing:</b> Reducing duplicate purchases by sharing resources.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Review options for inventory control database.	10/31/16	Librarians
2) Purchase and implement software.	12/1/16	Librarians
3) Create procedures and train staff.	1/6/17	Librarians
4).Complete initial data input.	3/31/17	Librarians
5) Evaluate results.	6/30/17	Librarians

**Goal 3:** Increase efficiency by utilizing volunteers and work programs to assist staff during peak periods

<b>STRATEGY 1:</b> Staff will contact local organizations which provide work programs.		<b>Responsible Manager:</b> Dorothea Castanon
<b>Problem this strategy is addressing:</b> To reduce the impact of staff shortages on customer service.		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Contact South Texas Vocational Technical Institute and other similar schools which provide employees through work programs. Discuss requirements and expectations to participate in program.	10/31/16	Managing Librarians
2) Contact AARP and similar agencies which provide employees through work programs. Discuss requirements and expectations to participate in program.	10/31/16	Managing Librarians
3) Coordinate with City's RSVP volunteer program.	11/28/16	Managing Librarians

**Goal 4:** To make it easier for individuals to track participation in summer programs

<b>STRATEGY 1:</b> Staff will evaluate options to streamline registration and participation.		<b>Responsible Manager:</b> Patricia Herrera and Joshua Romero
<b>Problem this strategy is addressing:</b> The current registration process and submission of participation logs is inefficient.		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Research options to automate registration and participation in summer programs.	12/2/16	Librarians
2) Purchase and implement software.	2/17/17	Technology Manager
3) Create procedures and train staff on software.	4/7/17	Technology Manager
4) Implement and report results.	9/1/17	Librarians

**Goal 5:** Provide programs to increase literacy awareness

<p><b>STRATEGY 1:</b> Youth Librarians will develop and offer a series of literacy oriented programs during the summer.</p>	<p><b>Responsible Manager:</b> Patricia Herrera</p>	
<p><b>Problem this strategy is addressing:</b> Addresses reducing the “summer slide,” loss of reading skills experienced by students during summer vacation month, by providing a series of programs.</p>		
<p><b>Tasks necessary to execute strategy:</b></p>		
Task Name	Task Due Date	Task Owner
1) Revamp how summer programs are delivered.	12/01/16	Librarians
2) Decide summer theme and plan calendar of events.	2/17/17	Librarians
4) Prepare marketing material and start promoting. Coordinate program information with Parks and Recreation	3/1/17	Librarians
5) Evaluate program results.	9/15/17	Librarians

**MISSION ELEMENT #114:** Provide the community with digital inclusion technology (21<sup>st</sup> Century Literacy).

**Goal 1:** Increase Internet bandwidth connection.

<b>STRATEGY 1:</b> Decentralize Internet connections.		<b>Responsible Manager:</b> Alex Hatley
<b>Problem this strategy is addressing:</b> Public and staff Internet connections are extremely slow resulting in complaints from the public.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Research options to increase network efficiency.	1/6/17	Managing Librarians
2) Consult with IT to discuss results of research.	1/13/17	Managing Librarians
3) Implement options.	3/3/17	Managing Librarians
4) Evaluate and report on results.	12/1/17	Managing Librarians

**Goal 2:** Obtain private funding for implementation of Radio Frequency Identification (RFID)

<b>STRATEGY 1:</b> Library support groups will be conducting fundraising campaigns (\$255,000) for implementation of RFID. Staff will provide information on benefits of implementing RFID technology		<b>Responsible Manager:</b> Laura Z. Garcia
<b>Problem this strategy is addressing:</b> The Library budget is unable to support the implementation of \$300,000 RFID (Radio Frequency Identification) project which will increase efficiencies.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Friends of CCPL will kick-off fundraising campaign during National Friends of Public Libraries week. Staff will provide RFID Fact Sheets.	10/1/16	Managing Librarians
2) Staff will prepare and make presentations to groups wanting information on RFID benefits.	5/31/17	Managing Librarians

**Goal 3:** To provide self-publishing services

<b>STRATEGY 1:</b> Staff will research self-publishing services being provided by other public libraries.		<b>Responsible Manager:</b> Alex Hatley
<b>Problem this strategy is addressing:</b> Demands for self-publishing is increasing.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Research which libraries are providing self-publishing services, in print and e-book formats.	10/31/16	Managing Librarians
2) Contact libraries to identify how services are being provided, costs associated with implementation and staffing requirements.	11/30/16	Managing Librarians
3) If decision is made to implement prepare policies and procedures.	1/31/17	Managing Librarians
4) Train staff on software and equipment.	4/14/17	Managing Librarians
5) Implement and evaluate results.	8/4/17	Managing Librarians

<b>STRATEGY 2:</b> Conduct ebook self-publishing pilot with Flour Bluff High School.		<b>Responsible Manager:</b> Alex Hatley
<b>Problem this strategy is addressing:</b> Students have shown interest in self-publishing in electronic formats.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Evaluate using Overdrive for ebook publication of works by Flour Bluff Students.	11/4/16	Managing Librarians
2) Prepare policies and procedures.	1/6/17	Managing Librarians
3) Implement and evaluate results.	5/30/17	Managing Librarians

**Goal 4:** To provide online payment method

<b>STRATEGY 1:</b> Staff will work with Bywater Solutions to implement online payment services.		<b>Responsible Manager:</b> Alex Hatley
<b>Problem this strategy is addressing:</b> Customer demand for online payment method.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Research City policies and procedures on creating an online payment method for customers.	10/31/16	Managing Librarians
2) Create PayPal Account and prepare policies and procedures.	10/31/16	Managing Librarians
3) Train staff on policies and procedures	12/15/16	Managing Librarians
4) Promote new service	1/27/17	Managing Librarians

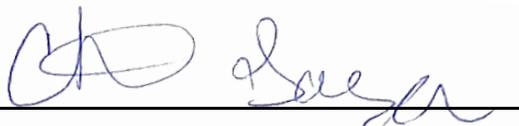


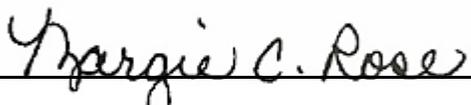
# MANAGEMENT AND BUDGET

**Fiscal Year: 2016-2017**

September 23, 2016

Approved by:

  
Christine Garza, Department Director

  
Margie C. Rose, City Manager



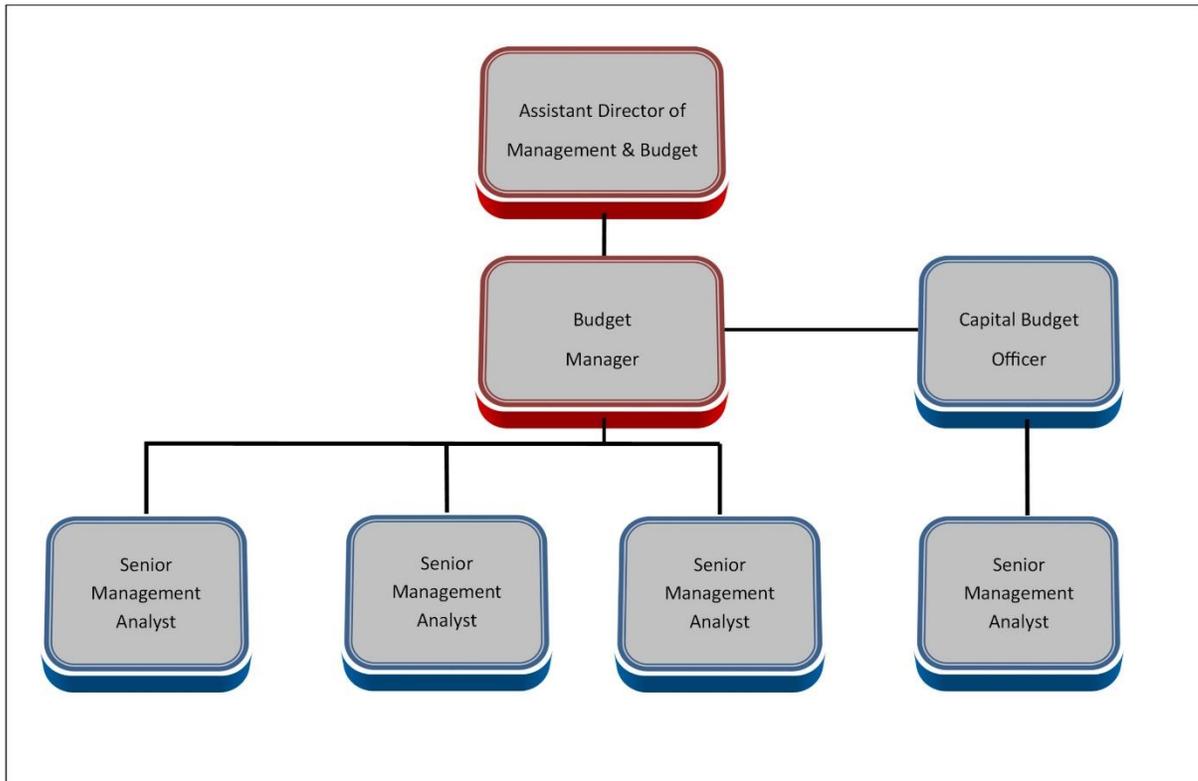
# DEPARTMENTAL PROFILE

## DEPARTMENT DESCRIPTION

The Office of Management and Budget (OMB) compiles the annual Operating and Capital Budget documents and assists departments in compiling their annual budgets and ensuring compliance with the annual budget.

## ORGANIZATION CHART

OFFICE OF MANAGEMENT AND BUDGET DEPARTMENT PROFILE



## CURRENT BUSINESS ENVIRONMENT

The Office of Management and Budget primarily serves internal customers. Total appropriations for the operating budget have grown from \$465M in FY2004 to \$860M in FY 2016. Budget process is becoming more focused on multi-year planning.

## **RISKS & VULNERABILITIES**

The risks faced by the Office of Management and Budget are associated with unfavorable budget variances. Budget variances occur because forecasts are unable to predict the future with complete accuracy. Primary causes of budget variances include, but not limited to, changes in the overall economy, political and regulatory changes, changes in demand for services, using the wrong assumptions, and relying on stale or bad data. To mitigate against these factors, the Office of Management and Budget implemented strict conservative fiscal policies, annual review of all forecast models and demand drivers, continues monthly, quarterly and annual reviews of the total budget and use of a flexible budget that allows for changes when assumptions used to devise the budget are altered. Any changes to the budget are made with the express permission of both the City Manager and the City Council.

## **ISSUES AND CHALLENGES FOR FY 2016-17**

The department is facing the following critical issues for the forthcoming years:

- 1) Providing timely services with current staffing level. To deal with the issue in the next two fiscal years the department is planning to implement new software that will centralize financial and other data from all city departments to streamline the creation of the Annual Operating Budget, the Capital Improvement Plan and Quarterly review books. The benefits will impact goals 1 and 5.
- 2) Changes in market conditions. To deal with this issue the department will develop new fiscal procedures and policies with the executive team as referenced in strategic goal 3. The department will conduct quarterly review of economic indicators to monitor trends and demands of the City as referenced in strategic goal 4.
- 3) Ability to adjust budget to changing market conditions. The department will closely monitor each department on monthly and quarterly basis and adjust the budget accordingly based on the findings. This is reflected in goals 4 and 6.
- 4) Improving the analytical support to all departments. To deal with this issue the department will develop new budgetary procedures and use best practices from the GFOA as referenced in strategic goal 2 and 3.

### **3 TO 5 YEAR OUTLOOK**

#### *Changes on the Horizon:*

- 1) New software to produce annual budget book will be a major change for the organization and should make data more accessible for all users.
- 2) Continued improvement of performance metrics to help with decision making.
- 3) Improve the process for long range revenue and expenditure budget forecasting.

#### *Threats:*

- 1) Inability to retain qualified staff to perform increasingly complex work.
- 2) Lack of financial resources to solve significant issues.

#### *Opportunities:*

- 1) Conversion of Contracts Manager to Budget Manager will provide an additional layer of support to each analyst, allowing for more flexibility and create a succession plan within the department.
- 2) Develop process to better integrate the City Strategic Plan in combination with the City's Business Plan to the new service based budgeting model.

#### *Vision:*

- 1) Increase efficiency by improving processes.
- 2) Obtain tools to increase staff's ability to generate reliable reports.

# PERFORMANCE

## DEPARTMENT MISSION AND MISSION ELEMENTS

<b>MISSION:</b>	
Assist City departments in the creation of an annual budget and to ensure compliance with adopted budgets.	
ME#	Mission Element
251	Prepare annual budget, financial forecasts and reports.
252	Establish budget related policies.
253	Monitor fiscal and performance compliance.

## SERVICES AND SERVICE LEVELS

ME #	Service Provided	Measurement of Service		Is current demand satisfied ?	Current Level of Service
		Description of How Service Provided is Measured (i.e., the "service measure")	Activity level (annual)		
251	PREPARE ANNUAL BUDGET	ONE PROPOSED AND ONE ADOPTED OPERATING BUDGET WITHIN 90 DAYS OF ADOPTION	ANNUAL	YES	ANNUAL
		ONE PROPOSED AND ONE ADOPTED CAPITAL BUDGET WITHIN 90 DAYS OF ADOPTION	ANNUAL	YES	ANNUAL
252	REVIEW & UPDATE FINANCIAL POLICIES	REVIEW ALL FINANCIAL POLICIES	ANNUAL	YES	ANNUAL
253	MONITOR ANNUAL BUDGET	FREQUENCY OF REVIEW	52	YES	52
253	BUDGET MAINTENANCE	ORDINANCE RECONCILIATIONS	12	YES	12
		APPROPRIABLE BALANCE FUND RECONCILIATIONS	ANNUAL	YES	ANNUAL
253	PERFORMANCE ANALYSIS/RESEARCH ON SPECIAL PROJECTS	NUMBER OF SPECIAL PROJECTS WORKED ON ANNUALLY	20	YES	20

## TABLE OF GOALS AND ASSOCIATED PERFORMANCE MEASURES

ME #	Goal	Performance Measure Associated With Goal	Is Measure included in CPR?	Annual Target
251	Complete annual budget and deliver to City Council.	N/A	Yes	
251	Earn GFOA Distinguished Budget Award	N/A	Yes	1
252	Review and update City financial policies	N/A	Yes	
253	Prepare quarterly financial updates	N/A	Yes	4
253	Maximize City resources and ascertain alignment with Council goals	N/A	Yes	
253	Review accuracy of revenue projections	% variance between sales tax revenues collected and sales tax revenues budgeted	Yes	<=3%
		Annual % variance between budgeted property tax revenue and actual property tax revenue	Yes	<=1%

## PERFORMANCE TRENDS

CPR Baseline Measure	FY 15-16 (est)	FY 14-15	FY 13-14	FY 12-13	FY 11-12
GFOA Distinguished Budget Award?	Yes	Yes	Yes	Yes	Yes
Management & Budget employees	7	7	7	6	6
Total City expenditures (all funds)	\$796,937,597	\$804,073,927	\$908,352,513	\$876,169,763	\$638,118,740
Total City expenditures per OMB employee	\$113,848,228	\$114,867,704	\$129,764,644	\$146,028,293	\$106,353,123
Property tax revenues collected	\$102,601,466	\$93,418,961	\$85,926,774	\$79,889,107	\$77,775,612
Difference between property taxes collected & budgeted	\$4,003,534	\$1,758,039	\$1,037,423	\$81,424	\$577,286
Complete annual budget and deliver to City Council	Yes	Yes	Yes	Yes	Yes

## EXTERNAL BENCHMARKS – COMPARISONS TO OTHER CITIES

Benchmark Measure Used	Ranking	Explanation of relative ranking
Operating and Debt Service Rate per \$100 Valuation	9 <sup>th</sup> lowest out of 18 Texas cities	Per capita comparison of city collection rates as it relates to Ad Valorem tax. Cost of living comparison.
General Fund Expenditures per Capita	7 <sup>th</sup> lowest out of 18 Texas cities	Cost comparison per capita as it relates to general services expenditures. Cost of living comparison.

# FINANCIAL

## FINANCIAL TREND SUMMARY

Due to changes in market trends, we have not met our target of having less than 3% change in actual sales tax revenues collected versus the budget. We have been meeting our target for percent of change in property tax collected versus budget. The operational implication of not meeting our target for sales tax collected is that there will be less revenue available to offset City expenditures. To offset this shortfall, we implemented expenditure cuts to return to a balanced budget. We will be developing strategies for better market analysis and to adjust costs based on changes in revenue projections.

## EXPENDITURES BY MAJOR CATEGORY

	Adopted Budget 2016-17	Estimated Actual 2015-16	Actual 2014-15	Actual 2013-14
# Budgeted FTEs	7	7	7	7
Personnel Services	528,163	364,066	390,720	620,346
Other operating	11,575	2,829	22,956	14,610
Contractual	46,271	0	18,301	36,568
Debt services	0	0	0	0
Internal service allocations	115,738	47,088	44,557	132,324
Capital outlay	0	0	0	0
Total	\$701,747	\$413,983	\$476,534	\$803,848
Grant expenditures	0	0	0	0

## SOURCES OF REVENUES INCLUDING USER FEES & CHARGES (by Department)

Total departmental revenue: N/A

# BUSINESS PLAN STRATEGIES & TASKS

**MISSION ELEMENT #251:** Prepare annual budget and financial forecasting and reporting

**Goal 1:** Complete annual budget and deliver to City Council

<b>STRATEGY 1:</b> Prepare and follow operating budget calendar		<b>Responsible Manager:</b> Christine Garza
<b>Problem this strategy is addressing:</b> Timely preparation and delivery of the Operating Budgets.		
<b>Tasks necessary to execute strategy:</b> Allocation calculations, CPM budget input, Implementation of a new reporting software		
Task Name	Task Due Date	Task Owner
1) Deliver General Fund approved Service budgets to departments	05/01/2017	Christine Garza
2) All budget allocations completed	06/19/2017	Christine Garza
3) All budget presentations completed	06/30/2017	Christine Garza
4) Draft Proposed Budget document completed	07/14/2017	Christine Garza
5) Deliver Proposed Operating budget to City Council	07/28/2017	Christine Garza

<b>STRATEGY 2:</b> Prepare and follow capital budget calendar		<b>Responsible Manager:</b> Christine Garza
<b>Problem this strategy is addressing:</b> Timely preparation and delivery of the CIP Budgets.		
<b>Tasks necessary to execute strategy:</b> Project preparation and review		
Task Name	Task Due Date	Task Owner
1) All Capital Budget projects pages reviewed	05/05/2017	Christine Garza
2) Receive Planning Commission input	06/14/2017	Christine Garza
3) Deliver Proposed Capital Budget to Planning Commission and City Council	07/03/2017	Christine Garza

**Goal 2: Earn GFOA Distinguished Budget Award**

<b>STRATEGY 1:</b> Make changes to budget document necessary to comply with requirements and clear reviewer problem areas from prior years' findings		<b>Responsible Manager:</b> Christine Garza
<b>Problem this strategy is addressing:</b> Updating the Budget documents to meet new guidelines.		
<b>Tasks necessary to execute strategy:</b> Review of findings from GFOA, updating out of date or incomplete documents to meet guidelines.		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Review GFOA requirements	10/03/2017	Kamil Taras
2) Review comments received from GFOA reviewers	10/03/2017	Kamil Taras
3) Make necessary changes to documents	12/02/2017	Kamil Taras
4) Submit budget documents to GFOA	12/16/2017	Kamil Taras

**MISSION ELEMENT #252:** Establish budget related policies

**Goal 3: Review and update City Financial Policies**

<b>STRATEGY 1:</b> Discuss policies with Executive Team.		<b>Responsible Manager:</b> Christine Garza
<b>Problem this strategy is addressing:</b> Maintaining a sound and balanced budget.		
<b>Tasks necessary to execute strategy:</b> Executive sessions		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Make and review changes with Executive team	01/15/2017	Christine Garza
2) Present resolution to City Council adopting Financial Policies	03/14/2017	Christine Garza

<b>STRATEGY 2:</b> Review and develop budget procedures.		<b>Responsible Manager:</b> Christine Garza
<b>Problem this strategy is addressing:</b> Updating the Budget documents to meet new guidelines.		
<b>Tasks necessary to execute strategy:</b> Review of all internal budgeting procedures, create and update out of date or incomplete documents.		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Review of all budgetary procedures	11/03/2017	Kamil Taras

2) Hold procedures review sessions with budget staff	11/21/2017	Kamil Taras
3) Make necessary changes to documents	12/02/2017	Kamil Taras
4) Distribute new and updated procedures to all City Departments	12/16/2017	Kamil Taras

## MISSION ELEMENT #253: Monitor fiscal and performance compliance

### Goal 4: Prepare quarterly financial updates

<b>STRATEGY 1:</b> Analyze quarterly financial data to insure departments are following financial plan		<b>Responsible Manager:</b> Christine Garza
<b>Problem this strategy is addressing:</b> Continued review for accuracy		
<b>Tasks necessary to execute strategy:</b> Extrapolating data from CPM, Analyzing data for accuracy, Implementation of a new reporting software		
Task Name	Task Due Date	Task Owner
1) Prepare 4 <sup>th</sup> Quarter (2016) report	11/18/2016	Kamil Taras
2) Prepare 1 <sup>st</sup> Quarter (2017) report	02/17/2017	Kamil Taras
3) Prepare 2 <sup>nd</sup> Quarter (2017) report	05/19/2017	Kamil Taras
4) Prepare 3 <sup>rd</sup> Quarter (2017) report	08/18/2017	Kamil Taras

<b>STRATEGY 2:</b> Evaluate and interpret financial indicators and indexes in Quarterly Reports		<b>Responsible Manager:</b> Christine Garza
<b>Problem this strategy is addressing:</b> Continued changes in the economic environment of the region, state and nation.		
<b>Tasks necessary to execute strategy:</b> Review multiple data centers to extrapolate the most accurate data.		
Task Name	Task Due Date	Task Owner
1) Complete financial indicator sections of 4 <sup>th</sup> Quarter ending September 30, 2016	11/16/2016	Kamil Taras
2) Complete financial indicator sections of 1 <sup>st</sup> Quarter ending December 31, 2016	02/15/2017	Kamil Taras
3) Complete financial indicator sections of 2 <sup>nd</sup> Quarter ending March 31, 2017	05/17/2017	Kamil Taras
4) Complete financial indicator sections of 3 <sup>rd</sup> Quarter ending June 30, 2016	08/16/2017	Kamil Taras

**Goal 5: Maximize City resources and ascertain alignment with City Council goals**

<b>STRATEGY 1:</b> Review quarterly budget reports		<b>Responsible Manager:</b> Christine Garza
<b>Problem this strategy is addressing:</b> Uncovering budget variances		
<b>Tasks necessary to execute strategy:</b> Accurate and verified data		
Task Name	Task Due Date	Task Owner
1) Identify areas in department budgets as of end of 1 <sup>st</sup> Quarter that may be reprioritized	02/19/2017	Christine Garza
2) Identify areas in department budgets as of end of 2 <sup>nd</sup> Quarter that may be reprioritized	05/21/2017	Christine Garza
3) Identify areas in department budgets as of end of 3 <sup>rd</sup> Quarter that may be reprioritized	08/21/2017	Christine Garza

**Goal 6: Review accuracy of revenue projections**

<b>STRATEGY 1:</b> Annual evaluation of the revenue forecast model		<b>Responsible Manager:</b> Christine Garza
<b>Problem this strategy is addressing:</b> Continued changes in the economic environment of the region, state and nation and the effect it has on the revenue forecasting.		
<b>Tasks necessary to execute strategy:</b> Review of multiple data centers to extrapolate the historical accuracy and validity of data used for forecasting revenues.		
Task Name	Task Due Date	Task Owner
1) Review of revenue forecast and identification of underlying assumptions and their validity.	03/06/2017	Grayson Meyer
2) Historical analysis of revenue streams and their collection accuracy as compared to the budget.	03/20/2017	Grayson Meyer
3) Update and development of the forecast model	05/15/2017	Grayson Meyer
4) Implementation of the updated forecast model	06/05/2017	Grayson Meyer



# Marina Department

**Fiscal Year: 2016-2017**

August 18, 2016

Approved by:

A handwritten signature in blue ink, appearing to read "P. Davidson", is written over a horizontal line.

Peter M. Davidson,  
Marina Superintendent

A handwritten signature in blue ink, appearing to read "E. Jay Ellington", is written over a horizontal line.

E. Jay Ellington,  
Interim Assistant City Manager

# DEPARTMENTAL PROFILE

## DEPARTMENT DESCRIPTION

The City Marina, is located directly downtown adjacent to hotels and restaurants has a major economic impact to the entire City including waterfront and tourism. **One sixteenth of one percent of all marinas worldwide are located immediately downtown creating a special maritime atmosphere to the City.** World regattas and other events bring substantial economic impact to the City. A Study by Texas A&M University Corpus Christi Economics Department after a study found that by hosting two major world regattas spanning 20 days combined created an economic impact of \$4.4 in 2002.

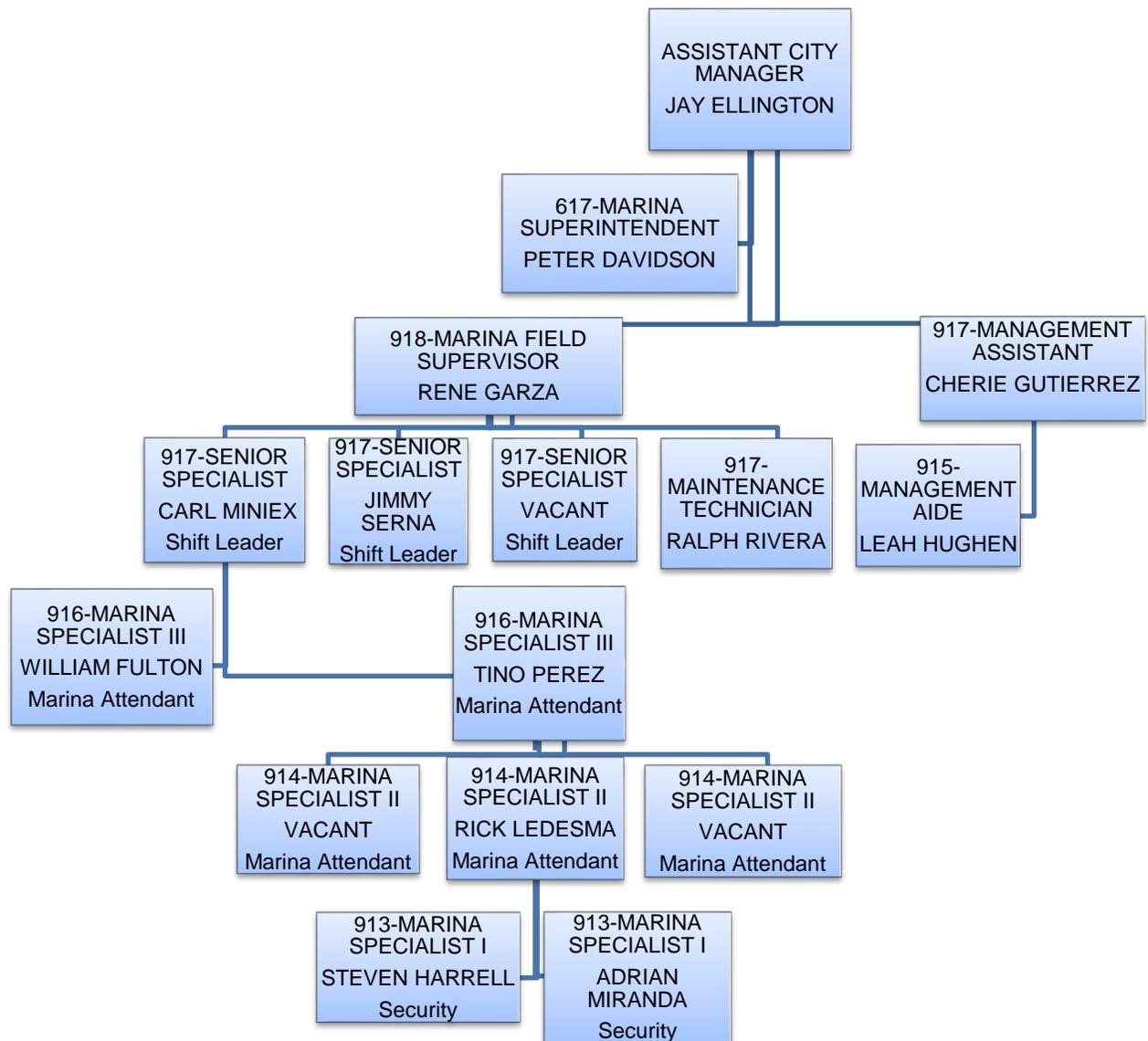
The Marina Department is an enterprise fund created in 1992 with diverse duties. Marina Patrol respond to water emergencies - search and rescue missions with staff operating 24/7/365, providing safe dockage and security for all vessels, overseeing the entire property for recreational and commercial customers including restaurants, yacht clubs to raw seafood sales. Staff inspects docks, moorings, property and infrastructure 8 times per 24 hours. Marina provides modern clean and serviceable amenities, restrooms/showers, meeting rooms, laundry areas, marine library, TV and Free --Wi-Fi throughout entire area. Marina office staff provides accurate bookkeeping, billing, collections including follow up with trained staff. Marina Patrol work in conjunction with the TCEQ; TGLO; USCG; TPWD; U.S. Customs; CCPD; Port Police; CCFD; FBI; Texas Clean Marina Program, Marina Association of Texas including other Federal, State and local entities.

The present Marina Department has been in operation since 1940 when the T-Heads were constructed. Modern improvements including vessel requirements and commercial opportunities have created necessary infrastructure and amenity improvements. The extreme harsh corrosive atmosphere including weather conditions is a major maintenance nightmare creating funding difficulties for infrastructure repair/replacement. Being a small City enterprise fund it is difficult to maintain without City support.

Various events year round impact the marina due to location, such as: Parades, Rallies, Buccaneer Days, July 4<sup>th</sup> Fireworks, Seafood Sales, Boat Show, Power Boat Races, World Class Sailing Regattas. These events combine to create an extremely busy waterfront area.

Floating debris emanating from storm drains is a major challenge. Marina water quality is tested biweekly. Strict regulations by Federal, State and Local environmental entities are required to be followed and monitored at all times.

# ORGANIZATION CHART



<b>STAFFING</b>	
Administration	3
Technician	1
Senior Specialists	3

<b>KEY STAFF</b>	
Superintendent	Peter Davidson
Marina Field Supervisor	Rene Garza
Management Assistant	Cherie Gutierrez
Maintenance Technician	Ralph Rivera
Senior Specialist	Carl Miniex

## **CURRENT BUSINESS ENVIRONMENT**

The Marina Enterprise Fund business environment is dependent upon the local state and national economies. The fastest way to increase revenue is to lease additional boat slips. Location and attractions entice visitors to our City. International and U.S. customers frequent the marina and waterfront looking for exciting attractions, including fishing, getting away from cold winters to beaches, sailing and shopping. The close proximity of the City Marina to downtown hotels, restaurants and party spots is important to customer satisfaction. If the City of Corpus Christi was placed anywhere inland in the nation it would be like any land bound City with minimal ambience, Ease of access from the airport to the marina to cruising and fishing grounds via boat is vital. Quality of the bay/coastal waters including customer service is a major attraction. The City Marina won the State of Texas "Marina of the Year" award twice, the "Clean Marina of the Year" award nationally, including the State "Clean Marina of the Year" twice. In 2011 the City Marina was named the Number Two "Hot Spot Marina" nationally by the National Marine Manufacturers Association.

The City Marina is looked upon by the local citizens as a sparkling jewel and has often acted as a lightning rod of controversy in regard to past issues such as twice, the City Council considering privatization which failed and rallied citizens into formidable opponents. A yacht club is situated within the marina complex with many vocal members and a second across the street.

The Marina Department has a citizens "Marina Advisory Committee" appointed by City Council that meets monthly to discuss and guide direction and receive input from marina tenants. Monthly newsletters are mailed to tenants and published on the marina website which has pertinent information [www.corpuschristimarina.com](http://www.corpuschristimarina.com) . Educational free and paid boating safety courses are offered at marina locations hosted by the Auxiliary Coast Guard, Power Squadron and various groups. Regular meetings with the Port of CC, USCG and TPWD occur regarding search and rescue operations and waterway management. State and national TCEQ, EPA environmental regulations require daily attention.

## **RISKS & VULNERABILITIES**

The Marina Department "Search and Rescue" segment is entirely funded through the Marina Enterprise Fund using boat slip revenues and not through the City General Fund. The 24/7/365 operational readiness responding to: boat sinking's, fire, bridge jumpers, overturned boats and vessels in distress. Staff are trained "In House" including engine and boat repairs to mitigate funding costs. The operational cost is \$350,000.00 per year. It is extremely difficult to find competent trained boat captains with an understanding of proper seamanship whom are able to perform during rough inclement weather. The cost to the small Marina Department is excessive and hopefully the Police and Fire Departments would be able to absorb/assist with these costs in the future as this is burdensome to the fledgling enterprise fund.

## **ISSUES AND CHALLENGES FOR FY 2016-17**

The Department is facing the following critical pinnacle issues for future years.

1. Find / create new sources of revenue necessary to keep pace with infrastructure deterioration and construct modern amenities to maintain a full service marina attracting new tenants and enhancing the City of Corpus Christi waterfront. The Marina Advisory Committee and City Staff are working on a plan for Marina RFP development opportunities.
2. Construct a new Marina Office (Found on CIP). City staff including Marina Advisory Committee working on a priority list for a comprehensive future items including funding sources.
3. New Public Restrooms as found in the city CIP are urgently needed on the Coopers Alley L-Head due to the severe deterioration of the old Public Restrooms/Boaters Facility. The insufficient public restroom and boaters facility capacity does not support the increase of visitors including tourism along the waterfront, together with the new Bayshore Park and increase of 118 new boat slips, the increase in public boat ramp use, including national/international regatta sailing events bringing the total number of boat slips located on this landmass to approximately 300. A grant opportunity exists through the "Boating Infrastructure Grant" (BIG) 75/25% match is available to construct similar existing Public Restrooms/Boaters Facilities as located on the Lawrence and Peoples St. T-Heads. The estimated construction cost is \$650,000.00. This match is dependent on the Marina Fund to provide a minimum of a 25% match.

## **3 TO 5 YEAR OUTLOOK**

1. Visitors frequent the marina and waterfront from all walks of life due to the waterfront ambience, the view and boating the close proximity of the downtown hotels, restaurants wonderful venues with shopping creating customer satisfaction.
2. Increase of Marina Revenues is necessary to keep pace with the severe infrastructure deterioration and to construct modern amenities attracting new tenants together with enhancing the waterfront of the City of Corpus Christi to create a maintain a full service marina.
3. The newly completed 118 state of the art boat slips at R-Pier has increased revenue.
4. The "Oil Slump together with the Economy at present creates a softer market creating additional challenges to the marina revenue stream. Hopefully Baby Boomer retirement and relocating to a marvelous waterfront will have a positive impact.
5. Increase of International and nationwide sailing events such as the 2018 World Youth Championship Sailing Regatta and many other regattas.

## **Challenges**

1. Climate, weather and environmental conditions.
2. Difficult to grow and sustain trees and landscaping in the marina parks due to the weather conditions without fully functioning irrigation systems.
3. High salinity, winds with no rainfall creates a difficult condition to maintain eroding infrastructure.
4. Aging Infrastructure – Docks, irrigation systems, equipment, buildings and structures are at or past their life expectancy.
5. Propensity in the community for littering and leaving trash.
6. Community reluctance to pay user fees for services (facilities and programs)

7. Downturn in the economy has reduced funding sources within the local, state and national government; granting agencies; and potential sponsors and donors.
8. Underestimation including lack of understanding as to the value of the Waterfront including Marina in the entire community. Lack of appreciation for how the Marina and waterfront attract thousands of visitors and residents to enjoy the views and ambience.

## **Opportunities**

1. Healthy Lifestyle Movement – as more and more people recognize their need for a healthier life-style, the Marina will play a larger role in meeting these physical activity needs.
2. Opportunity to build community relationships for programs and maintenance.
3. Pockets of the community are recognizing the need to be involved and help improve their beautiful waterfront – momentum is growing.
4. Opportunity to expand volunteer base and potential for volunteers or non-profit organizations to become more involved in operations, programs and maintenance.
5. Natural Resources – tremendous opportunities to create facilities and programs that take advantage of the natural environment of the City (water and land).
6. Economy/Tourism – nature and sports tourism are growing industries. Facilities that can accommodate these activities and visitors will gain large economic benefits.
7. Changing Age Demographic – the “Baby Boomer” generation is growing older and will seek newer and different recreational opportunities.
8. Build upon and create synergy with the “Integrated Community Sustainability Plan”.
9. Align capital and operational resources, regional parks and hike and bike trails with the destination nodes and mobility recommendations identified within the plan.

## **ACCOMPLISHMENTS**

- Completion of the state of the art 118 new boat slip construction located on the Coopers Alley L-Head two weeks ahead of construction schedule.
- Received BIG Grant from US Fish & Wildlife in the amount of \$502,496.00 for transient visiting boat slips to be built during R-Pier replacement
- Received Pumpout Grant in the amount of \$137,000.000 for sewage pumpout system to build into the R-Pier new docks.
- Buccaneer Days participation by performing “Dunking of the Mayor” from boats.
- Received the acclaimed “Clean Marina Award” through the Marina Association of Texas for the second time
- Received acclaimed “Marina of the Year Award” through the Marina Association of Texas for the second time.
- Received first ever “Clean Marina of the United States” Award through the Marina Dockage magazine.
- New mooring location for the educational vessel funded by the Texas Sea Grant Program / Texas A & M University–College Station providing lessons regarding marine life, the dangers of marine pollution to school students and interested parties.
- Welcomed approximately 350 attendees of the State Organization for Boating Access (SOBA) annual conference (All 50 States present) to showing how the Marina benefitted from receiving, Federal Grant monies for construction of new Marina Boat Ramps, installation of sanitary pump out stations offered free to the public.
- National Association of Boating Law Administrators (NASBLA) general conference. With PARD, hosted a fish fry for approximately 800 attendees of the annual
- Hosted the Open Water Swimming with Olympians (250 participants plus 4 Olympic swimmers).
- Finalized negotiations and mooring of the new Yachting Center of Corpus Christi. YCCC offers sailing lessons and bareboat or captained rentals and restaurant. Hosted US Navy Training Operations.
- Hosted Oil Spill Association Training Operations.
- Hosted several sailing regattas sponsored by Corpus Christi & Bay Yacht Clubs and Marina i.e. World Melges Sailboat Regatta, hosted 42 countries including many other large regattas.

# PERFORMANCE

**MISSION:** The mission of the Marina is to provide a safe and inviting recreational and commercial venue for the boating public including visitors.

Mission Elements		Goals	Measures Used for the City Performance Report (CPR)	Annual Targets
#	Description			
121	Provide safe and secure dockage	Replace worn and damaged infrastructure		
122	Provide modern, clean and serviceable amenities	Expand/Replace worn and damaged infrastructure	20,000 square feet decking	
				50%
123	Provide response to water emergencies, including search and rescue	Improve the efficiency. Ensure all rescue equipment is ready and operational	Boating Search and Rescue	100%

## PERFORMANCE TRENDS

CPR Baseline Measure	FY 15-16 (est)	FY 14-15	FY 13-14	FY 12-13	FY 11-12
Boat Slips Leased	360	355	382	390	390
Boat Slips Available	586	471	477	499	557
Slip Rental Revenue	\$1.5 million	\$1.45 million	\$1.48 million	\$1.41 million	\$1.4 million
Boat Haul Outs	200	60	140	96	90
Search and Rescue Missions	48	38	69	65	60

## BENCHMARK MARINAS

Within the State of Texas there are no comparable Municipal Marinas available to benchmark as the Corpus Christi Municipal Marina by far exceeds all municipal marinas within the State of Texas thus our benchmark study was done to compete with Municipal Marinas Nationally other than Freeport Texas Municipal Marina. See attached benchmark study.

The above comparison benchmark chart selects Municipal Marinas throughout the USA. The Corpus Christi Municipal Marina by far exceeds amenities and services offered by all the above mentioned marinas.

The Corpus Christi Municipal Marina is used as the flagship marina by the Federal Department of US Fish and Wildlife Services showing what has been achieved in revitalizing a city waterfront creating economic incentives through their grant opportunities by the "Wildlife and

Sport Fish Restoration Program" funded by the Federal U.S. Fish and Wildlife Service. The Federal US Fish and Wildlife Department look at the City of Corpus Christi Marina with grant funding building modern Boat Slip and Dock including modern amenities which are offered to boaters nationally as a model city that has utilized these grants to change the entire city water front through using all the various US Fish and Wildlife grants as seed money, creating economic benefits to the entire City of Corpus Christi, drawing visiting boats and tourists from all over the USA and world. This has been the main goal of the Federal Government since the 1950's regarding outdoor sport equipment taxes and fuel. US Fish & Wildlife have been a financial partners through federal grants helping revitalize the Corpus Christi Marina. We have become the model city having been most successful in utilizing these grants opportunities as seed funding and creatively matching these grant and our City of Corpus Christi is used as an example by the Federal Government as a model city. U.S. Fish and Wildlife flew an executive to Corpus Christi to attend the ribbon cutting for the new R Pier 118 boat slips they assisted in fund.

# EXTERNAL BENCHMARKS – COMPARISONS TO OTHER CITIES

## Municipal Marinas Benchmark

Amenities	Corpus Christi	Freeport Marina	City of	Fort Lauderdale	Fort Lauderdale	Fort Lauderdale
	Municipal Marina Corpus Christi, TX	Freeport, TX	St. Petersburg Marina St. Petersburg, FL	New River Marina Fort Lauderdale, FL	Cooley's Landing Fort Lauderdale, FL	Las Olas Fort Lauderdale, FL
Floating Docks	√	√	√	-	-	√
Fixed Docks	√	-	-	√	√	√
Maximum Boat Overall Length	150 ft	60 ft	100 ft	100 ft	50 ft	150 ft
Cost P/Foot	\$6.75 LF	\$7.00 LF	\$11.38 LF	\$24.90 LF	\$23.40 LF	\$28.80 LF
Gated Slips	√	√	-	-	-	√
A/C Restrooms/Showers	√	√	√	-	√	√
Liveaboard Fee	\$96.65	-	\$165.48	√	√	-
laundry	√	-	√	-	√	√
Meeting Room	√	√	√	-	-	√
Library	√	-	-	-	-	-
Boat Yard/Haulout	√	-	-	-	-	-
Boat J Hoist	√	-	-	-	-	-
Gin Pole	√	-	-	-	-	-
Staff/Security 24/7/365	√	-	-	-	√	√
Video Surveillance	√	√	-	-	-	-
Fuel Station	√	√	√	-	-	-
Free Public Boat Ramp	√	√	√	-	√	-
Free WiFi/Internet	√	√	√	-	√	√
Free Computer use	√	-	-	-	-	-
Free Sewage Pumpout	√	-	√	√	√	√
Free Contaminated Bilge Pumpout	√	-	-	-	-	-
Free Oil Recycling	√	√	-	-	-	-
Certified Clean Marina	√	√	√	√	√	√
Marina of the Year	√	-	-	-	√	-
Restaurants	√	√	√	√	√	√
Yacht Clubs	√	-	√	-	√	-
Beach	√	√	√	-	√	√
Hotels	√	-	√	√	√	√
Museums	√	√	√	-	√	-
Shopping	√	-	√	√	√	√
Boat Rental	√	√	√	-	-	-
Dry Storage	√	√	-	-	-	-
Bait Available	√	√	√	-	-	-

## Municipal Marinas Benchmark

Amenities	Miamarina	Vallejo Marina	Monterey Marina	Antioch Marina	New Rochelle Marina	White Lake Marina
	Miami, FL	Vallejo, CA	Monterey, CA	Antioch, CA	New Rochelle, NY	Whitehall, MI
Floating Docks	√	-	√	-	√	-
Fixed Docks	-	√	-	√	-	√
Maximum Boat Overall Length	150 ft	110 ft	75 ft	50 ft	50 ft	60 ft
Cost P/Foot	\$17.70 LF	\$8.33 LF	\$9.40 LF	\$7.25 LF	\$16.85 LF	\$21.65 LF
Gated Slips	√	√	√	√	√	√
A/C Restrooms/Showers	√	√	√	√	√	√
Liveaboard Fee	\$200.00	√	\$56.90	-	\$71.50	-
laundry	√	√	√	√	-	-
Meeting Room	-	-	-	-	-	-
Library	-	-	-	-	-	-
Boat Yard/Haulout	-	√	√	-	√	-
Boat J Hoist	-	-	√	-	-	-
Gin Pole	-	-	-	-	-	-
Staff/Security 24/7/365	√	-	√	-	-	-
Video Surveillance	-	-	-	-	-	-
Fuel Station	-	√	-	√	√	√
Free Public Boat Ramp	-	√	√	-	√	-
Free WiFi/Internet	-	-	√	√	-	-
Free Computer use	-	-	-	-	-	-
Free Sewage Pumpout	√	√	-	√	√	√
Free Contaminated Bilge Pumpout	-	-	-	-	-	-
Free Oil Recycling	-	-	-	-	-	-
Certified Clean Marina	-	-	-	-	√	-
Marina of the Year	-	-	-	-	-	-
Restaurants	√	√	√	√	√	√
Yacht Clubs	-	-	-	-	-	-
Beach	√	-	√	-	-	-
Hotels	√	√	-	-	√	-
Museums	√	-	-	-	-	-
Shopping	√	√	-	√	√	√
Boat Rental	-	-	-	-	-	-
Dry Storage	√	-	-	-	√	-
Bait Available	-	-	-	-	-	-

# FINANCIAL

## EXPENDITURES BY MAJOR CATEGORY

	Adopted Budget 2016-17	Estimated Actual 2015-16	Actual 2014-15	Actual 2013-14
# Budgeted FTEs	15	15	15	15
Personnel Services	\$739,045	\$660,158	\$627,011	\$636,359
Other operating	\$265,087	\$181,121	\$167,458	\$151,574
Contractual	\$273,200	\$308,159	\$193,455	\$189,552
Debt services	\$1,216,650	\$790,000	\$977,140	\$667,024
Internal service allocations	\$321,992	\$344,160	\$317,951	\$300,857
Capital outlay	0	\$110,002	0	\$50,000
Total	\$2,815,974	\$2,393,600	\$2,283,015	\$1,995,366
Grant expenditures				

## SOURCES OF REVENUES INCLUDING USER FEES & CHARGES

Total departmental revenue:

Source of revenue including user fees, charges and internal service fund allocations	If user fee or charges, conceptual basis and % cost recovery target	Date of last study	\$ generated annually
Bayfront Revenue			\$233,000
Slip Rentals			\$1,713,600
Live Aboard Fees			\$18,000
Transient slip rentals			\$35,000
Resale of electricity			\$28,500
Raw seafood sales permits			\$1,600
Boat Haul outs			\$28,875
Work Area Overages			\$9,345
Boater Special Services			\$2,500
Forfeit deposit-admin charge			\$5,500
Penalties, late fees			\$13,000
Sales Discounts			-\$8,000
Miscellaneous			\$21,291
Total			\$2,102,211

## Capital Improvement Programs (CIP) 2016/17

### MARINA

- |    |   |             |
|----|---|-------------|
| 21 | <u>Marina Administration Offices</u><br>Construction of a new Marina Lighthouse administration office building is proposed on the Lawrence Street T-Head or Shoreline median. An approximately 8,000 square foot four-story lighthouse building to include shopping, offices for Marina Administration, a conference room, restrooms, Marina Patrol observation office, Convention and Visitors Bureau & Regional Transportation Authority Information office, fifth level for Port of CC Harbor Masters Office with commanding view of entire CC Ship Channel & CC Bay, an observation deck at the top is proposed. The project would utilize part of the design of the original Corpus Christi Lighthouse built on the Bluff during the Civil War and demolished in 1878. | \$3,900,000 |
| 22 | <u>Municipal Marina Information and Administration Center</u><br>This project will include a Marine Rescue Operations Control Center with Administration Office including a Community Room/Marine Education Library/Visitor Information. Location: Lawrence Street T-Head. The Marina Department is in need of an administration office including a Marine Rescue Operations Control Center. Marina Staff conduct approximately 235 Marine Rescue Boat Operations per year with staff operating 24/7/365. At present, the Marina Office uses the "Boaters Community Room" for an administration office leaving the boaters/tenants with no indoor recreational facility.  | \$1,750,000 |
| 23 | <u>New Buoy Floating Moorings in North Basin just north of Peoples Street T-Head for Mooring Boats</u><br>This project would include the funding to design and construct floating moorings for permanent and transient boat area.   | \$150,000   |
| 24 | <u>Marina Dredging</u><br>Funding is recommended for maintenance dredging operations within the Marina basins and fairways.   | \$4,000,000 |
| 25 | <u>Marina Site Improvements</u><br>Lift stations, electrical equipment rooms, storage rooms, improvements, landscaping the stem and head portions of the land masses, irrigation, soil improvements and site furnishings. Attractive uniform signage and landscaping to the seawall are desired to soften the appearance of all Marina facilities.  | \$850,000   |
| 26 | <u>Breakwater Renovation/Reconstruction</u><br>Replacement of Marina Breakwater promenade in the Marina South Basin / public bathrooms / lighting and dividing the marina southern basin from McGee Beach is recommended under this project.  | \$2,000,000 |
| 27 | <u>Boating Educational Center / Regatta World Championship Procurement Office</u><br>This project would construct a procurement office for the World Boating Championships / Kids / Adult Marine / Sailing Center.  | \$650,000   |

28	<u>Boat Haul-Out Center Renovation and Expansion</u>	\$4,850,000
	This project recommends bringing the Haul-Out Facility up to EPA/TCEQ Standards and expand land and boat lift launch area to accommodate large Boats / Races / Regattas / Boat Storage / Boat Dry Stack Storage.	
29	<u>Marina Asphalt, Repair, Renovation and Security / Gate / Lighting System</u>	\$1,900,000
	This project would repair asphalt throughout the three landmasses as well as provide for new Security / Gate / Lighting / Camera System throughout marina complex with proximity card readers at all marina gates and bathroom facilities.	
<b><u>TOTAL FUTURE CAPITAL IMPROVEMENT NEEDS:</u></b>		<b>\$ 122,550,000</b>

## HOW CORPUS CHRISTI RENOVATED A MARINA WITH USFWS GRANTS July 28, 2016

Source: US Fish and Wildlife Department

The journey of many miles starts with the first step. The renovation of the Corpus Christi Municipal Marina dates back to the year 2000, when the first of what would become seven grants from the U.S. Fish and Wildlife Service's (Service) Wildlife and Sport Fish Restoration Program (WSFR) was made available to modernize the popular boating facility.

Sixteen years later, boaters and anglers from across the U.S. and around the world come to the Texas Gulf Coast to enjoy a top-notch marina for boats big and little. It's an excellent launch point for near-shore anglers and recreational boaters on long sojourns.

"This marina is hugely important to both boaters and anglers on the Texas Gulf Coast, and exemplifies how the Wildlife and Sport Fish Restoration Program works in partnership with others to improve boating access and infrastructures," said Cliff

Schleusner, Chief of WSFR in the Southwest Region. "Boaters and anglers paid for it in excise tax, and now they and others reap the benefits."

The WSFR Program stems from two acts of Congress, laws originally enacted in 1937 and 1950 that laid the path for a user-pay, user-benefit system where the end outcome is improved hunting and fishing and boating. Manufacturers and importers of firearms, ammo, archery gear, boats and motors and fuel, and fishing gear pay excise taxes to the Federal government. That tax is passed on to consumers at the cash register. That little bit extra is held in trust by the

WSFR Program and reappropriated in grants, such as what has been received by the Corpus Christi Municipal Marina.

Since 2000, the marina has received \$1,764,050 in federal funds via WSFR grants, specifically targeted at an improved marina infrastructure, access for boaters and improved sanitary facilities to maintain clean water. The grant monies, matched by the City of Corpus Christi and Texas Parks and Wildlife Department, have built modern septic pump-outs, restrooms and showers, a laundry, meeting rooms, a four-lane boat ramp, and more than 80 slips for boats greater than 26 feet in length. The City of Corpus Christi dedicated the most recent work—35 slips for boats 30 to 45 feet in length—in a ceremony in May 2016.

The new infrastructures replace outdated and decayed materials that should better withstand the forces of hurricanes that may hit the coast. Part of the infrastructure upgrade includes internet systems needed for navigation.

“Boating and angling are to Corpus Christi and the Texas Gulf Coast what finance is to Wall Street: inseparable,” said Schleusner. “The upgrades made to the Corpus Christi Municipal Marina should be a boon to boating and business.”

# BUSINESS PLAN STRATEGIES & TASKS

**MISSION ELEMENT #121:** Provide safe and secure dockage

1. **Goal:** Efficient and effective Marina Maintenance processes

<b>STRATEGY 1:</b> Improve boat slip maintenance		<b>Responsible Manager:</b> Rene Garza
<b>Strategy Deadline:</b> 4/30/2017		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Inventory all boat slips wet and dry.	4/30/17	Rene Garza
2) Classify each boat slip (high, medium, low maintenance).	4/30/17	Rene Garza
3) Create service levels of maintenance based on classification.	4/30/17	Rene Garza

<b>STRATEGY 2:</b> Improve marina equipment maintenance		<b>Responsible Manager:</b> Rene Garza
<b>Strategy Deadline:</b> 3/30/2017		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Inventory all equipment, boats and tools.	3/30/17	Rene Garza
2) Classify each type of equipment (high, medium, low maintenance).	3/30/17	Rene Garza
3) Create service levels of maintenance based on classification.	3/30/17	Rene Garza

<b>STRATEGY 3:</b> Improve processes for dock safety		<b>Responsible Manager:</b> Rene Garza
<b>Strategy Deadline:</b> 7/30/2017		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Assess each dock safety requirements.	7/30/17	Rene Garza

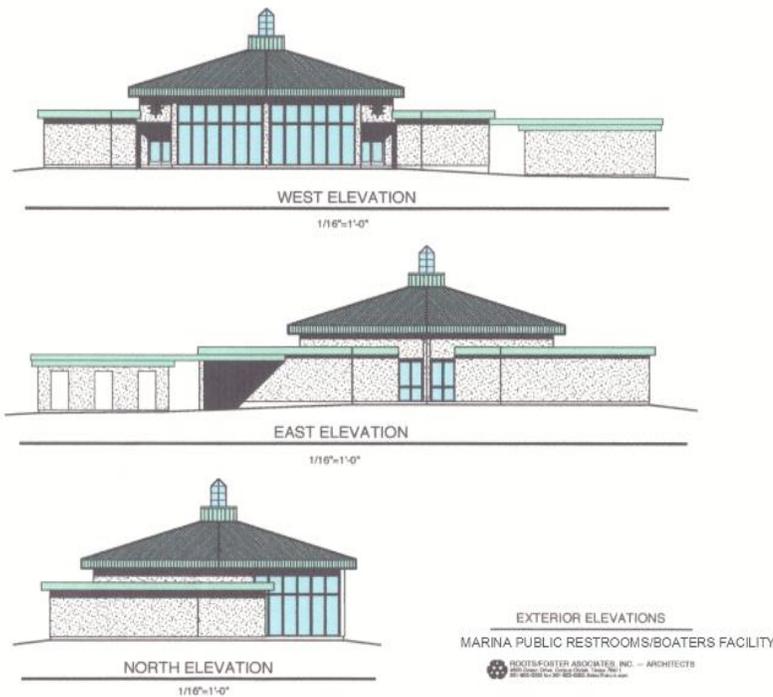
**MISSION ELEMENT #122:** Provide modern, clean, and serviceable amenities.

**Goal:** Manage and maintain adequate infrastructure

<b>STRATEGY 1:</b> Infrastructure Replacement Ownership & Responsibility		<b>Responsible Manager:</b> Peter Davidson
<b>Strategy Deadline:</b> 10/30/2017		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Identify Funding for Public Restrooms/Boaters Facility to be located on the Coopers Alley L-Head	10/30/2017	Peter Davidson



**PICTURE OF EXITING AND REDITION OF NEW**



### **Coopers Alley L-Head Public Restrooms/Boaters Facility**

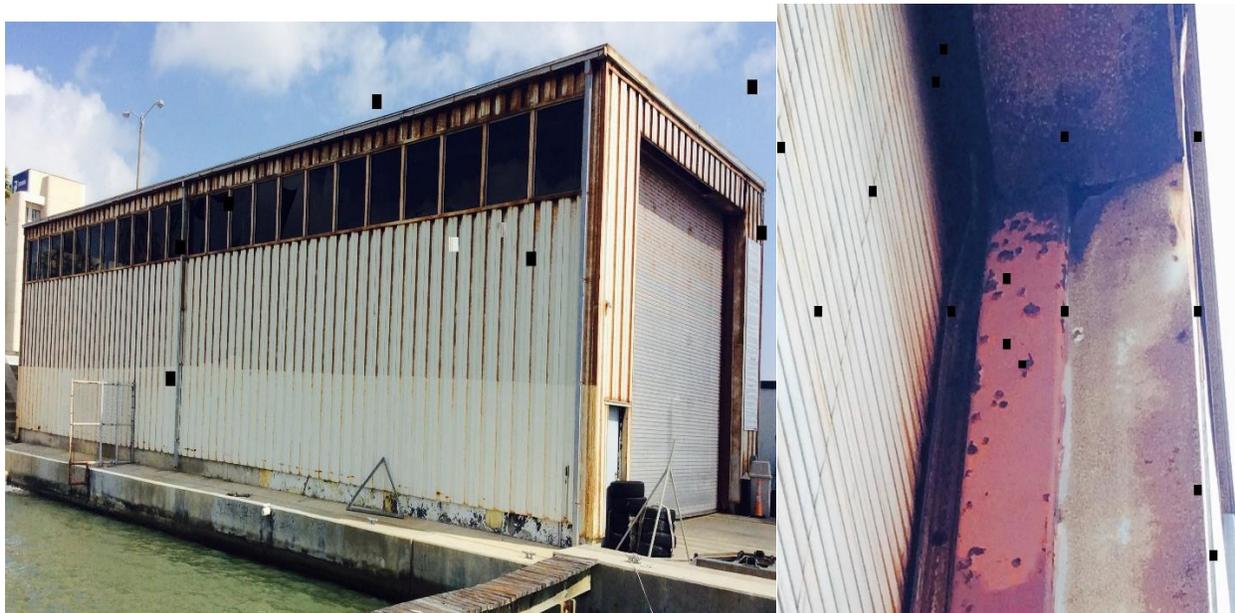
The public restrooms located on the Coopers Alley L-Head were constructed in 1999 are in extremely poor condition due to severe deterioration from the saltwater environment and have outgrown the demand of their intended purpose.

The Coopers Alley L-Head serves the community as an event area for the Marina Arts District, Bayshore Park including July 4<sup>th</sup> and Buc Days events including others. These facilities serve the Public Boat Ramp, fishermen with families including year round boat regattas, 274 existing boat slips and guests. It is a busy area. The restroom facilities will serve the World Youth Sailing Championships (approximately 72 countries) coming to the city in 2018. The Marina Department already has a fine set of existing construction plans for public restrooms which have already been constructed both on the Lawrence and People St T-Heads.

These old facilities located on Coopers Alley L-Head due to high usage plus severe deterioration with increased public demand has become a priority.

The estimated total cost of replacement is \$650,000.00

<b>STRATEGY 2:</b> Replace Boatyard/Haulout building with new construction and expand to accommodate a steady revenue stream		<b>Responsible Manager:</b> Peter Davidson
<b>Strategy Deadline:</b> 9/30/2020		
Strategy Tasks		
Task Name	Task Due Date	Task Owner
1) Coopers Alley L-Head Boatyard/Haulout expansion	7/30/20	Peter Davidson, City Engineering
2) Installation and completion (due date dependent upon funding).	7/30/21	Peter Davidson



**Issue:** Due to construction of 118/35 new boat slips/visiting transient vessels plus the severe deterioration/corrosion of metal frames plus plumbing including insufficient restroom/shower capacity to accommodate the increase of new boat slips/visiting boats, national/international sailing regattas including increase in public boat ramp traffic. A grant opportunity through the “Boating Infrastructure Grant” (BIG) 75/25% match is available to construct similar existing Boaters Facilities as located on the Lawrence/Peoples St. T-Heads. Approximate Construction Cost \$950,000.00

<b>STRATEGY 3:</b> Construct Corpus Christi Lighthouse Building to incorporate Marina Office		<b>Responsible Manager:</b> Peter Davidson
<b>Strategy Deadline:</b> 10/30/2020		
Strategy Tasks		
Task Name	Task Due Date	Task Owner
Procure final design and estimated cost	completed	Peter Davidson
1) Funding source/developer	10/30/20	Peter Davidson
2) Procure construction drawings and permits	10/30/20	Peter Davidson

### **NEW MARINA OFFICE - LIGHTHOUSE CONCEPT**

Estimated Cost \$10.6 Mil.

**Issue:** The present temporary Marina Office is located in the boater's lounge/library on the Lawrence Street T-Head. There is no privacy for making phone calls, no private meeting room to discuss delicate issues. This is a temporary use of the marina tenants while a funding source maybe obtained to finance a permanent marina office. The marina office serves not only 600 marina tenants and their needs, but is also the center of revenue collection of the entire fund, serving as a tourist information office along the entire waterfront. During summer months approximately 25 to 50 visitors per day pass through requesting information regarding attractions, sights and waterfront excitement. Marina Office Staff act as Ambassadors to visitors on behalf of the City of Corpus Christi.

**Concept:** A Lighthouse type structure would enhance and blend with environment similar to the Port Isabel Lighthouse built in the late 1800's including those found along the eastern coast of the United States as in Maine. 16 lighthouses were built along the Texas Coast in the 1800's of which one was located in Corpus Christi on the downtown bluff.

Any structure located immediately along the waterfront blocking water views from hotels, office buildings and the public driving by overlooking the Corpus Christi Bay/Marina would create tremendous opposition but a lighthouse building would blend and appear natural. A modern replica of the historic Corpus Christi lighthouse from the 1850's, designed with offices for modern use would be aesthetically pleasing creating a unique landmark tourist attraction adding historic value along the fine waterfront of our City. In 1857 such a lighthouse existed along this waterfront. During the Civil War Confederate Forces used this Lighthouse as a storage magazine. With an impending invasion by the North in 1863 threatening the City using ships to bombard downtown, Confederate youths without authority decided to blow-up the lighthouse leaving the structure in poor condition. After the war the Lighthouse was repaired and placed into service. In 1878 the structure had become unstable and was torn down. The present City Museum of Science and History have the architectural plans for this old historic building.

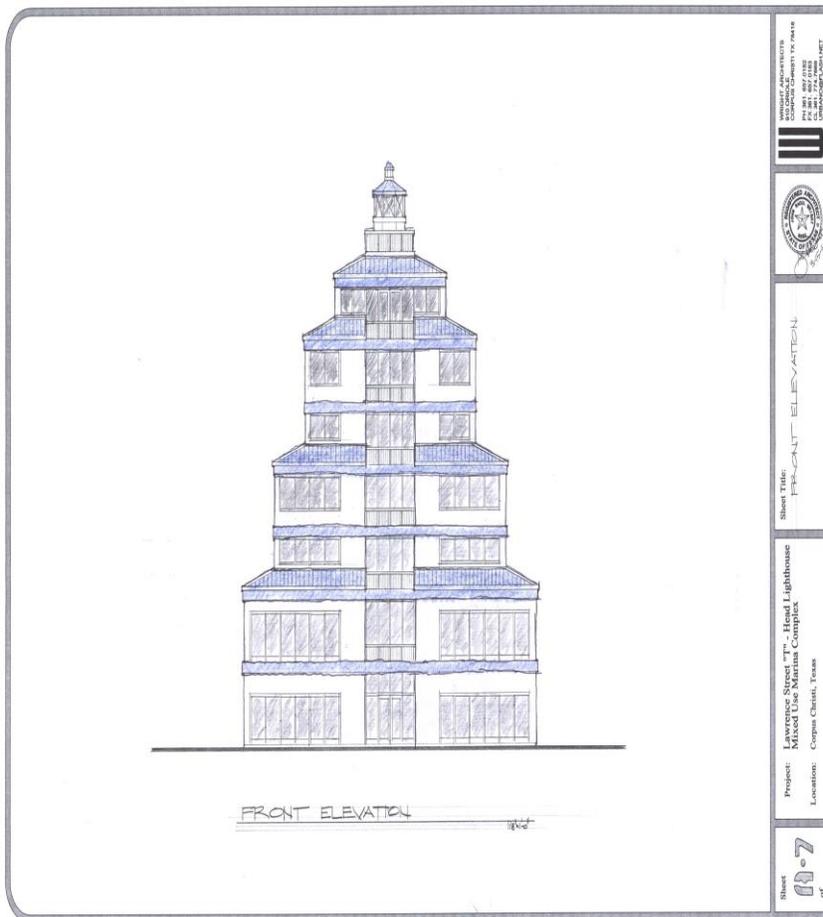
**Design Concept:** The new Marina Office Lighthouse would contain historical elements similar to the 1857 lighthouse of Corpus Christi. The necessary square footage for a marina office including operations with sufficient lease space would be approximately 10,000 square feet.

*1st Floor:* Retail shopping, coffee/ice cream/kites and such.

*2nd Floor:* Office space such as a Marina, Chamber of Commerce, CVB, RTA and Veterans informational etc. – all paying rent. (Leverage of funding and grant opportunities may be used)

*3rd Floor:* A large rental room used for functions/parties/weddings with a 360 degree view of the City waterfront and bay utilizing a built in stage and bar counter.

*4<sup>th</sup> Floor:* Marina Patrol/ Port Harbor Masters office containing the latest electronic security equipment, search lights with a commanding view of the entire ship channel to Port Aransas. A walkway/deck "Widow's Watch" would surround the top of the lighthouse structure providing a spectacular view of Corpus Christi and the entire bay. The City Engineering Department procured a cost analysis of construction for the City CIP list with John Wright" Architects have completed separate conceptual drawings/plans.



**MISSION ELEMENT #123:** Provide response to water emergencies, including search and rescue.

**Goal:** Efficient and effective Marine Search and Rescue response in a timely manner

<b>STRATEGY 1:</b> Search and Rescue boat engine replacement in order to provide response to water emergencies	<b>Responsible Manager:</b> Rene Garza	
<b>Strategy Deadline:</b> 6/30/2017		
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Replace Rescue Vessel #3807 Gasoline Outboard Engines with new	8/30/17	Rene Garza



# Municipal Court Administration

**Fiscal Year: 2016-2017**

September 21, 2016

Approved by:

A handwritten signature in black ink, appearing to read "Gilbert Hernandez", written over a horizontal line.

Gilbert Hernandez, Municipal Court Director

A handwritten signature in black ink, appearing to read "Margie C. Rose", written over a horizontal line.

Margie C. Rose, City Manager

# DEPARTMENTAL PROFILE

## DEPARTMENT DESCRIPTION

The City of Corpus Christi Municipal Court is a court of record with four major functions whose overall main goal is the adjudication of cases. The Municipal Court Administration's four major functions are: Clerk of the Court, City Marshal's Office, the City Detention and Magistration Center, and the management of juvenile cases.

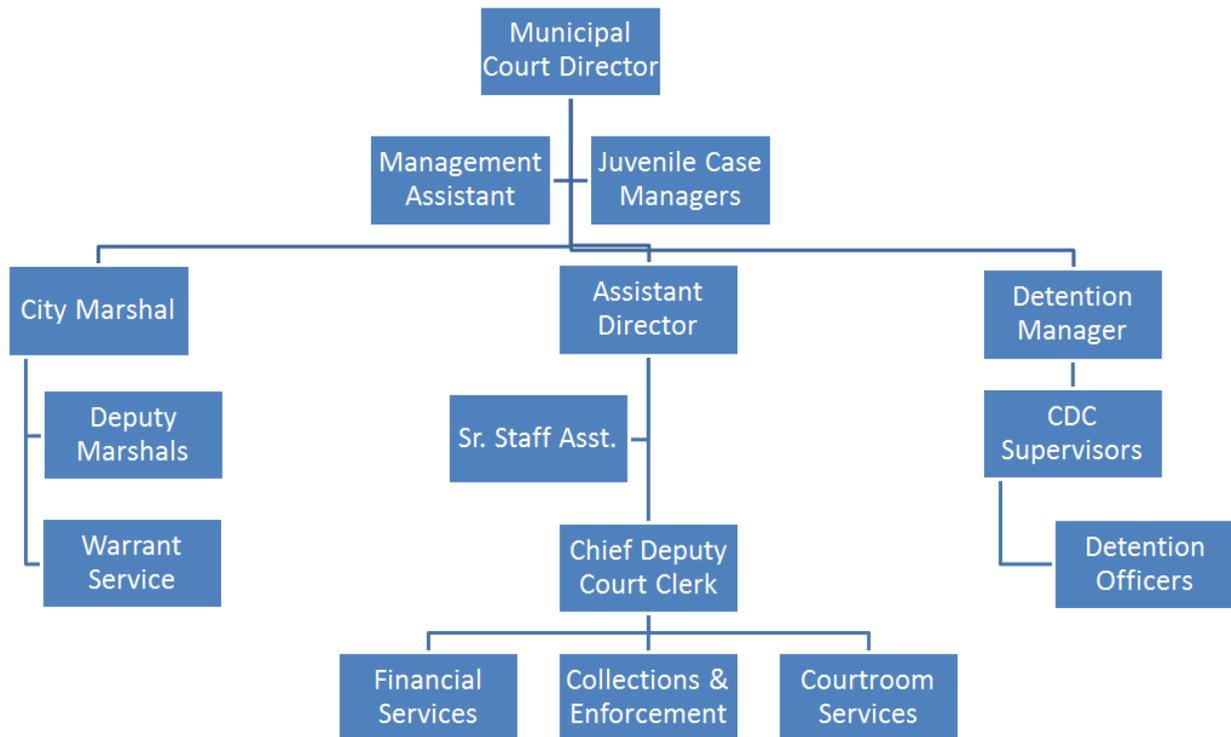
The Clerk of the Court is responsible for supporting the Municipal Court Judicial Department through the filing and review of cases, financial management, collections and enforcement, docketing, and records retention.

The City Marshal's Office is responsible for courthouse and courtroom security, bailiff functions, issuing and executing warrants, and serving emergency protective orders, subpoenas, and summons. The courthouse and courtroom security as well as bailiff functions are currently outsourced to a vendor under the city marshal's supervision.

The City Detention and Magistration Center is located at the Wilson Plaza and is a short-term detention facility where City of Corpus Christi Police Officers, deputy marshals, and airport police bring persons they have arrested to be detained until they appear before a magistrate. People arrested for Class C misdemeanors have a bail bond amount set and released. People charged with a Felony or a Class A or B misdemeanor are properly identified and transferred to the Nueces County Jail. The City's Detention Center is not a jail and may not detain arrested people for more than 12 hours.

Juvenile case managers provide case management for juvenile offenders who are referred to them by the judge presiding over the juvenile dockets. The case managers direct, monitor, and track juveniles' compliance based on judicial orders and instructions.

## ORGANIZATION CHART



## CURRENT BUSINESS ENVIRONMENT

The Corpus Christi Municipal Court is a court of record with criminal jurisdiction over Class C misdemeanors and violations of City ordinances committed within the city limits; has limited criminal jurisdiction over offenses within the City's extraterritorial jurisdiction, and on property owned by the City outside its city limits. The municipal court also has limited civil jurisdiction for the purposes of enforcing municipal ordinances and forfeitures of bonds.

The municipal court judges (Municipal Court Judicial Department) are appointed and supervised by the city council. The presiding judge and judges under his/her direction conduct trials and hearings and adjudicate cases filed in the municipal court.

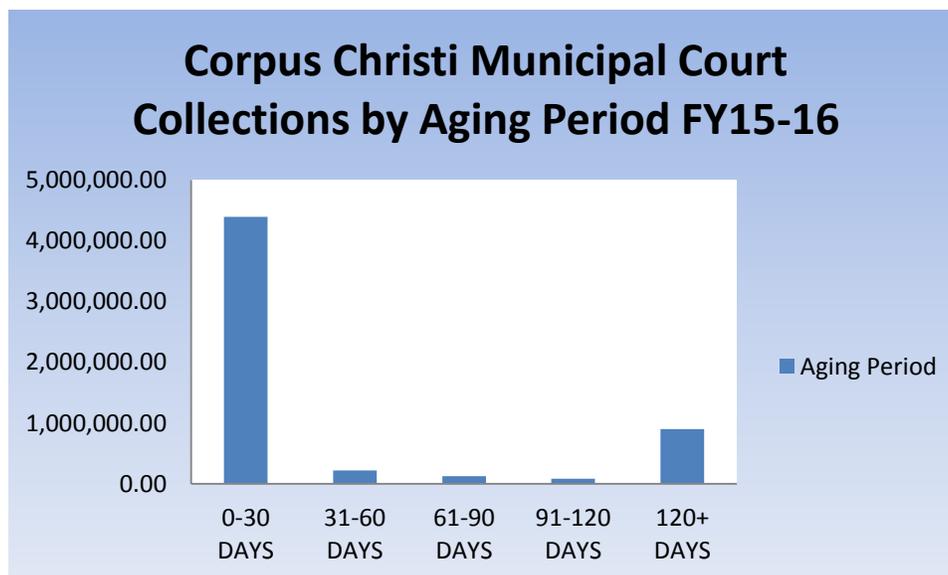
The municipal court services director (Municipal Court Administration Department) under the direction of the city manager, and in support of the judiciary, performs the statutory duties of the clerk of the court. Additionally, the director directs and supervises the activities of the City Marshal's Office and the City's Detention and Magistration Center.

## RISKS & VULNERABILITIES

The Municipal Court's risks and vulnerabilities stem from various sources. Changes in legislature can positively or negatively impact the system. In 2013, legislature decriminalized Fail to Attend School violations. Jurisdictions that normally received cases from their perspective independent school districts were impacted by a drop in referral of cases. Legislature also decriminalized certain violations in schools and reduced police officer's ability to enforce certain laws within their campuses.

While the municipal court generates some revenues, its functions are adjudicative in nature and seek compliance through various measures. The court's main function is the adjudication of cases. This includes: acceptance of pleas, scheduling hearings and trials, processing dismissals, the collection of fines, issuance of warrants, payment plans, community service, credit for time in jail, processing findings of indigence, and the enforcement of judicial orders.

The number of cases adjudicated by the court are directly impacted by the occurring of offenses and the issuance of citations or arrests. A known theory is that the sooner a case is assessed from the time it was issued, the higher chances that case is properly adjudicated. This creates the vulnerability of the dependence in the issuance of citations. The chart below illustrates the total dollar amounts collected by the aging period. The aging period is defined as the date a case is assessed versus the date paid.



The above shows that more than 80% of cases are paid within 60 days of being assessed. Although the number of cases paid after 120 days of being assessed is more than those paid within 61-90 or 91-120 days, this figure encompasses all cases that can date as far back as 1999.

Other vulnerabilities have risen from the investigation by the US Department of Justice on the city of Ferguson, Missouri. The outcome has forced the Texas Office of Court Administration (OCA) to update the Collections Improvement Program so that it does not apply to those who cannot afford to pay, and made payment plans less burdening on offenders' ability to pay their fines.

Some of the risks and vulnerabilities are not in the court's control. However, the administration must be ready to comply with any changes made by OCA and/or legislature as this can impact the City's ability to keep a portion of the 50% of the costs collected in the time payment fee. The court must ensure that processes are in place which encourages violators to be in compliance.

### **ISSUES AND CHALLENGES FOR FY 2016-17**

The municipal court has experienced several issues and challenges since its conversion to the new Incode software. Some of those issues are: the delay of issuing warrants and *capias pro fines*, some cases not being reported to the collection vendor, and community services being outsourced to a third-party vendor.

#### Warrants

For cases where defendants failed to address their citations, there are currently more than 22,500 cases that are pending review to have a warrant issued. Of those, more than 17,000 were issued after "go-live" date with the new software of September 2, 2014. There are more than 5,300 cases prior to September 2, 2014 that date as far back as 08/09/2001.

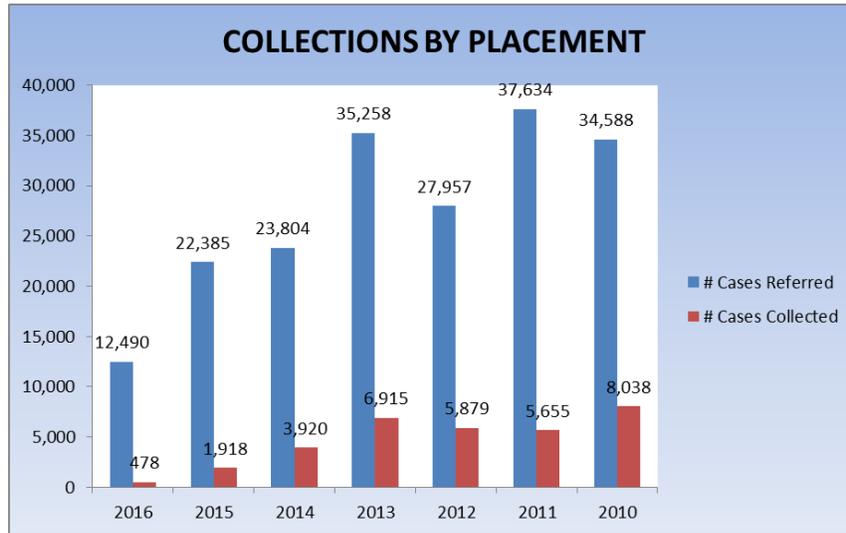
Where defendants failed to comply with judicial orders and can potentially incur a *capias pro-fine*, there are more than 6,000 pending cases. Of those, 2,014 were issued after go-live, and more than 4,000 prior to go-live that date as far back as 01/13/1999.

The issuance of warrants directly impacts the adjudication and disposal of pending cases. The absence of warrants being issued for the arrest of people who fail to appear, sends a clear message to violators that it is okay to procrastinate or simply refuse to handle citations for allegedly committing a crime.

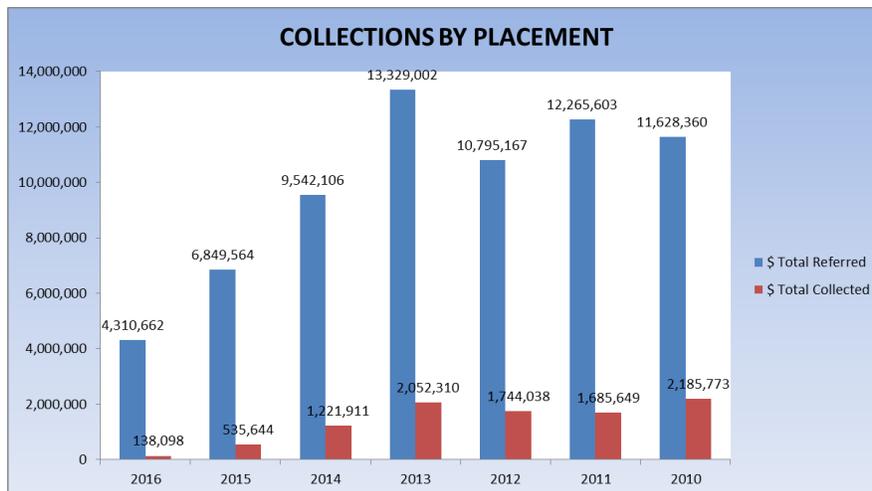
#### Collections

The manpower and budgetary needs required for effective collection efforts which include calling violators and sending out multiple delinquent notices, makes it more cost effective to contract with a third-party vendor. This process is permitted by state law and city ordinance. However, in order for this procedure to be effective the municipal court must consistently refer more than 60-day delinquent violations to the vendor.

The numbers of cases that are referred to the collections vendor have reduced since 2014. From over 37,600 cases referred in 2011, referrals have dropped to 12,490 in 2016 as of July 31, 2016. This not only impacts the potential for collecting cost, fines, and fees, but also directly impacts cases being disposed; as not all dispositions come with collection of revenue.



The number of cases referred to the collection vendor has a correlation with the amount of dollars referred. In 2011, the cases referred to the vendor were worth more than 12 million dollars. Of those, more than 1.6 million in delinquent fines and fees were collected. In 2016, the court referred cases with over 4 million dollars in costs, fines, and fees, and has collected a little over 138 thousand.



### Community Service

Community service is an alternative method that state law enables judges to authorize. Individuals who cannot afford to pay their violations are ordered to perform community service work at a non-profit or governmental organization.

The court's current outsources community service through a third-party vendor. The City contracted with the current vendor to provide this service to individuals who are ordered to perform community service. The concern is that the vendor is permitted to charge customers \$45 when using the service. The assumption is that individuals who need to perform community service do so because of financial constraints. Another concern is that the vendor is not accessible similar hours of operation as the court.

### How do we fix these issues?

#### *Warrants*

The court administration meets with judicial and legal on a weekly basis to discuss, plan, and implement the changes to processes for correcting the issues above. We are currently working on implementing the procedure to issue warrants on cases where violators fail to appear. The goal is to check all cases issued after September 2, 2014 and forward those to the judges for issuance of warrants, and to consistently continue with this process for new cases being processed. Cases issued prior to September 2, 2014 will be set to an arraignment docket to give violators the opportunity to appear. If defendants fail to appear, then judges will issue a warrant for failing to do so.

#### *Collections*

Cases that are referred to the vendor for collections should be consistently referred on a bi-weekly basis. Items on a case such as State Court Costs, fine, payment plan fees, warrant fees, etc., must be delinquent more than 60 days. For this reason, the goal is to refer only delinquent cases 60 days after a warrant has been issued. This goal is twofold in that it is a consistent process, and ensures cases go through the warrant process prior to being referred for collections.

#### *Community Service*

The municipal court administration plans to terminate the contract with the current community service vendor and take on the responsibility. This will give citizens the opportunity to meet with a collections & enforcement clerk Monday through Friday from 8:00 a.m. to 4:00 p.m., not incur an additional \$45.00 fee, and start their process for performing the community service.

### **3 TO 5 YEAR OUTLOOK**

The court administration's 3 to 5 year outlook is to have all the procedural issues resolved and running smoothly; to have all processes and procedures documented, to have all clerks trained in performing the tasks, to partner with judges and prosecutors towards the same goals, and to ensure these processes and procedures are on a consistent and non-stop track.

The administration seeks to have all clerks certified through the Texas Municipal Court Education Center (TMCEC) with a minimum of Level I certification, and make it mandatory that all new clerks become certified within 18 months of hire.

The court administration will also develop partnerships with community non-profit organizations and other City departments that will allow citizens with violations to perform community service work at their locations.

The court administration's goal is to continue enhancing community outreach programs, such as visiting schools to meet with juveniles placed in the juvenile case management program, provide educational information at seminars that will inform individuals of their options for handling their citations, as well as increase the knowledge and awareness of traffic safety through educational seminars and court related community projects and materials.

# PERFORMANCE

## DEPARTMENT MISSION AND MISSION ELEMENTS

<b>MISSION:</b> The mission of the Municipal Court Administration Department is to deliver administrative and safety services in support of the judiciary.	
ME#	Mission Element
231	Manage the administration of the Municipal Court including dockets, records, fine collection, service of warrants, and courtroom safety.
232	Manage the municipal jail/detention center.
233	Provide case management for juveniles.

## SERVICES AND SERVICE LEVELS

ME #	Service Provided	Measurement of Service		Is current demand satisfied ?	Current Level of Service
		Description of How Service Provided is Measured (i.e., the "service measure")	Activity level (annual)		
231	time payment plans	frequency of interviews conducted	12,000	Yes	daily
231	community service	frequency of placements	680	No	weekly
233	juvenile case mgmt	frequency of juvenile placements	6,500	yes	weekly
231	Return calls / Call Cntr	frequency of returned customer phone calls	15,750	yes	daily

The recent change to the method of answering calls has enable the department to meet the current demand of calls. Now customers are asked to leave a message when calling the court and a clerk will return the call within 24 hours. Our goal however is to return calls within the hour.

The community service plan is not being satisfied at this time, because the vendor currently manages this process, and will cease performance due to the contract cancellation by November 18, 2016.

The court's Collection and Enforcement will take on the responsibility of reviewing judicial orders and assigning, tracking, monitoring, and enforcing, community service. Currently one of this section's position is frozen which will create an impact until the position is able to be filled.

**Primary factors creating demands for services and implications:** One of the factors creating demands for services is as mentioned earlier in Risks and Vulnerabilities, is the increased community awareness on courts having the ability to provide alternative

methods for disposing violations. Members in the community are raising concerns that courts are implementing various methods and additional costs in attempt to collect fines. They feel these methods place a burden on those who are unable to pay and ultimately increases low-income individuals' financial burdens.

Citizens who violate the law have the responsibility to dispose their violations by means provided by law, this includes people who are unable to pay their fines. Courts are mandated to provide low-income individuals with alternative methods to dispose their violations. These alternative methods are: monthly installments through a payment plan, performing community service, requesting credit for serving time in jail, or requesting to be found indigent and have all costs, fine, and fees waived. However, it is also the violator's responsibility to prove to the court of any financial hardship.

Municipal courts must have these processes in place to be statutorily in compliance. The City of Corpus Christi Municipal Court complies with these guidelines and provides the alternative methods named above. However, the increased awareness brings fourth added requests and complaints that judges and staff must handle appropriately on a case-by-case basis.

In 2013, more than 4,191 cases were placed on payment plans. During fiscal year 2014, 3,215 cases were placed on payment plans, and 7,683 in fiscal year 2015. During the last quarter of fiscal year 2016 (April through June) 3,000 people requested payment plans, and for the same period, 16 cases had costs, fines, and fees waived due to indigence.

For the month of July 2016, 372 customers were interviewed for potential payment plans. The court mailed 452 letters notifying customers their payment plans were delinquent requesting payment.

## TABLE OF GOALS AND ASSOCIATED PERFORMANCE MEASURES

ME #	Goal	Performance Measure Associated With Goal	Is Measure included in CPR?	Annual Target
231	Provide court services in an efficient, ethical and knowledgeable manner, in compliance with state laws, city ordinances, and state agency rules and regulations.	# of violations filed # of warrants issued # of collection calls made	Yes Yes Yes	100% 25,000 8,000
232	Provide an efficient, safe, and secure facility for staff and persons detained.	Total # of persons processed at CDC	Yes	16,500
233	Provide knowledgeable staff to manage juvenile cases in a manner that prevent children from becoming further involved in the criminal justice system.	# of juvenile cases successfully resolved	Yes	90%

## PERFORMANCE TRENDS

CPR Baseline Measure	FY 15-16 (est)	FY 14-15	FY 13-14
# of cases pending final resolution	2,796,189	3,968,177	4,669,980
# of collection calls made to increase enforcement	3,851	2,927	8,906
# of collection interviews collected	3,707	3,111	5,217
# of cases filed	82,644	54,297	82,114
Total costs, fines, & fees	5,110,385	5,968,804	8,315,245
# of new warrants issued	3,825	2,136	552
Total # of warrants executed	1,685	1,666	4,129
Total # of outstanding warrants	278,339	99,111	?
# of persons transferred to Nueces County Jail	10,177	11,852	11,825
Total # of persons processed at CDC	15,458	16,296	15,827
# of cases assigned to case mgmt.	578	126	103
# of juvenile cases files in the municipal court	760	1,074	1,220
# of juvenile cases successfully resolved following case mgmt	187	64	89

## EXTERNAL BENCHMARKS – COMPARISONS TO OTHER CITIES

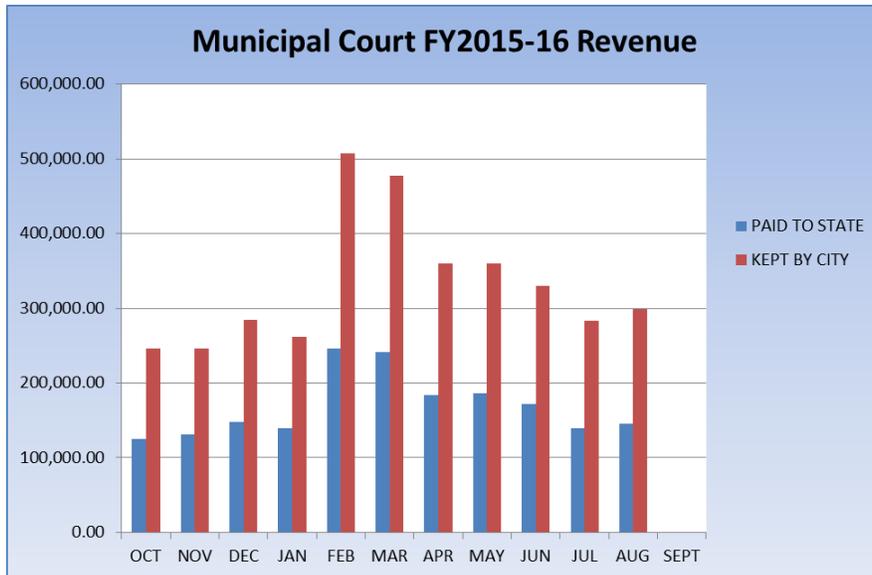
Benchmark Measure Used	Ranking	Explanation of relative ranking
<u>Annual Collection Rate</u>	<u>4<sup>th</sup></u>	<u>City of Corpus Christi Municipal Court's annual collection rate is 63%</u>
<u>Total Number of Criminal Cases Per Capita</u>	<u>4<sup>th</sup></u>	

The court administration would like to propose a new bench mark: “the total number of annual cases closed”. As mentioned earlier in this document, the court’s main objective is the adjudication of cases. The disposal of cases (closed) measures how well the court performed overall its processes, goals, and measures. Most of the performance trends lead towards the disposal of cases.

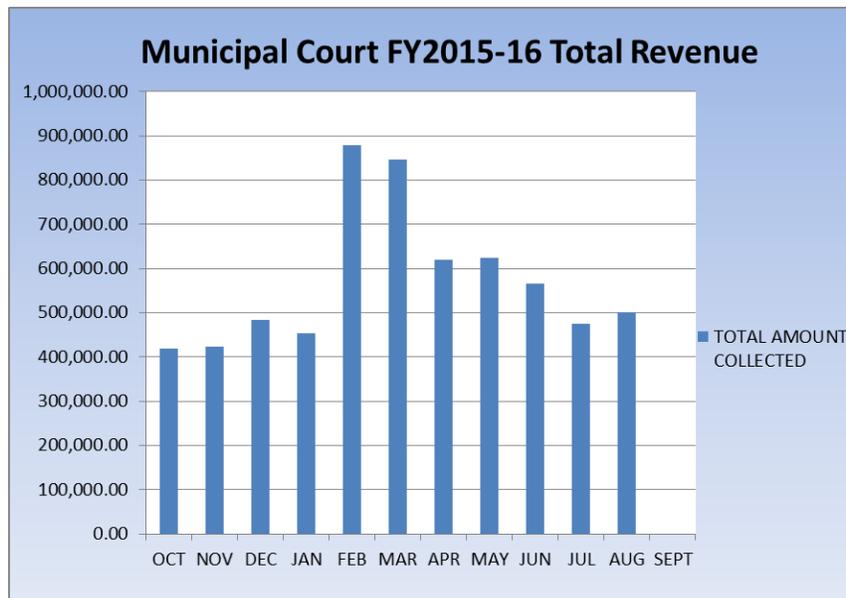
# FINANCIAL

## FINANCIAL TREND SUMMARY

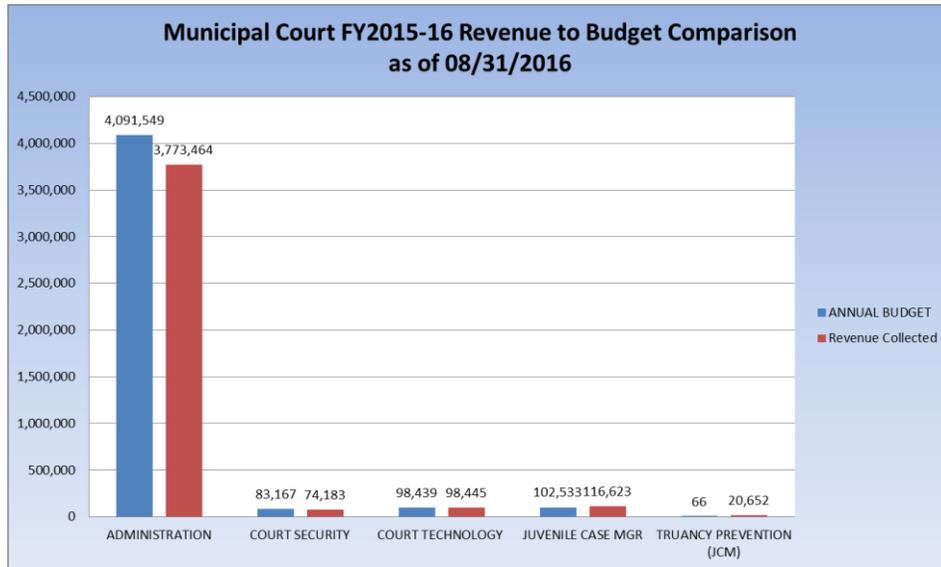
The chart below illustrates the court's revenue distributed to the State and to the City. The monthly trend is normal; February and March are normally higher collection months due to the statewide warrant round up. Up to August 31, 2016 \$1,855,931 have been collected in state court costs, and \$3,655,042 have been collected in fines and fees distributed to the City. These amounts do not include special funds.



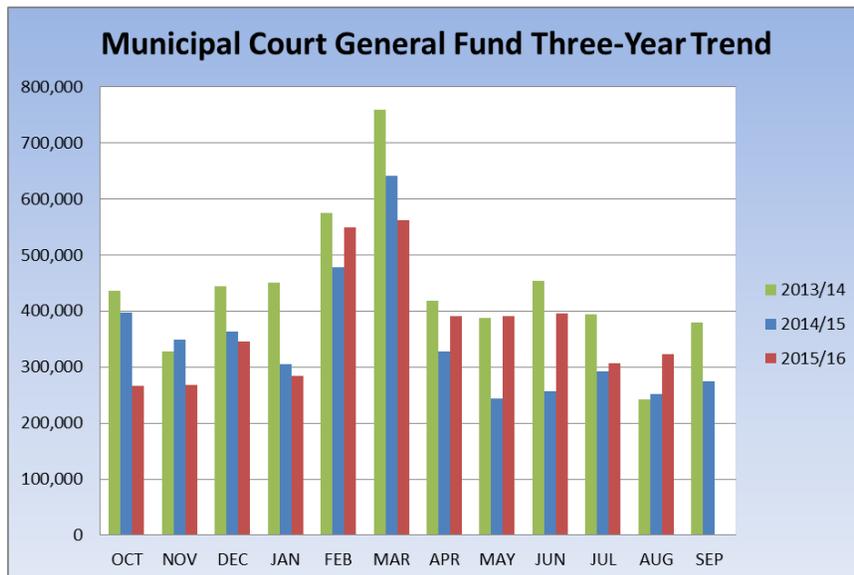
The chart below titled Municipal Court FY2015-16 Total Revenue illustrates the gross amount of dollars collected up to August 31, 2016; a total of \$6,288,047.



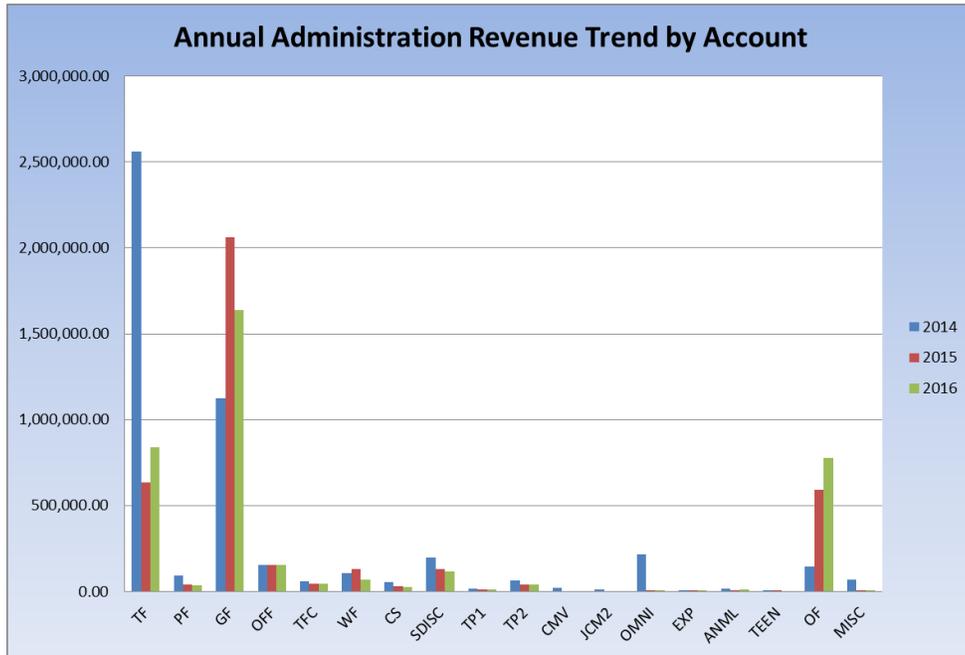
The chart below is the comparison between the FY2015-16 revenue budget and total dollars collected up to August 31, 2016 by budget fund. The Administration budget is \$4,091,549 and the court has collected \$3,773,464; short -\$318,085 or -7.77%. These amounts should improve by the end of the fiscal year. The court security budget is 83,167 and the court has collected \$74,183; -\$8,984 short or -10.8%. All other budget goals have been met or surpassed. Overall the court's budget is 4,375,754 and has collected a net \$4,083,367.



The chart below illustrates a three-year trend for the municipal court's general fund up to August 31, 2016. The revenue includes all of the court funds that are revenue generating. After March 2014, revenue dropped which may be attributed to the court's new software project, the reduction of warrant issuance, the reduction of referrals sent to the collection agency, and referrals to the OmniBase Fail to Appear program.



The chart below illustrates the three-year revenue trend by account. These do not include special fund accounts such as the court technology and security. There is approximately a two million drop in moving fines (TF) from 2014 to 2015, but 1.5 million increase in general fines (GF). The drastic changes may have been due to coding from the old software to the new current software and the issues mentioned above.



**EXPENDITURES BY MAJOR CATEGORY**

	<b>Adopted Budget 2016-17</b>	<b>Estimated Actual 2015-16</b>	<b>Actual 2014-15</b>	<b>Actual 2013-14</b>
# Budgeted FTEs	66	66	62	62
Personnel Services	2,891,379	2,539,967	2,458,446	2,621,011
Other operating	319,724	557,720	588,257	1,259,409
Contractual				
Debt services				
Internal service allocations	664,712	993,862	1,044,342	1,184,213
Capital outlay				
<b>Total</b>	<b>3,875,815</b>	<b>4,091,549</b>	<b>4,091,045</b>	<b>5,064,633</b>
Grant expenditures				

**SOURCES OF REVENUES INCLUDING USER FEES & CHARGES**

Total departmental revenue: 4,164,091

Source of revenue including user fees, charges and internal service fund allocations	If user fee or charges, conceptual basis and % cost recovery target	Date of last study	\$ generated annually
Fines and Fees		None identified	3,724,954
Court Technology Fund		None identified	98,773
Court Security Fund		None identified	70,745
Juvenile Case Mngr Fund		None identified	118,757

# BUSINESS PLAN STRATEGIES & TASKS

**MISSION ELEMENT #231:** Manage the administration of the Municipal Court including dockets, records, fine collection, service of warrants, and courtroom safety.

**Goal 1:** *Provide court services in an efficient, ethical and knowledgeable manner, in compliance with state laws, city ordinances, and state agency rules and regulations.*

<b>STRATEGY 1:</b> Process, review, and prepare, all 30 day delinquent cases, and send to judicial for the issuance of warrants		<b>Responsible Manager:</b> Laura Garza and Hubert Archambo
<b>Problem this strategy is addressing:</b> Meet the compliance measures required by state laws for the issuance of warrants.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Plan, develop, and implement plan for issuing warrants	09/26/2016	Gilbert Hernandez
2) Develop affidavit of probable cause	09/26/2016	Laura Garza
3) Train judges on process	09/23/2016	Laura Garza
4) Review all pending cases and place in judicial warrant pool	10/01/2017	Hubert Archambo

The issuance of warrants is a process that should never be stopped unless statutorily directed. This process shall be monitored on an on-going basis and will be tracked weekly, monthly, quarterly, and annually, to ensure that the enforcement of failure to appear and non-complaint violators is being addressed. The City Marshal will be responsible for the on-going monitoring.

<b>STRATEGY 2:</b> Consistently refer all cases in warrant status and delinquent more than 60 days to the collection vendor.		<b>Responsible Manager:</b> Gilbert Hernandez
<b>Problem this strategy is addressing:</b> Meet the compliance measures required by state laws for the collection of cases and improve case compliance and collection ratings.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Develop plan to determine point of referral and recalls	10/01/2016	Gilbert Hernandez
2) Meet with vendor to set guidelines and expectations	10/15/2016	Gilbert Hernandez
3) Begin referring most recent 60-day delinquent cases working to oldest.	11/01/2016	Gilbert Hernandez

Referral of delinquent cases is highly important and ensures that the collection vendor begins their collection process of making contact with offenders that fail to handle their violations. For this purpose, it is important that the referral process and the collection rates be tracked for performance. The assistant director will be responsible for the performance tracking.

<b>STRATEGY 3:</b> Develop, document, and implement the community service process.		<b>Responsible Manager:</b> Terry Teri and Laura Garza
<b>Problem this strategy is addressing:</b> Currently the court has an agreement with a vendor to provide community service services. The vendor charges a \$40 fee to customers, and is not available the same hours of operation as the court.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Provide 90-day notice of termination to the vendor.	09/01/2016	Gilbert Hernandez
2) Develop and document the court's community service process.	10/01/2016	Gilbert Hernandez
3) Train collection & enforcement personnel on the process.	11/01/2016	Laura Garza
4) Develop business relationships with community non-profit organizations, and City departments.	11/15/2016	Terry Teri
5) Obtain memorandums of understandings from all the businesses.	11/15/2016	Terry Teri
6) Set a start date for C&E to begin reviewing applications and performing interviews for community service.	11/21/2017	Laura Garza

<p><b>STRATEGY 4:</b> Develop, document, and implement a plan that will ensure consistent and accurate compliance of all court processes that have a direct impact in disposing cases.</p>	<p><b>Responsible Manager:</b> Gilbert Hernandez</p>	
<p><b>Problem this strategy is addressing:</b> Many of the current issues may be due to inconsistent procedures or processes. This strategy will address this by finding loop holes, incomplete steps, and or areas requiring more efficiency.</p>		
<p><b>Tasks necessary to execute strategy:</b></p>		
<p><b>Task Name</b></p>	<p><b>Task Due Date</b></p>	<p><b>Task Owner</b></p>
<p>1) Document and list all possible processes</p>	<p>10/01/2016</p>	<p>Gilbert Hernandez</p>
<p>2) Map each division's processes – Courtroom services</p>	<p>11/01/2016</p>	<p>Laura Garza</p>
<p>3) Map each division's processes – Collection &amp; Enforcement</p>	<p>12/01/2016</p>	<p>Laura Garza</p>
<p>4) Map each division's processes - Financial</p>	<p>01/01/2017</p>	<p>Terry Teri</p>
<p>5) Map each division's processes – Marshals / Warrants</p>	<p>03/01/2017</p>	<p>Hubert Archambo</p>

**MISSION ELEMENT #232:** Manage the municipal jail/detention center.

**Goal 1:** *Provide a secure, safe, and efficient facility, for staff and arrested persons.*

<p><b>STRATEGY 1:</b> Continue to provide formal and in-house training opportunities for all detention facility staff, to increase comprehensive knowledge and necessary skills with regard to detention-related duties and requirements.</p>		<p><b>Responsible Manager:</b> Keane Monroe</p>
<p><b>Problem this strategy is addressing:</b> Need for continuous training that provides licensing hours, reduction in liability, and increased safety.</p>		
<p><b>Tasks necessary to execute strategy:</b></p>		
<p><b>Task Name</b></p>	<p><b>Task Due Date</b></p>	<p><b>Task Owner</b></p>
<p>1) Provide in-house training on General Orders and guidelines towards ethical behavior, harassment, and teamwork.</p>	<p>12/01/2016</p>	<p>Keane Monroe</p>
<p>2) Provide "Use of Force" training for any new officers</p>	<p>11/01/2016</p>	<p>Keane Monroe</p>
<p>3) Provide online training towards Municipal Jailer Certification through Texas A&amp;M.</p>	<p>04/30/2017</p>	<p>Keane Monroe</p>
<p>4) Perform jail-site visits in two Texas locations</p>	<p>03/31/2017</p>	<p>Keane Monroe</p>

**MISSION ELEMENT #233: *Provide case management for juveniles.***

**Goal 1:** Provide knowledgeable staff to manage juvenile cases in a manner that helps prevent children from becoming further involved in the criminal justice system.

<b>STRATEGY 1:</b> Provide formal and in-house training opportunities to case managers, to increase comprehensive knowledge and skills with regards to successful case management.		<b>Responsible Manager:</b> Gilbert Hernandez
<b>Problem this strategy is addressing:</b> Meets the training criteria required for juvenile case management and improves knowledge of more in-depth court procedures.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Attend the annual juvenile case management training offered by Texas Municipal Court Education Center.	06/30/2017	Gilbert Hernandez
2) Work towards Level I court clerk certifications	10/01/2017	Case managers
3) Attend TCCA or other juvenile related training	03/01/2017	Gilbert Hernandez
4) JCM Webinars	12/31/2016	Gilbert Hernandez

<b>STRATEGY 2:</b> Develop community relationships to provide a learning and mentoring environment for juveniles.		<b>Responsible Manager:</b> Case managers
<b>Problem this strategy is addressing:</b> Provides community outreach for juveniles to learn from members of the community how to make better decisions.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Develop, document, and plan a training/mentoring program that will include an activity for juveniles (ex. basketball game with community leaders)	11/30/2016	JCMs
2) Request volunteers from the community	12/31/2016	JCMs
3) Set the monthly dates for this program to be on	11/30/2016	JCMs
4) Determine how juveniles will be referred	11/30/2016	JCMs/Gilbert
5) Begin referring juveniles, tracking for compliance, and tracking for effectiveness of the program.	12/01/2016	Judicial/JCMs

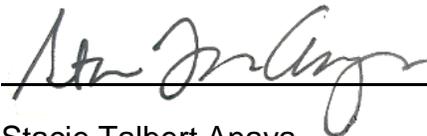


# Parks & Recreation Department

**Fiscal Year: 2016-2017**

September 23, 2016

Approved by:



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Stacie Talbert Anaya,  
Director



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E. Jay Ellington,  
Interim Assistant City Manager

# DEPARTMENTAL PROFILE

## DEPARTMENT DESCRIPTION

The Parks and Recreation Department is comprised of six (6) divisions including the following services:

- Administration
  - Special Events
  - Arts Programs
  - Contract administration
  - Administrative Support
- Beach & Natural Resources
  - Oso Bay Wetlands Preserve and Learning Center
  - Gulf Beach Operations
- Community Services
  - Juvenile Assessment Center
  - 78415 Community Youth Development Grant
- Park Operations and Development
  - Turf and Tree Management
  - Storm Water Mowing
  - Sanitation
  - Tourist District Operations
  - Park Planning and Development
- Recreation Program Services
  - Latchkey
  - Athletics
  - Aquatics
  - Recreation Centers
- Senior Community Services
  - Senior Centers
  - Elderly Nutrition Programs
  - Retired Senior Volunteer and Senior Companion Programs.

The team currently manages 206 parks, approximately eight miles of Gulf beaches, three miles of bay beaches, over 2,000 acres of storm water and street right-of-ways, six recreation centers, eight senior centers, eight swimming pools, two tennis centers, two golf courses, 19 sports complexes, 78 pieces of public art and 36 after school locations at elementary schools. Several of the department's operations have been contracted to

third parties, including the management of the golf courses, as well as a portion of mowing and tree trimming services.

The Parks and Recreation team is committed to spreading the Gospel of Play- the vehicle by which we will achieve our vision to “Empower our Community to Live, Learn and Play!” The Gospel of Play emphasizes the impact of parks, programs and services have on:

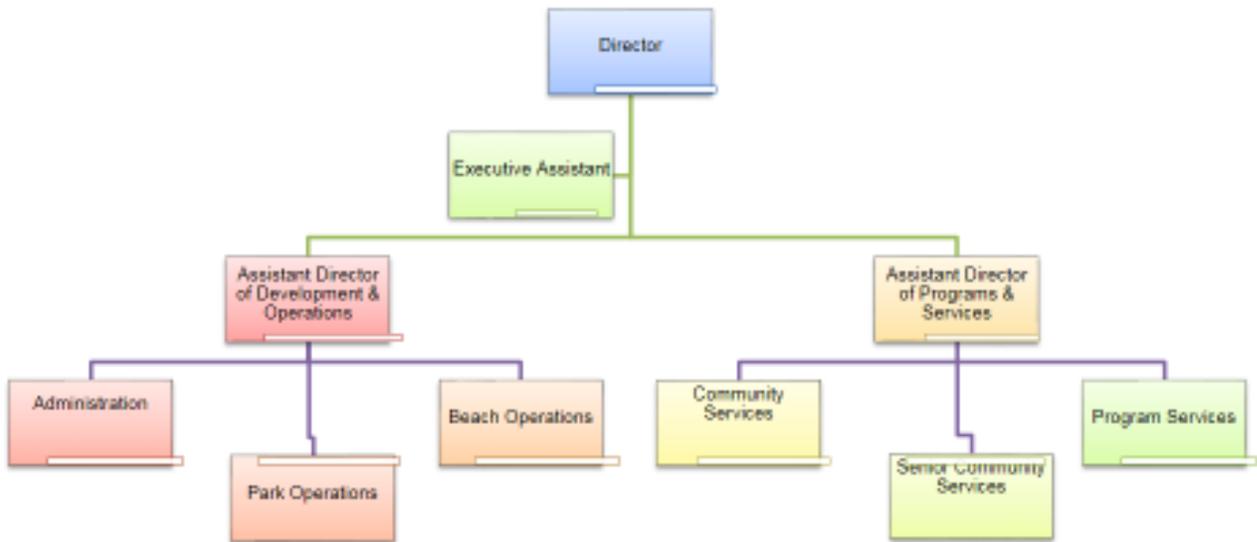
- Promoting a Healthy Lifestyle
- Encouraging Life-long Learning
- Contributing to Safe and Livable Neighborhoods
- Building a Sense of Community
- Contributing to Economic Vitality
- Contributing to an Attractive and Sustainable Environment.

By maintaining our focus on these areas of emphasis the Department achieved the following significant accomplishments in FY 2015-2016:

- Opened the Oso Bay Wetlands Preserve and Learning Center
- Executed an agreement with the WellMed Foundation to expand services at Zavala Senior Center and Joe Garza Recreation Center
- Appropriated funds and established a work plan for State Hotel Occupancy Tax Revenues to increase maintenance and safety services along the bayfront and beaches
- Implemented a new trash removal system in Gulf Beach Operations reducing the time and human power need to complete a route allowing for the reallocation of staff time to address ground trash, facility maintenance and other projects.

## **ORGANIZATION CHART**

# Parks and Recreation Department



## CURRENT BUSINESS ENVIRONMENT

The Parks & Recreation Department serves a wide variety of customers with very diverse interests and recreational needs. The overall business environment of the department is driven by our community’s demographics, city-wide initiatives to meet the needs of our residents, as well as national and regional recreation trends.

The department is currently working with Ballard/King & Associates (BKA) and BRS Architects to complete a Programs Master Plan. A study of our community’s demographics confirmed the 2012 Data Collection Project’s findings that Corpus Christi’s median income is \$48,013, approximately \$4,500 less than the State and National averages. In turn, the dollars families have available for recreation and leisure activities is limited. The following is a chart noting the Recreation Expenditures Spending Potential Index:

Recreation Fees	Texas		Corpus Christi	
	Spending Potential Index	Average Spent	Spending Potential Index	Average Spent
<b>Fees for Participant Sports</b>	100	\$120.26	88	\$106.15
<b>Fees for Recreational Lessons</b>	94	\$114.97	81	\$99.32
<b>Social, Recreation, Club Memberships</b>	97	\$166.99	85	\$146.45
<b>Exercise Equipment/Game Tables</b>	106	\$81.53	87	\$67
<b>Other Sports Equipment</b>	98	\$7.84	81	\$6.45

On average, Corpus Christi residents have less to spend on recreation and leisure activities than the rest of Texas. A national trend drives municipal parks & recreation agencies to become more self-sufficient through revenue generating programs, the demographic trends in Corpus Christi push the department to lean heavily on a free/reduced fee programming menu. Increasing participation rates at swimming pools, senior centers, family-oriented special events and self-directed park usage continue to support the need for these offerings. However the department does coordinate various programs with a significant or total cost recovery ratio (Latchkey, Youth Sports Camps),

In addition to our participants' ability to pay for programs and services, the department's capacity to significantly raise fees is impacted by the community's perception of the value and quality of our programs and service offered but also other tax and fee increases imposed by the City and other governmental entities in the community. Considering these factors and recommendations from BKA and BRS, the department is currently working with the Parks & Recreation Advisory Committee (PRAC) to create a working revenue policy for programs and services.

The Programs Master Plan identifies the following trends the department should focus on for future program and service initiatives:

- Fitness and wellness
- Self-directed, self-planned activities
- Mutli-generational facilities, programs and events (including active senior activities)
- Outdoor and aquatic recreation
- Teen programming.

In addition to increasing the department's resources to address these trends, it will be important to establish partnerships with other service providers and activity leaders throughout the community.

The Parks, Recreation and Open Space Master Plan was adopted by City Council and the Texas Parks and Wildlife Department in late 2012. The Master Plan calls for a reduction in maintenance and amenities in smaller and lower use parks, with more emphasis placed on increased maintenance and amenities in larger, higher usage community and regional parks. In 2016, the department implemented one of the plan's action items for efficiency by listing 14 parks for sale/divestment. Proceeds from sales will be utilized to upgrade park amenities in nearby parks further reducing the burden of maintaining aging equipment.

Further efficiencies and changes in maintenance practices continue to be developed. In recent years the department has implemented a vehicle replacement program to overcome deficiencies in the existing fleet. Using a combination of lease, lease-purchase and purchase options the department has reduced the average age of the vehicle fleet from 13 years to 8.5 years. In addition, investing in equipment such as 3-deck mowers

that increase the number of acres a mowing crew can address in one visit without sacrificing the quality of cut is a new strategy. Finally, the department has begun to focus on contracting maintenance services that are required in non-playable spaces so in-house crews who have a personal investment in the quality of services provided can focus their efforts/energy on places the community plays. Some of these services include palm tree trimming, median, storm water and right-of-way mowing and landscaping.

Park maintenance trends nationally are to build partnerships with community organizations through adopt-a-park programs, volunteer programs and community maintenance agreements to assist with the ongoing maintenance of parks and trail systems. Corpus Christi has implemented these approaches and has seen marked support from the community relative to park maintenance. Despite these efforts to streamline processes and create partnerships, the department continues to struggle with resources to meet the standards established for maintenance in the Parks Master Plan.

As a result of the passage of House Bill 3052 in the 84th Legislative Session, the department experienced a boost in funding for beach and bayfront maintenance and shoreline protection through proceeds from the State Hotel Occupancy Tax funds. This has provided resources for areas such as North and McGee beaches and the downtown bayfront that did not have a dedicated funding stream previously. This funding allows for additional support of daily maintenance, lifeguard and enforcement activities as well as significant funding for major shoreline protection and seawall improvement.

## **RISKS & VULNERABILITIES**

1. Aging Infrastructure and the resources to address deferred maintenance—maintenance of irrigation systems, playground equipment, buildings, structures, park roads, parking areas and public art has all been deferred for many years due to insufficient resources.
2. Climate, weather and environmental conditions:
  - A. Difficult to grow and sustain trees and landscaping in the parks system due to the weather conditions without fully functioning irrigation systems.
  - B. Gulf currents, winds and seaweed create a difficult condition to maintain beaches with consistency.
  - C. Conditions deteriorate facilities and park amenities more rapidly and create a need for more frequent repairs.
3. Propensity in the community for littering and leaving trash in public spaces.
4. Community reluctance to pay user fees for services (facilities and programs)

5. Lack of a shared vision by the community on what Corpus Christi is and can be – tremendous fragmentation and conflicts of values, desires and expectations. Suffering from a disconnect between expectations and investment of resources.
6. Economy – downturn in the economy has reduced funding sources within the local, state and national government; granting agencies; and potential sponsors and donors.
7. Underestimation of the value of Parks and Recreation in the community. Lack of appreciation for how Parks and Recreation impacts Health, Learning, Neighborhood Quality, Community Building, Economic Vitality and a Sustainable Environment within the City.

#### **ISSUES AND CHALLENGES FOR FY 2016-17**

Elimination of the Priority Response (Strike Force) Team will impact Park Operations' ability to address unplanned repairs to the park system and beyond caused by vandalism, weather events, etc. Coupled with the 9 frozen positions in the Tourist District and Turf Management work units, the department's ability to address unplanned/unscheduled work will be compromised. Accelerating playground and park amenity removals, replacements and installations is one strategy the department is implementing to mitigate the impact of the reduction in staff.

The department is currently pursuing accreditation through the Commission on Accreditation for Park and Recreation Agencies (CAPRA). A self-assessment will be complete by December 2016. A team of evaluators from CAPRA will visit Corpus Christi in the Summer of 2017 and if successful the department will be Accredited at the 2017 National Recreation and Park Association's Annual Congress in New Orleans in September.

The department will continue to partner with the Engineering Department to work towards the completion of the 2012 Bond Program. We anticipate the completion of Collier Pool renovations, the Schanen Hike and Bike Trail, the Swantner Park seawall, Cole Park breakwater and the Manuel Q. Salinas and Parker Park projects. Design will be completed and construction will begin at West Guth Park and Pool, Bill Witt Park and the HEB Tennis Center Pro Shop projects.

The Texas Parks and Wildlife Department (TPWD) requires municipalities to update park master plans every five years in order to remain eligible for grants and services. The current Parks and Recreation Master Plan was adopted in 2012. In addition to the required update per TPWD standards, the plan needs to be updated to reflect the completion of major park projects such as the Oso Bay Wetlands Preserve and other

2012 Bond project, the annexation of areas south of Oso Creek, as well as execution of the strategies to repurpose parks. In addition, leadership will need to analyze the parkland development requirements in the Unified Development Code to determine appropriate funding strategies for building parks and recreation amenities in our community. Integrating this information into the plan will help the department establish new development strategies for the next five years. The process for updating the plan will begin in December 2016.

During the 84<sup>th</sup> Legislative Session House Bill 2398 and Senate Bill 107 decriminalized truancy with hopes to focus community efforts on preventive measures to keep students in school and out of the juvenile justice system. The bills required counties to appoint a committee to develop and implement local programs with school districts, county and city officials to become compliant with the new law. The Juvenile Assessment Center (JAC) has been involved with Nueces County's efforts to develop recommendations for programs and service. Fortunately, the JAC and Corpus Christi ISD have already been working on a diversion program to address the truancy problem through this lens for several years. Though this is a shift for how the State and the community have addressed the issue of truancy for many years, the department sees this as a positive shift towards prevention and will continue to work with the county and its partners to develop a plan for Nueces County.

The current structure of youth sports league leases for city owned facilities will be evaluated and improved over the next 24 months. The department currently has 15 leases with 14 youth sports leagues that encompass 7 sports parks/facilities. The general terms of the lease include:

- Five-year terms with various options for renewal
- Exclusive use of the facility in exchange for year-round maintenance and seasonal programming
- Free water for irrigating fields (water for concession stands must be on a separate meter and paid for by the league)
- City may schedule use of fields when league is not in season and games are not scheduled.

The leagues pay no rental fees for the term of the lease. Leagues typically fund their operation through concession sales, league fees, fundraisers and volunteer efforts. This type of agreement/relationship has led to inconsistent maintenance of fields/facilities, lack of available fields for city or other coordinators to host tournaments for out-of-town visitors, as well as questions about the lack of payment for use of city owned facilities.

The Bayshore Park development is scheduled to be completed in the summer of 2017. At this time there are no additional resources identified for programming or maintenance of the space. The Parks and Recreation Advisory Committee has appointed a special

task force including members of the Convention and Visitors Bureau, Downtown Management District, Buc Days, Beach to Bay Relay and other interested community members to develop and coordinate programs and activities to activate the space. Creating a reasonable fee schedule for use of the space, as well as integrating recent funding increases for bayfront activities will reduce the impact this space has on the overall budget of the department.

### **3 TO 5 YEAR OUTLOOK**

The Programs Master Plan currently being drafted has identified a deficiency in the amount indoor recreation space available in our community. The national standard calls for approximately 1.0 square foot of indoor recreation space per capita. With 103,000 square feet of recreation space the City of Corpus Christi currently has .3 square foot per capita. Benchmark cities in Texas (such as Laredo, McAllen, Austin, Grand Prairie and Plano) average .7 square foot. The department hopes to address this deficiency by adding approximately 261,000 square feet of indoor recreation space. Strategies to achieve this lofty goal include developing partnerships with other organizations, increasing parkland development fees and applying for grants or pass to build new or expand current facilities.

During the summer of 2016, the Aquatics Team was able to restore a majority the general swim hours at municipal pools through vacancy savings realized with the closure of TC Ayers (permanent) and Collier (temporary for construction) pools. Though Collier Pool will be up and running during the summer of 2017, the team will be able to maintain the restoration of general swim hours as West Guth Pool is schedule to be closed for remodeling. Additional funding will be necessary in FY17-18 as all pools in the system come back online for the summer of 2018.

City Council will consider an agreement with SQH Entertainment to establish an to build and operate a regional youth sports complex on city property near the Oso Creek and the termination of the Crosstown Expressway in October 2016. This facility will be a boom to efforts to attract large sporting events to Corpus Christi. The facility should be complete by 2019. It will have impact on the department's youth sports operations requiring an assessment of new or additional gaps in service which to redirect current resources.

# PERFORMANCE

## DEPARTMENT MISSION AND MISSION ELEMENTS

<b>MISSION:</b> Manage the parks system and to offer recreational, cultural, and outdoor activities to residents	
ME#	Mission Element
141	Manage and maintain parks, beaches, open spaces and recreational facilities
142	Provide recreational, social and cultural programs and activities.

## SERVICES AND SERVICE LEVELS

ME #	Service Provided	Measurement of Service		Current demand satisfied ?	Current Level of Service
		Description of How Service Provided is Measured (i.e., the "service measure")	Activity level (annual)		
141	Beach Operations	Gulf beach maintained	Miles maintained	Yes	7.9
	Beach Enforcement	Patrol gulf beaches	Hours patrolled	No	4,178
	Beach Life Guarding	Lifeguard services	Hours guarded	Yes	4,992
	Beach Permit Sales	Sell beach parking permits	# of permit outlets	Yes	20
	Oso Bay Wetlands Preserve	Number of acres managed	# acres managed	Yes	162
	Oso Bay Wetlands Programs	Provide educational and recreational programs	# of hours center is open	Yes	2,700
	Turf Management	Mow and maintain turf	Mowing Cycle for each park	No	* see chart
	Sanitation	Remove trash and debris from parks	Sanitation frequency for each park	No	*
	Irrigation	Irrigate parks	# of parks irrigated	No	*
	Tourist District	Maintain bayfront parks and areas	Sanitation frequency for each park	Yes	*
142	Athletics	Provide sports programs & activities	# of programs offered	No	116
	Aquatics	Provide swim opportunities	# of hours of operation	No	6,173
	Latchkey	Provide Out of School time care for children 5-12 years of age	# of sites offered	No	36

	Recreation Centers	Offer recreation opportunities for youth and families	Hours of operation	No	7,197
	Senior Centers	Offer recreation opportunities for seniors	Hours of operation	No	14,560
	Senior Nutrition Programs	Provide meals for seniors	# of meals served	No	224,443
	Youth Intervention Services	Provides intervention services to at-risk youth	# of hours of case management provided	Yes	3,300
	Youth Prevention Services	Provide prevention services	# of sites prevention services are offered	No	4,800

\*

Service	Park Level	Master Plan Standard	Current level
Sanitation activity level	Level A	7 DAYS A WEEK	5 DAYS A WEEK
	Level B	5 days a week	3 days a week
	Level C	2 days a week	1 day a week
	Level D	1 day a week	1 day a week
Mowing activity level	Level A	7 day	10 day
	Level B	14 day	17 day
	Level C	21 day	21 day
	Level D	Monthly	Monthly
Irrigation activity level	Level A	Smart automated	SA, Manual, Automatic
	Level B	Automated	Manual and Automatic
	Level C	No irrigation	Manual and Automatic
	Level D	No irrigation	Manual and Automatic
Tourist District Sanitation	Level A	7 days a week	7 days a week

### Primary factors creating demands for services and implications:

Out of school time programs will always be in high demand as working parents need safe and engaging activities for their children to participate in while they are at work. The Latchkey programs offers after school programs for over 3,100 youth at 36 sites throughout Corpus Christi and continues to work with each school district to identify opportunities for expansion. The program started the 2016-2017 school year with a waiting list of 371 children at 11 schools due to a lack of staff members to meet state required staff-to-participant ratios. In order to create a staff recruitment and retention program, fees will be raised by \$10 starting January 2017.

Demands for additional hours of operation at recreation and aquatic facility are often fielded by department staff. When the economy is stressed families will seek affordable, low cost recreation opportunities. As stated previously, the aquatic division is utilizing vacancy savings to offer additional general swim hours (increase from 3 hours per day to 6 hours per day) during the 2016 swim season and plans the same for the 2017 swim

season. Recreation and Senior Center staff continue to search for community partners to assist with efforts to expand hours and programs offered at each site.

The quality of the department's beach maintenance efforts to adhere to the Adaptive Beach Maintenance Plan in order create a clean, sustainable, drivable beach help increase the number of parking permits sold. The Beach Parking Permit team is constantly monitoring permit sales and location to determine the best areas on the beach for direct sales and identify vendors such as Stripes, Academy to sell permits in town. Identifying additional outlets and increasing sales will lessen the financial burden of the local hotel occupancy tax fund for beach maintenance.

The demand for senior meal services continues to grow. The department's Meals on Wheels list continues to have a waiting list for residents to become engaged with the program. Program staff have established a pay as you go program and continue the efforts behind the Harvest Moon Ball to fund additional meals and reduce the waiting list.

**TABLE OF GOALS AND ASSOCIATED PERFORMANCE MEASURES**

ME #	Goal	Performance Measure Associated With Goal	Is Measure included in CPR?	Annual Target
141	Improve the efficiency of park operations management	# of park acres mowed	Yes	20,000
	Increase sales of beach parking permit program by 2%	# of beach parking permits sold	Yes	142,600
	Improve the efficiency of recreation facility management	Percentage of aquatic facility downtime due to maintenance issues	Yes	2%
	Improve the efficiency of park operations management	Number of parks adopted	Yes	90
142	Increase the number of programs and activities available for residents	Number of rounds of golf	Yes	86,470
		Number of programs provided	Yes	2,500
		Number of program registrations	Yes	67,000
		Number of registered participant contacts/visits		500,000
		Number of drop-in contacts/visits		125,000
		Number of meals/snacks served	Yes	258,000
	Increase the quality of programs and activities available for residents and visitors	Percentage of positive customer service satisfaction surveys		95%

**PERFORMANCE TRENDS**

CPR Baseline Measure	FY 15-16 (est)	FY 14-15	FY 13-14	FY 12-13	FY 11-12
Total number of parks adopted	71	74	56	40	40
Number of beach parking permits sold	139,842	159,770	127,349	137,004	119,759
Total full-time employees (excluding grants)	318.87 total 263 GF	263	263	267	257
Total Expenditures	18.7M	\$15.8M	\$16.6M	\$16.9M	\$16.1M
Total Revenues	6.5M	\$4.2M	\$4.4M	\$4.3M	\$4.8M
Park and recreation cost per capita	\$53.25	\$50.13	\$55.83	\$55.10	\$52.43
Revenue per round of golf	36.53	\$34.98	\$34.85	\$32.61	\$34.07
Cost recovery(% excluding grants)	24.3%	25.80%	35.70%	25.70%	29.90%

## EXTERNAL BENCHMARKS – COMPARISONS TO OTHER CITIES

Benchmark Measure Used	Ranking	Explanation of relative ranking
Acres of Parks per 1,000 Per 2010 Census Population	305,215	
Cost Recovery Percentage	4.1%	Average 7.6%
Expenditures Per Capita	\$55.83	Average \$64.76
Median Park Size	10.6	Average 48.7
Park Land Percentage	2.2%	Average 6.2%
Playgrounds per 10,000 Population	4.6	Average 1.9
Percentage of Residents within ½ mile of a park	70%	51%
National “ParkScore” Rankings	28	

The department utilizes the National Recreation and Park Association’s PRORAGIS database and the Trust for Public Land’s annual city report to track national trends and monitor our progress with other communities. The department fares well when measuring the number of residents within ½ mile of a park. A new measure which measures the time it would take a resident to reach a park while walking (walkability measure) is also being considered within the industry. As the department continues to execute the action plan for parks identified for disposal in the 2012 Master Plan, the rankings for the percentage of parkland and playgrounds per capita measures will be impacted.

# FINANCIAL

## FINANCIAL TREND SUMMARY

The Parks & Recreation Department has 9 funding streams including the General fund, several Hotel Occupancy Tax funds, Storm Water Utility fund, Crime Control & Prevention District fund, as well as enterprise and grant funds. Approximately 63% of the department's budgeted expenditures fund personnel and contractual services. Internal service allocations account for over 16% of the overall expenditures.

As indicated by previous table, the department continues to struggle to meet industry standards for a city's expenditure on park and recreation operations per capita. While the department had experienced gains in this area during fiscal years 2015 and 2016, the recent down turn in the economy led to approximately \$500,000 in reductions for FY2017.

## EXPENDITURES BY MAJOR CATEGORY

	Adopted Budget 2016-17	Estimated Actual 2015-16	Actual 2014-15	Actual 2013-14
# Budgeted FTEs	337.81	344.68	327.98	299.93
Personnel Services	\$11,521,771	\$10,659,134	\$9,252,608	\$8,277,392
Other operating	\$6,214,111	\$4,405,353	\$2,831,552	\$2,927,554
Contractual	\$4,738,787	\$5,213,029	\$4,154,906	\$3,104,217
Debt services			\$73,101	\$82,881
Internal service allocations	\$4,475,018	\$4,312,453	\$4,377,628	\$3,560,007
Capital outlay	\$828,127	\$1,025,383	\$568,435	\$303,263
Total	\$27,777,814	\$25,615,351	\$21,268,231	\$18,255,315
Grant expenditures	\$2,334,080	\$2,416,831	\$2,416,831	\$2,367,749

## SOURCES OF REVENUES INCLUDING USER FEES & CHARGES

Total departmental revenue: \$18,357,760

Source of revenue including user fees, charges and internal service fund allocations	If user fee or charges, conceptual basis and % cost recovery target	Date of last study	\$ generated annually
Operating revenue	Overall 35% recovery of operating expenses; 40% recovery for youth sports; 100% recovery for Latchkey Program; Beach parking permits	2016	\$6,347,968
Grant revenue	Between 0-40% matching requirements		\$2,334,080
Visitor's Facility-Fd 4710			\$1,049,191
Gulf Beach, Arts-Fd 1030			\$2,475,316
State HOT- Fd 1032			\$2,900,000
Juvenile Assessment Center-Fd 9010			\$568,299
Packery Patrol-Fd 1111			\$98,812
Golf Center Funds 4690&4691	City shares 50% of net profits with operator		\$153,000
Storm Water Mowing-Fd 4300			\$2,509,432

## CAPITAL BUDGET SUMMARY

SHORT RANGE CIP	Prior FY	Prior FY	FY 16-17
Project Name	Expenditures & Encumbrances	Unspent Budget	Year 1
Community Park Development and Improvements	632.1	4,037.9	
Hike & Bike Trail Development (Bond 12 / Bond 08)	2,762.9	159.2	
Aquatic Facility Upgrades and Improvements	249.8	3,136.3	
Tennis Center Upgrades (HEB / Al Kruse)	2,396.2	603.8	
Ocean Drive Park Improvements	241.6	2,920.9	
Harbor Bridge Replacement Mitigation 1	117.1	3,382.9	
North Padre Island Beach Facility	78.0	1,122.0	
Bayshore Park	101.9	5,155.7	

<b>Parks Bond 12 Prop. 4 CIP Sub Total:</b>	<b>6,579.6</b>	<b>20,518.7</b>	
Sacky Park Improvements			184.5
Ben Garza Park Improvements			200.0
Packery Channel Improvement, Phase 3 Restroom Facilities	263.6	751.4	TBD
Packery Channel Improvements, Phase 4 Ramps to Jetties		274	TBD
Packery Channel Improvements, Phase 5 Pavilion	69.7	1.8	TBD
Packery Channel Miscellaneous Improvements			510
<b>Parks &amp; Recreation Short Range CIP Sub Total</b>	<b>333.3</b>	<b>1,027.2</b>	<b>894.5</b>

# BUSINESS PLAN STRATEGIES & TASKS

## Administration

**MISSION ELEMENT #141:** Manage and maintain parks, beaches, open spaces and recreational facilities.

**Goal:** Improve planning efforts to guide park and recreation facility development

<b>STRATEGY:</b> Complete Parks and Recreation Master Plan update and Program Master Plan development		<b>Responsible Manager:</b> Stacie Anaya
<b>Problem this strategy is addressing:</b> TPWD requires the Parks Master Plan to be updated every 5 years; CAPRA requires the department to have an approved Programs Master Plan		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Present draft of Program Master Plan to community via boards, commissions and town hall setting	12/31/16	Becky Perrin
2) Identify a consultant to guide efforts to update Parks and Recreation Master Plan	12/31/16	Stacie Anaya
3) Seek City Council approval of Program Master Plan	03/31/17	Becky Perrin
4) Draft Parks and Recreation Master Plan update utilizing public input, staff input, resource evaluation and trends analysis	8/31/17	Stacie Anaya
5) Seek City Council approval of 2017 Parks and Recreation Master Plan	9/30/17	Stacie Anaya

**Goal:** Preserve City's Public Art collection to create an attractive and sustainable environment.

<b>STRATEGY:</b> Prioritize public art conservation projects		<b>Responsible Manager:</b> Support Services Superintendent – Rosie Canales
<b>Problem this strategy is addressing:</b> Maintenance of public art and financial strategies for funding		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Evaluate and prioritize public art pieces in need of maintenance. Develop maintenance list for FY 2017.	10/31/16	Tess Allan
2) Complete bid process for 2 public art pieces in order to determine funding strategy.	1/31/17	Tess Allan

3) Complete maintenance on 2 art pieces.	9/1/17	Tess Allan
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**Goal:** Increase efforts to preserve Heritage Park Homes and Grounds.

<b>STRATEGY:</b> Develop a preventative maintenance plan for Heritage Park		<b>Responsible Manager:</b> Support Services Superintendent – Rosie Canales
<b>Problem this strategy is addressing:</b> Deterioration of historic homes in Heritage Park		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Create comprehensive tracking system for Heritage Park facility maintenance.	12/1/16	Laura Jasso
2) Create work plan for each facility in Heritage Park.	1/31/17	Jason Masur
3) Develop policy and procedure for move in/out of lease tenants to include make-ready status.	4/31/17	Laura Jasso

**MISSION ELEMENT # 142:** Provide recreational, social and cultural programs and activities.

**Goal:** Achieve Commission on Accredited Park and Recreation Agencies accreditation

<b>STRATEGY:</b> Meet 100% of CAPRA accreditation standards.		<b>Responsible Manager:</b> Director of Parks & Recreation – Stacie Talbert Anaya
<b>Problem this strategy is addressing:</b> Creating a level of accountability for the department		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Complete self-evaluation for submittal to CAPRA	4/15/17	Lisa Oliver and Kathleen Ramos
2) Successfully host CAPRA evaluation site visit	6/30/17	Becky Perrin
3) Modify evidence of compliance according to visitor comments.	9/1/17	Lisa Oliver and Kathleen Ramos
4) Achieve accreditation	9/28/17	Entire Department

## **Beach Operations and Natural Resource Management**

**MISSION ELEMENT # 141:** Manage and maintain parks, beaches, open spaces and recreational facilities.

**Goal:** Increase opportunities for visitors to safely observe the natural setting of the Oso Bay Wetland Preserve and Learning Center

<b>STRATEGY:</b> Complete 2 viewing areas & 1900 ft. of new trails		<b>Responsible Manager:</b> Russell Armstrong
<b>Problem this strategy is addressing:</b> Lack of shade & sitting space, non-loop trails within the Preserve		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Complete Pauraque Point Overlook	02/13/2017	Manuel Cantu
2) Complete South side area restoration & trails	04/03/2017	Manuel Cantu
3) Complete sensory trail	11/15/2016	Manuel Cantu

**MISSION ELEMENT # 142:** Provide recreational, social and cultural programs and activities.

**Goal:** Increase attendance in programs by 25%

<b>STRATEGY:</b> Increase advertising & marketing for Summer Camps		<b>Responsible Manager:</b> Russell Armstrong
<b>Problem this strategy is addressing:</b> Low first year attendance at summer programs		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Redesign of fliers & marketing tools for summer programs	02/17/17	Manuel Cantu
2) Launch social media and marketing campaign for summer program	03/31/17	Manuel Cantu

**MISSION ELEMENT # 141:** Manage and maintain parks, beaches, open spaces and recreational facilities.

**Goal:** *Improve visitor experience to gulf beaches*

<b>STRATEGY:</b> Annual review of Gulf Beach Adaptive Maintenance Plan		<b>Responsible Manager:</b> Russell Armstrong
<b>Problem this strategy is addressing:</b> To ensure Gulf Beach operation Maintenance practices are up to date with changes with the Beaches and findings of annual channel survey		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Convene workshop to discuss current sand and shoreline management practices and explore new	1/31/2017	Warren Monyelle

practices and procedures with experts and stakeholders		
2) Watershore and Beach Advisory Committee (WBAC) will oversee review, making recommendations for any changes	8/20/2017	Warren Monyelle

**Goal:** Increase public awareness of Gulf Beach operations and maintenance practices

<b>STRATEGY:</b> Create public awareness of sand and shoreline maintenance practices	<b>Responsible Manager:</b> Russell Armstrong	
<b>Problem this strategy is addressing:</b> The public is often unaware of the driving factors behind beach maintenance practices.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Publish summary of sand and shoreline maintenance practices on Parks and Recreations public website	7/30/2017	Warren Monyelle
2) Publish summary of section 10 ordinances regarding public safety and environmental impact	12/31/16	Warren Monyelle
3) Installation of new Gulf Beach signage	05/31/17	Warren Monyelle

**Goal:** Increase Beach Parking Permit sales by 2%

<b>STRATEGY:</b> Maximize opportunities to sell Beach Parking Permits	<b>Responsible Manager:</b> Russell Armstrong	
<b>Problem this strategy is addressing:</b> Have more opportunities and time in which the Beach Patrons may purchase yearly Beach Parking Permits		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Add Wireless Payment System as a way for Beach Patrons to pay with a credit card or Debit card on the beach	03/01/2017	Melinda Rogers
2) Develop additional sales locations and marketing venues	06/30/2017	Melinda Rogers

**Goal:** Create a safe and fun experience for beach visitors

<b>STRATEGY:</b> Increase Senior Lifeguard standards through education and training		<b>Responsible Manager:</b> Russell Armstrong
<b>Problem this strategy is addressing:</b> lack of formal standards for hiring and training		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Create a series of standard workouts, scenario role plays and in-services for seasonal lifeguards to utilize during the summer season	05/01/2017	Melinda Rogers
2) Establish recommended minimum standards for seasonal lifeguards in order to be considered for this position	03/01/2017	Melinda Rogers

## **Community Services**

**MISSION ELEMENT # 142** - Provide recreational, social and cultural programs and activities.

**Goal:** Reduce juvenile truancy rates in Corpus Christi.

<b>STRATEGY 1:</b> Develop truancy prevention strategies that align with reform mandates.		<b>Responsible Manager:</b> David Prado
<b>Problem this strategy is addressing:</b> Reducing juvenile truancy that is prevalent in this community		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Become a member of the new truancy committee designated to formulate a cohesive truancy plan.	11/15/16	David Prado
2) Develop a truancy plan of action for the Juvenile Assessment Center.	12/30/16	Ernie Arrendondo
3.) Implement the truancy plan of action for the Juvenile Assessment Center	09/30/17	Ernie Arrendondo

**Goal:** Reduce juvenile delinquency rates in Corpus Christi

<b>STRATEGY:</b> Creating partnerships with local educational institutions and other community agencies.		<b>Responsible Manager:</b> David Prado
<b>Problem this strategy is addressing:</b> This strategy is addressing the need for expanded education to at-risk youth that do not receive their education at a public high school.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Develop JAC guidelines for the Court Ordered program with Del Mar College.	10/30/16	Vacant-Case Manager; David Prado
2) Collaborate with local judges to utilize the Del Mar College program to provide case management services to at-risk clients.	02/30/17	David Prado
3) Develop, implement and analyze a survey to evaluate the effectiveness of the court ordered Del Mar program and JAC case management services.	05/30/17	Donovan Benavides

<b>STRATEGY:</b> Increase the effectiveness of service providers with the Community Youth Development (CYD) grant.		<b>Responsible Manager:</b> David Prado
<b>Problem this strategy is addressing:</b> Continuing to expand the CYD program reach to at-risk youth in the community by increasing level of effectiveness with the participating providers will enhance the programs overall goal by		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Identify 8 new innovative programs emphasizing both healthy living and life skills development for the FY 2018 CYD RFP renewal term for new service providers.	12/15/16	Matt Delgado
3.) Develop a report that details retention of youth from one agency to another within the CYD program as a whole.	06/30/17	Hilda Martinez

## Park Operations

**Goal:** Bring greater efficiency and value to Park Development and Maintenance.

<b>STRATEGY:</b> Reduce mowing frequencies, improve turf resiliency and reduce in-house Storm Water mowing requirements		<b>Responsible Manager:</b> Joshua Wentworth	
<b>Problem this strategy is addressing:</b> Turf in heavily used and playable spaces is damaged due to constant wear and tear. Storm Water mowing cycles are not at our goal of a 30 day cycle			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>
1) Test and evaluate growth regulator on .75 acres within the park system to determine if additional areas should be transitioned this chemical maintenance program		9/30/17	Jesse Balderaz & Laura Perez
3) Bid contract and establish for additional mowing in Flour Bluff area		09/31/17	Nilesh Patel
<b>STRATEGY:</b> Replacement of aging infrastructure		<b>Responsible Manager:</b> Joshua Wentworth	
<b>Problem this strategy is addressing:</b> Old, worn out park equipment is no fun to play on and requires extra resources and time to maintain			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>
1) Replacement of 10 galvanized covered tables in Parks along Shoreline and Ocean Drives		4/30/17	Jose Hernandez
2) Replacement of 10 playgrounds throughout the park system		6/30/17	Jose Hernandez
3) Replacement of 2 large shade structures		9/30/17	Jose Hernandez
4) Installation of dog waste stations in all parks within the CARP basin		12/31/16	Jose Hernandez
<b>STRATEGY:</b> Adopt-A-Park program improvements		<b>Responsible Manager:</b> Joshua Wentworth	
<b>Problem this strategy is addressing:</b> Need to formalize agreements with full adoptions of parks and to address lack of standards for support grants offered Adopt a Park groups			
<b>Task Name</b>		<b>Task Due Date</b>	<b>Task Owner</b>
1) Implement MOA with all repurpose park adoptees		1/31/17	Nilesh Patel
2) Establish policies and procedures for Adopt-a-Park Grant Program		4/30/17	Nilesh Patel

**Goal:** Enhance the experience of visiting parks and recreation facilities for all residents.

<b>STRATEGY:</b> Increased trash collection in backyard parks		<b>Responsible Manager:</b> Joshua Wentworth
<b>Problem this strategy is addressing:</b> Limited trash collection on weekends in backyard Parks leads to complaints, unsightly areas and unwanted critters.		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Develop 7 day trash collection schedule with focus on weekends in heavily use back yard parks	1/31/17	Patrice Aubert
2) Implement 7 day trash collection schedule	2/28/17	Patrice Aubert
<b>STRATEGY:</b> Improve amenities in Neighborhood parks		<b>Responsible Manager:</b> Joshua Wentworth
<b>Problem this strategy is addressing:</b> Preventative maintenance and replacement of old and aging equipment that utilized a disproportional amount of staff resources		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Replace 5 Neighborhood park signs	9/30/17	Jose Hernandez
2) Replace 15 backstops in community and neighborhood parks	5/15/17	Jose Hernandez

## **Program and Senior Community Services**

**MISSION ELEMENT #142** - Provide recreational, social and cultural programs and activities.

**Goal:** Increase # of programs and activities available for residents and visitors

<b>STRATEGY:</b> Offering additional core programs, secondary programs, & developing partnerships in support programming		<b>Responsible Manager:</b> Richard Fibish
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1)Research, plan, and promote (2) adventure programs (i.e. skateboarding, Surf Camps, Mud Runs/5k, BMX, Ultimate Frisbee).	5/31/17	Krystal Walker
2)Research, plan, and promote (2) aqua exercise programs (i.e. aqua zumba, water aerobics, circuit training).	12/31/16	Suzie Galloway

3) Explore and make recommendations on expansion of Latchkey program into School of Science and Technology & other school systems	2/28/17	John Delgado
4) Research, plan, and promote (2) intergenerational programs (i.e. youth teaching seniors' computer skills or senior mentoring or tutoring youth/teens).	5/31/17	John Delgado and Henry Lara

<b>STRATEGY:</b> Conduct a life cycle analysis of major recreational program and activities offered by department.	<b>Responsible Manager:</b> Lisa Oliver/Richard Fibish	
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
Update the comprehensive inventory of programs and activities.	12/31/16	Henry Lara and Krystal Walker
Categorize (new, mature, old) and analyze the inventory of programs and activities.	12/31/16	Suzie Galloway/Henry Lara
Compare analyzed findings to Master Plan standard ratio	2/28/17	Lisa Oliver/Richard Fibish
Develop a plan to meet the benchmark ratio established by Recreation Program Master Plan.	4/30/17	Lisa Oliver/Richard Fibish
<b>STRATEGY:</b> Seek community partnerships, grant opportunities and revenue sources to enhance/expand programs and activities.	<b>Responsible Manager:</b> Lisa Oliver	
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
Select a senior center to be considered for public/private partnership operation.	11/30/16	Lisa Oliver/Henry Lara
Issue an RFQ for the public/private partnership for operation of a senior center.	1/31/17	Lisa Oliver/Henry Lara
Select a partner from RFQ received.	3/31/17	Lisa Oliver/Henry Lara
Negotiate contract for joint operations of facility.	4/30/17	Lisa Oliver
Begin joint operations at selected facility.	9/31/17	Henry Lara

**MISSION ELEMENT #141:** Manage and maintain parks, beaches, open spaces and recreational facilities.

**Goal:** Reduce the downtime due to unplanned maintenance

<b>STRATEGY:</b> Standardize maintenance and operating practices at all recreation and aquatic facilities		<b>Responsible Manager:</b> Lisa Oliver and Richard Fibish
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
Conduct annual audit and review of maintenance practices and procedures.	12/31/16	Henry Lara/Suzie Galloway
Conduct staff training of preventive maintenance practices and procedures quarterly.	9/30/17	Henry Lara/Suzie Galloway
Develop schedule of preventive maintenance Work Orders.	3/31/17	Henry Lara/Suzie Galloway
<b>STRATEGY:</b> Standardize signage and communication strategies at all facilities.		<b>Responsible Manager:</b> Lisa Oliver and Richard Fibish
<b>Strategy Tasks</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
Based on FY 16 signage inventory, develop standard design for facilities lacking name on buildings and incorporating the PARD logo on facility.	12/31/16	Santos Villarreal /Henry Lara/Program Manager for facility
Based on FY 16 signage inventory, prioritize which facilities will install the newly designed signage based on identified funding.	3/31/17	Santos Villarreal /Henry Lara/Program Manager for facility
Execute the installation of new signage on sites based on identified funding.	5/31/17	Henry Lara/Krystal Walker
Paint address numbers on curbs at all recreation facilities	6/30/17	Henry Lara

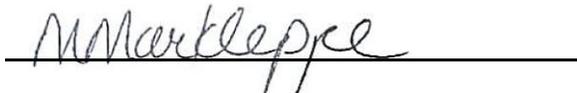


# Police Department

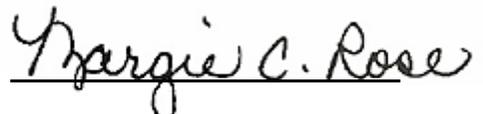
**Fiscal Year: 2016-2017**

August 26, 2016

Approved by:

A handwritten signature in black ink, appearing to read "M. Markle", is written over a horizontal line.

Mike Markle, Chief of Police

A handwritten signature in black ink, appearing to read "Margie C. Rose", is written over a horizontal line.

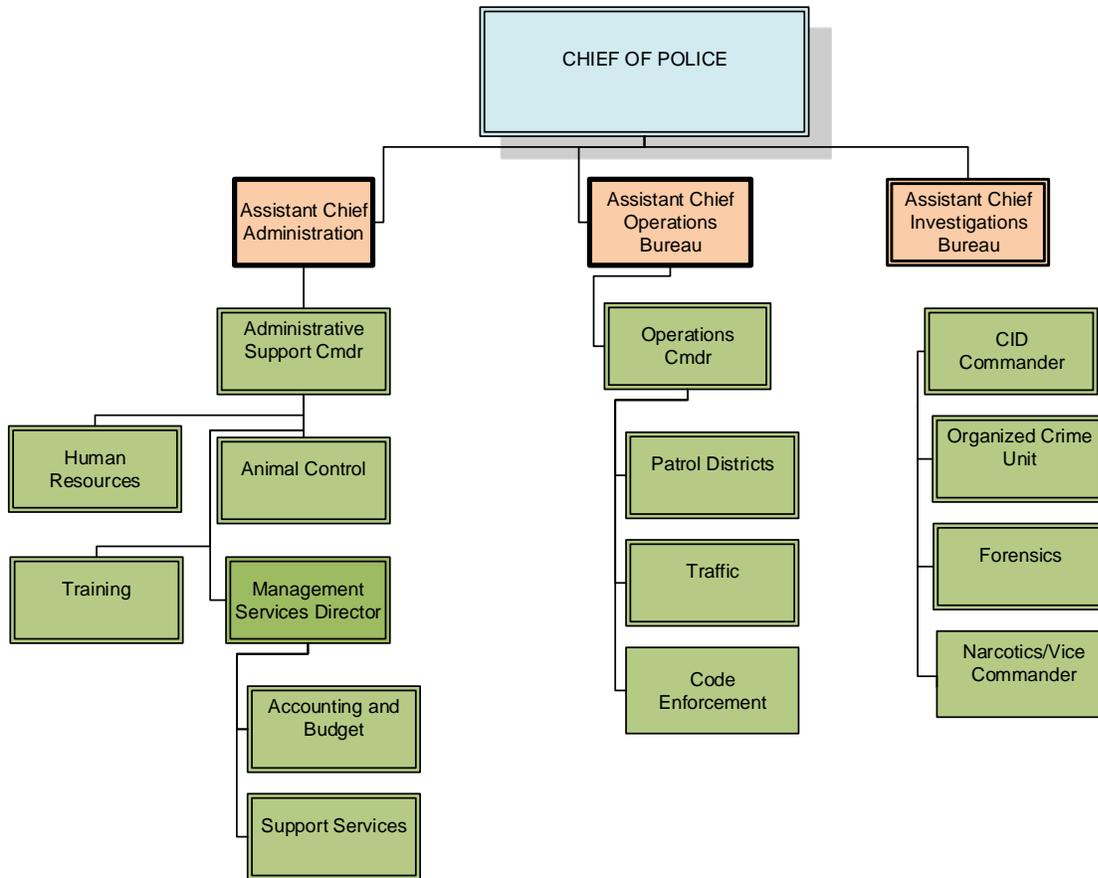
Margie C. Rose, City Manager

# DEPARTMENTAL PROFILE

## DEPARTMENT DESCRIPTION

The Police Department provides public safety services to the City of Corpus Christi. The department includes a budgeted strength of 439 sworn officers and 192.32 general personnel.

## ORGANIZATION CHART



## SIGNIFICANT ACCOMPLISHMENTS FY15-16

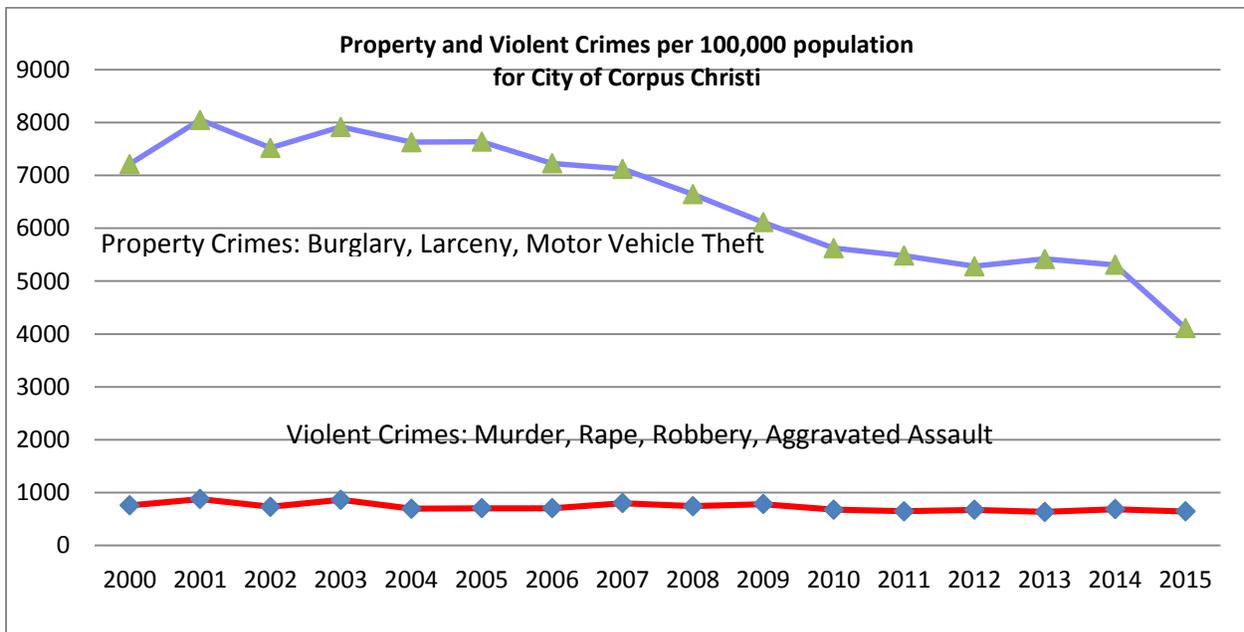
- Graduated 22 cadets from Police Academy including 6 females.
- Continued monitoring of the DOJ agreement.
- Implemented the Quality of Life Unit using officers on ATV's, bicycles, and Enduros.
- Awarded the DOJ Body Worn Camera grant for 122 body cameras.
- Received second CALEA certification
- Implemented the Lethality Assessment Program
- Implemented Emergency Medical Dispatch Program
- Purchased 23 patrol rifles bringing the number to 133 in the field
- Purchased 23 automated ticket writers bringing the number to 119 in the field.
- Purchased protective gear to be issued to 60 officers in the field.
- Implemented the Pathways project, an alternative to arrest for the mentally ill.

- Relocated Parking Control to the La Retama Library
- Relocated MIS and Fleet to Building 5
- Relocating Property Room from old Police building to Brownlee location
- Alternate location for narcotics incineration
- Established exchange zones for on line purchases at 3 libraries
- De-escalation of less lethal continuum of force
- Implemented updated fiscal responsibility reviews

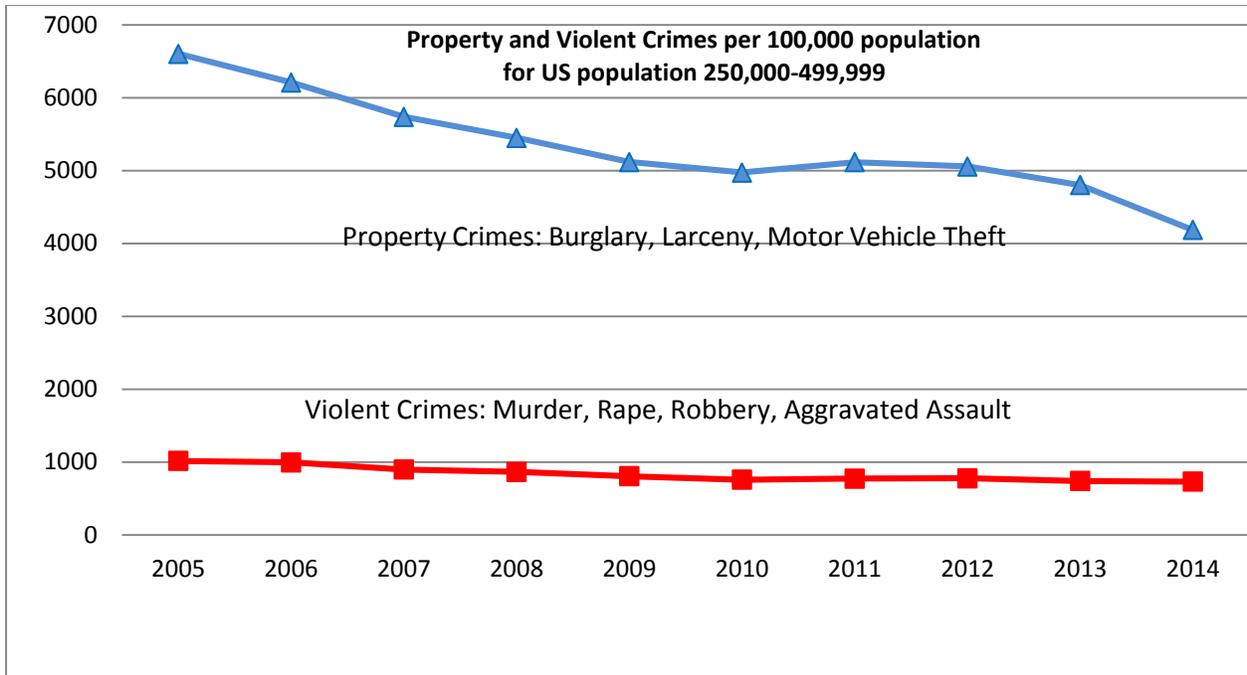
## CURRENT BUSINESS ENVIRONMENT

Preliminary figures indicate that law enforcement agencies throughout the nation showed an overall increase of 1.7 percent in the number of violent crimes brought to their attention for the first 6 months of 2015 when compared with figures reported for the same time in 2014. The number of property crimes in the United States from January to June of 2015 decreased 4.2 percent when compared with data for the same time period in 2014.

In 2016 through June for the City of Corpus Christi, overall crime increased 6.51 percent over the previous time frame in 2015. Violent crimes are up 4.91 percent and property crimes increased 6.82 percent over the previous time frame in 2015.

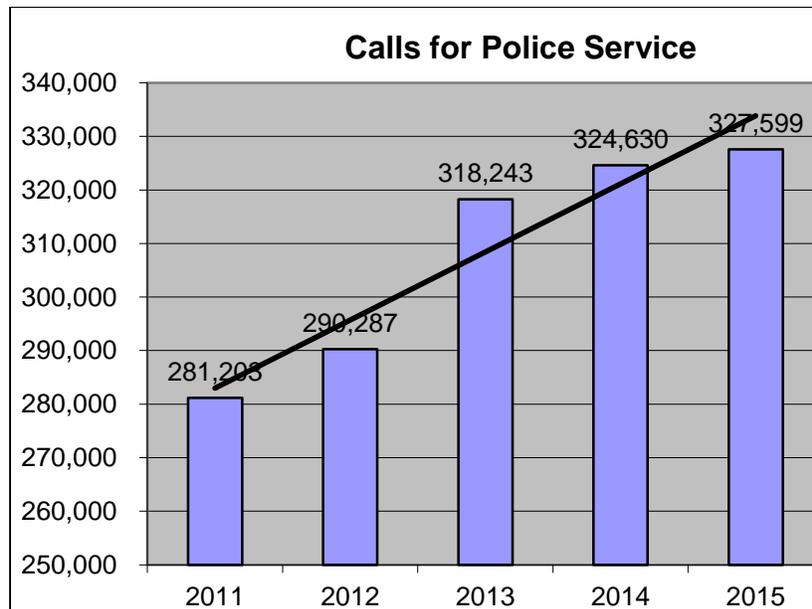


Source: UCR reports from the Crime Analysis Unit, Corpus Christi Police Department



Source: Federal Bureau of Investigation, Uniformed Crime Reports

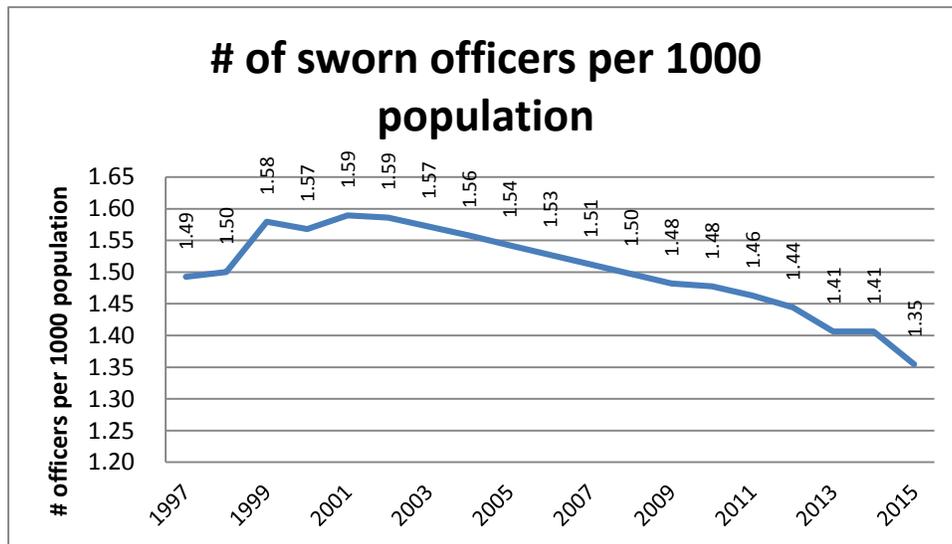
The number of calls for Police Service into 911 MetroCom continue to increase each year placing a growing demand on officers. Officers spend the majority of their time responding to calls for service and a limited time conducting proactive patrol.



## RISKS & VULNERABILITIES

The chart above illustrates the growing demand for officers to respond to calls for emergency service. The number of officers is not staying up with the demand for police assistance. Each year we manage the way officers are deployed geographically to stay abreast of growing areas of concern within the City in terms of response to criminal activity. More sworn officers need to be added to keep up with the number of calls for service.

Funded Positions - General Fund, Crime Control, Red Light				
	FY 2014	FY 2015	FY 2016	FY 2017
Sworn - Gen Fd	372	372	372	372
Sworn - CCD	50	63	63	63
Grants/Red Light	4	4	4	4
Civilian - all funds	240.28	220.96	219.92	219.92
Total	666.28	659.96	658.92	658.92



## **ISSUES AND CHALLENGES FOR FY 2016-17**

1. Budget issues – working to use the manpower we have in the most efficient manner:
  - Replacement of fewer marked vehicles
  - No replacement of unmarked vehicles is planned due to financial restraints
  - Facilities maintenance – Police substation at Flour Bluff HVAC needs replacing.
  - Fiscal responsibility – expenditure review on a monthly basis with each division.
2. Staffing levels
  - Proposing civilianization of wrecker inspector, inventory management, training travel coordinator, narcotics technician, and fleet maintenance. Civilianization will provide for the sworn personnel in these positions to move into the field.
3. Hiring/recruiting:
  - Police Academy planned for July 2017; 20 cadets General Fund
  - Continue focus on protected classes
  - Enhancing and expanding recruiting program for Forensics and MetroCom
4. Personnel Training – both sworn and civilian need to have continuous training and the budget is very limited. Management and supervisory training is limited.

## **3 TO 5 YEAR OUTLOOK**

1. The FY2017 budget continues to pose major challenges:
  - Continue to need more civilian FTE's as more projects are implemented. The in car camera system and the body cameras are taxing the current civilian staff in Central Records due to the increase in number of open records requests, investigation requests, etc. Each request requires a complete review of the incident and redaction if necessary.
  - Maintenance needs for PD buildings
2. Working with MetroCom Radio System Advisory Committee on planning an upgrade to existing 800 MHZ radio system to be beyond repair in 2020.
3. Continue to work with the District Attorney's office to implement E Filing of cases.
4. Replace/relocate Flour Bluff substation from the substandard building
5. Potential loss of up to 50 sworn and civilian personnel in January 2019 due to the increased TMRS percentage contribution.

# PERFORMANCE

## DEPARTMENT MISSION AND MISSION ELEMENTS

<b>MISSION:</b> Work to reduce crime, reduce the fear of crime, and enhance public safety	
ME#	Mission Element
151	Respond to calls for law enforcement services
152	Investigate crime
155	Enforce traffic laws
156	Work with the community and other law enforcement entities to reduce crime

ME #	Service Provided	Measurement of Service		Current demand satisfied ?	Current Level of Service
		Description of How Service Provided is Measured	Activity level (annual)		
151	Respond to calls for law enforcement services	Average response time for emergency calls < 8min 22 sec	315,000 calls for service	yes	
		Average dispatch time < 70 seconds	315,000 calls for service	yes	
152	Investigate crime	Monthly crime rate (per capita) < .72	<.72	yes	
		Crime Clearance Rate	>22%	yes	
155	Enforce Traffic Laws	# of moving traffic violations	40,287		
		# of DWI arrests	1,331		
		# of parking violations	12,538		
156	Work with the community and other law enforcement entities to reduce crime	Directed patrol – number of calls for service responded to	5264		
		Crime Prevention			

## TABLE OF GOALS AND ASSOCIATED PERFORMANCE MEASURES

ME #	Goal	Performance Measure Associated With Goal	Measure included in CPR?	Annual Target
151	Average response time for Priority 1 (emergency calls) calls < 8:22	% of emergency call responses < 8min 22 sec	yes	< 8min 22 sec
	Average dispatch time < 70 seconds	% of Emergency (Priority 0 & 1) Calls that Metrocom dispatches < 70 seconds	yes	< 70 seconds
152	Use Crime Analysis to reduce crime	Monthly crime rate (per capita) < .72	yes	<.72
	Increase % of UCR Part One crimes cleared	UCR crime clearance rate >22%	yes	>22%
	Decrease Part One Crimes	Decrease by 5% UCR Part One Crimes		5%
155	Improve traffic safety by reducing traffic deaths and injuries	Increase # DWI arrests	yes	5%
		Decrease # alcohol involved deaths	yes	5%

156	Work with the community and other law enforcement entities to reduce crime	Increase the partnership with the community	no	
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### PERFORMANCE TRENDS

CPR Baseline Measure	FY 15-16 (est)	FY 14-15	FY 13-14	FY 12-13	FY 11-12
% of emergency call responses < 8 min 22 sec	Not available	91.99%	92.29%	93.48%	93.89%
% of emergency calls that Metrocom dispatches < 70 sec	Not available	Not available	89.01%	90.16%	91.62%
Overall UCR Part One Crimes clearance rate	23.69%	26.01%	26.23%	26.1%	29.89%
Monthly crime rate per capita	.46	.46	.46	.46	.46
Number of alcohol involved deaths	7 through July	8	14	20	10
Number of DWI arrests	1,163 through July	1,260	1,437	1,118	916

# FINANCIAL

## EXPENDITURES BY MAJOR CATEGORY

	Adopted Budget 2016-17	Estimated Actual 2015-16	Actual 2014-15	Actual 2013-14
# Budgeted FTEs	564.32	577.32	578.36	605.7
Personnel Services	54,772,548	53,213,432	53,937,835	54,223,477
Other operating	2,723,384	3,186,335	3,284,653	3,155,299
Contractual	6,225,508	6,016,608	5,532,548	5,799,089
Debt services	0	0		
Internal service allocations	8,275,202	9,344,880	9,433,284	9,288,246
Capital outlay	1,065,706	1,930,433	1,276,393	1,625,024
Total	73,062,348	73,691,689	73,464,713	74,091,136
Grant expenditures	62,000	62,000	53,394	43,802

## SOURCES OF REVENUES INCLUDING USER FEES & CHARGES (by Department)

Total departmental revenue:

Source of revenue including user fees, charges and internal service fund allocations	If user fee or charges, conceptual basis and % cost recovery target	Date of last study	\$ generated annually
300620 - CCPD sales tax	1/8 cent sales tax	unk	6,900,000
300960 - Taxicab/Limo fees	By ordinance, user fee	Unk	52,000
301340 - Auto wrecker permits	By ordinance, user fee	Unk	20,000
301345 - Taxi Driver Permits	By ordinance, user fee	Unk	7,000
301600 - Other business lic & permits	By ordinance, user fee	unk	20,000
303022 - Crossing Guards	Reimbursement from Flour Bluff ISD	Unk	25,000
303035 - Nueces County-Metrocom	Reimbursement from Nueces County	Unk	1,212,000
304466 - Sexual assault exam	Reimbursement from TXAG	Unk	150,000
304611 - Drug test reimbursements	Reimbursement from Probation	unk	15,000
308700 - Police towing & storage charge	By ordinance, user fee	Unk	1,550,000
308705 - Vehicle impd cert mail recover	By ordinance, user fee	Unk	85,000
308710 - Police accident reports	Sale of accident report copies	Unk	45,000
308715 - Police Security Services	Special event overtime reimbursement	unk	80,000
308720 - Proceeds of auction - abandoned	Sale of vehicles	Unk	925,000
308722 - Proceeds of auction-online	Sale of stolen, recovered, found property	Unk	14,400

308723 - Police property room money	Sale of stolen, recovered, found property	Unk	5,000
308725 - DWI Video Taping	Sale of in-car videos	unk	1,600
308730 - Parking meter collections	By ordinance, user fee	Unk	401,000
308731 - Civil parking citations	By ordinance, user fee	Unk	300,000
308740 - Police open record requests	By ordinance, user fee	Unk	26,400
308750 - Police subpoenas	By ordinance, user fee	unk	3,600
308760 - Fingerprinting fees	By ordinance, user fee	Unk	6,000
308765 - Customs/FBI	Reimbursement for task forces	Unk	140,000
308770 - Alarm system permits and servi	By ordinance, user fee	Unk	550,000
308771 - Metal recycling permits	By ordinance, user fee	unk	1,000
308800 - 800 MHz radio - interdepart	Reimbursement from user departments	Unk	338,172
308810 - 800 MHz radio - outside city	Reimbursement from user departments	Unk	177,288
308850 - 911 Wireless Service Revenue	By State Law, user fee	Unk	1,590,000
308851 - 911 Wireline Service Revenue	By ordinance, user fee	unk	1,365,000
308860 - C.A.D. calls	By ordinance, user fee	Unk	2,620
308880 - Restitution	Reimbursement ordered by courts	Unk	1,600
327210 - Radio system participation	User fee	Unk	9,500
329015 - Redlight Photo Enforcement	By ordinance, user fee	unk	1,750,000
340900 - Interest on investments		Unk	8,700
343697 - Buc Days / Bayfest	Reimbursement for special events	Unk	25,000
344400 - Interdepartmental Services	MetroCom	Unk	469,476

# BUSINESS PLAN STRATEGIES & TASKS

**MISSION ELEMENT #151:** Respond to calls for law enforcement services

A. **Goal 1:** Ensure we respond to emergency calls for service quickly

<b>STRATEGY 1:</b> Dispatch and respond to calls quickly		<b>Responsible Manager:</b> Asst Chief Mark Schauer
<b>Problem this strategy is addressing:</b> ensuring emergency calls for public safety services are answered within a reasonable expectation		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) 1 <sup>st</sup> Quarter report prepared and required actions taken	10/31/16	Cmdr. Kelly Isaacks
2) 2 <sup>nd</sup> Quarter report prepared and required actions taken	1/31/17	Cmdr. Kelly Isaacks
3) 3 <sup>rd</sup> Quarter report prepared and required actions taken	4/30/17	Cmdr. Kelly Isaacks
4) 4 <sup>th</sup> Quarter report prepared and required actions taken	7/31/17	Cmdr. Kelly Isaacks

**MISSION ELEMENT #152: Investigate crime**

A. **Goal 1:** To use Crime Analysis to reduce crime

<b>STRATEGY 1:</b> To provide timely and pertinent information relative to crime patterns and trend correlations aiding the investigative process, and increasing apprehensions		<b>Responsible Manager:</b> Asst Chief Michael Alanis
<b>Problem this strategy is addressing:</b> ensuring crimes are investigated if solvability factors exist		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Conduct at least two major anti-gang operations	7/31/17	Capt. Russell Sherman
2) Increase in arrests by 5% due to identification of crime series, patterns, trends, and offenders by the Crime Analysis Unit.	7/31/17	Capt. Jason Brady

The Department will continue to incorporate Animal Control and Code Enforcement in the CompStat briefings.

**MISSION ELEMENT #155: Enforce traffic laws**

**A. Goal 1:** Improve traffic safety by reducing traffic deaths and injuries

<b>STRATEGY 1:</b> Continue traffic enforcement		<b>Responsible Manager:</b> Asst Chief Mark Gutierrez
<b>Problem this strategy is addressing:</b> Improve safety of roadways for citizens		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) 1 <sup>st</sup> Quarter report prepared and required actions taken	10/31/16	Cmdr. David Blackmon
2) 2 <sup>nd</sup> Quarter report prepared and required actions taken	1/31/17	Cmdr. David Blackmon
3) 3 <sup>rd</sup> Quarter report prepared and required actions taken	4/30/17	Cmdr. David Blackmon
4) 4 <sup>th</sup> Quarter report prepared and required actions taken	7/31/17	Cmdr. David Blackmon

**MISSION ELEMENT #156: Work with the community and other law enforcement entities to reduce crime**

**A. Goal 1:** To increase the partnership with the community

<b>STRATEGY 1:</b> To increase the partnership with the community		<b>Responsible Manager:</b> Asst Chief Mark Schauer Asst Chief Michael Alanis
<b>Problem this strategy is addressing:</b> continue focus on community policing		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Increase VIPS program participation by 25%	07/31/2017	Cmdr. Kelly Isaacks
2) # of community events attended	07/31/2017	Cmdr. David Blackmon

The Department VIPS Coordinator will continue to develop a formal program including SOP's, orientation, and a recruiting plan.



# Public Communication

**Fiscal Year: 2016-2017**

August 26, 2016

Approved by:

  
\_\_\_\_\_  
Kim Womack, Department Director

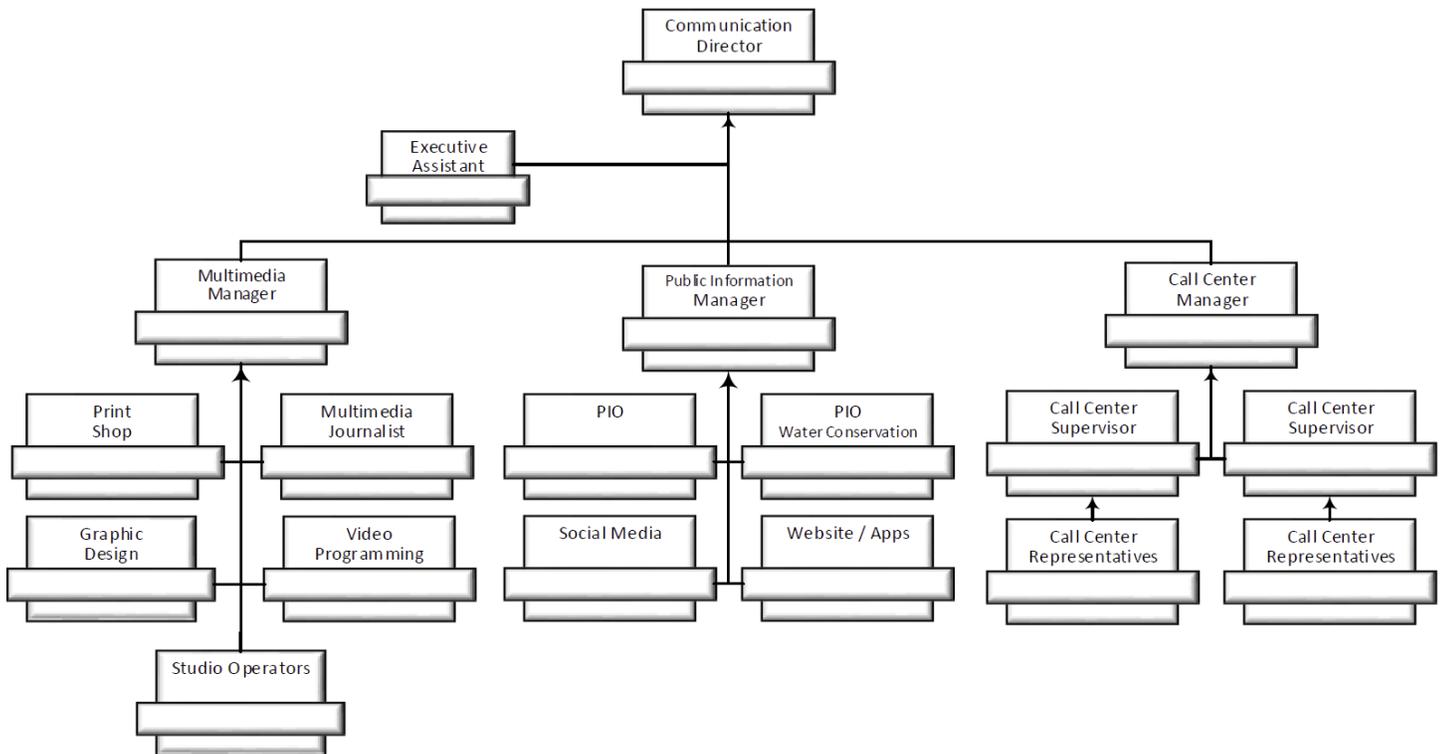
  
\_\_\_\_\_  
Margie C. Rose, City Manager

# DEPARTMENTAL PROFILE

## DEPARTMENT DESCRIPTION

The Communication Department provides internal and external communication services for the City of Corpus Christi through the dissemination of information to employees and citizens. Services include: management, operation and video production for the City of Corpus Christi municipal television station (CCTV); coordination of communication services including print shop, video, marketing, media relations, emergency communication, website, customer call center and is the primary liaison to the media.

## ORGANIZATION CHART



## **CURRENT BUSINESS ENVIRONMENT**

The City of Corpus Christi Communication Department underwent a structural reorganization in 2014. Previously a de-centralized communication model existed with communication professionals embedded in various departments within the City organization.

The newly reorganized department consists of three divisions including: Customer Call Center, Public Information and Multimedia. The Communication Department currently reports to the City Manager, employs 35 full-time equivalents and operates under three budgets including General Fund, Internal Services Fund and Special Revenue Fund.

During the reorganization, functions under communication divisions were organized to create synergy among like communication tools. The functions include: print shop, video operations, website, social media, media relations, internal communications, external communications, community engagement and customer service.

A three year strategic communication plan has been developed with the goal of making the Communication Department one of the premiere programs of its kind in city government. The plan includes major projects such as the redesign the City's official website and construction of a new state-of-the-art of television studio.

In fiscal year 2017 emphasis is to continue progress on a coordinated approach to citywide communications. As part of the 2017 budget, cuts included \$40,000 in advertising but staffing remained static.

## **ISSUES AND CHALLENGES FOR FY 2016-17**

The biggest challenge in the coming year is continued implementation of the communication strategic plan. Emphasis on content creation and dissemination, shaping organizational culture to include proactive communication planning and directly reaching residents with accurate and timely information continue to be paramount.

## **3 TO 5 YEAR OUTLOOK**

The Communication Department has implemented a three year strategic communication plan that will greatly improve the City's internal and external communication. It includes major projects including redesign of the City's website and building a state-of-the-art television production studio. Several key projects for consideration in the future include a rebranding for the city organization, expansion of technology in providing for open government, development of plain language standards and a continued emphasis on directly connecting with residents.

# PERFORMANCE

## DEPARTMENT MISSION AND MISSION ELEMENTS

<b>MISSION: The mission of the Communications, Media Relations &amp; E-Government Department is to keep the public and employees informed about City programs, policies, events and incidents.</b>	
ME#	Mission Element
171	Proactively shape positive opinions and communicating information in a timely way to the public and workforce on key City issues.
172	Lead the way on Customer Service and resolution of citizen concerns and requests for service.

## SERVICES AND SERVICE LEVELS

ME #	Service Provided	Measurement of Service		Is current demand satisfied ?	Current Level of Service
		Description of How Service Provided is Measured (i.e., the "service measure")	Activity level (annual)		
171	COMMUNICATION SERVICES	MEDIA REQUEST FOR ASSISTANCE	1,200	YES	DAILY
	TELEVISION OPERATIONS	PROGRAMMING VIDEOS	160	YES	DAILY
	PRINT SHOP	WORK ORDERS	1100	YES	DAILY
172	CUSTOMER CALL CENTER	CALLS HANDLED	350,000	YES	DAILY

## TABLE OF GOALS AND ASSOCIATED PERFORMANCE MEASURES

ME #	Goal	Performance Measure Associated With Goal	Is Measure included in CPR?	Annual Target
171	Develop & operate centrally controlled communication system	Original video productions	Yes	160
	Build confidence in Communication Department			
	Communicate key information to stakeholders			
	Develop external communication to build strong partnerships that foster collaboration & well informed citizens.	Media requests for assistance	No	1,200
172	Determined status of Customer Call Center in resolution of citizen concerns & requests.	Average wait time	Yes	Less than 90 seconds

## PERFORMANCE TRENDS

CPR Baseline Measure	FY 15-16 (estimated)	FY 14-15	FY 13-14	FY 12-13	FY 11-12
# PIO FTEs	7	5	2.5	2.5	
Total Expenditures	855,918	509,984	293,345	435,479	
# Original Video Productions	165	166	51	56	
# New Programs	119	166	59	66	
# Citizen Calls	386,844	357,521	402,292	454,539	
# Visits City Website	11M	107M	111M	110M	

## EXTERNAL BENCHMARKS – COMPARISONS TO OTHER CITIES

Benchmark Measure Used	Ranking	Explanation of relative ranking
<u>Original video productions</u>	<u>6</u>	<u>Less staff and resources than most cities but studio operations will facilitate future growth</u>
<u>Media assistance</u>	<u>2</u>	<u>Few cities track media interaction; second to Austin with a very similar news market.</u>
<u>Citizen customer service calls</u>	<u>6</u>	<u>Corpus Christi has unique call center market with integrated utilities and solid waste. Higher ranked cities have direct 3-1-1 centers with increased general information calls.</u>

# FINANCIAL

## FINANCIAL TREND SUMMARY

The Communication Department finances are spread among four funds with varied purposes and scope.

## EXPENDITURES BY MAJOR CATEGORY

### Public Information (11470)

	<b>Adopted Budget 2016-17</b>	<b>Estimated Actual 2015-16</b>	<b>Actual 2014-15</b>	<b>Actual 2013-14</b>
# Budgeted FTEs	7	5	2	2
Personnel Services	622,629	456,656	163,422	201,286
Other operating	10,761	3,196	750	7,054
Contractual	190,717	279,747	15,891	12,287
Debt services	0	0	0	0
Internal service allocations	61,811	7,524	9,564	13,872
Capital outlay	0	0	0	0
<b>Total</b>	<b>855,918</b>	<b>747,123</b>	<b>189,627</b>	<b>234,499</b>
Grant expenditures	0	0		

### Public, Education, Government Television (14676)

	<b>Adopted Budget 2016-17</b>	<b>Estimated Actual 2015-16</b>	<b>Actual 2014-15</b>	<b>Actual 2013-14</b>
# Budgeted FTEs	0	0	0	0
Personnel Services	0	0	0	0
Other operating	25,000	10,556	89,941	0
Contractual	5,000	0	216	0
Debt services	0	0	0	0
Internal service allocations	0	0	0	0
Capital outlay	100,000	1,186	2,965	0
<b>Total</b>	<b>130,000</b>	<b>11,742</b>	<b>93,122</b>	<b>0</b>
Grant expenditures	0	0	0	0

**Call Center (11475)**

	<b>Adopted Budget 2016-17</b>	<b>Estimated Actual 2015-16</b>	<b>Actual 2014-15</b>	<b>Actual 2013-14</b>
# Budgeted FTEs				
Personnel Services	1,029,815	1,096,810	918,937	298,008
Other operating	3,000	3,114	3,241	988
Contractual	289,109	288,995	221,838	44,528
Debt services	0	0	0	0
Internal service allocations	171,473	153,720	146,460	39,201
Capital outlay	0	0	0	0
<b>Total</b>	<b>1,493,397</b>	<b>1,542,638</b>	<b>1,290,476</b>	<b>382,724</b>
Grant expenditures	0	0	0	0

**Print Shop (40010)**

	<b>Adopted Budget 2016-17</b>	<b>Estimated Actual 2015-16</b>	<b>Actual 2014-15</b>	<b>Actual 2013-14</b>
# Budgeted FTEs	2	2	2	2
Personnel Services	90,299	90,299	84,038	90,848
Other operating	80,522	79,372	113,507	135,844
Contractual	111,515	112,665	80,525	6,640
Debt services	0	0	0	0
Internal service allocations	13,339	12,312	11,364	12,396
Capital outlay	0	0	0	0
<b>Total</b>	<b>295,675</b>	<b>294,648</b>	<b>289,433</b>	<b>245,728</b>
Grant expenditures				

**SOURCES OF REVENUES INCLUDING USER FEES & CHARGES**

Total departmental revenue: \$ 3,324,990

Source of revenue including user fees, charges and internal service fund allocations	If user fee or charges, conceptual basis and % cost recovery target	Date of last study	\$ generated annually
Internal Allocations	Cost recovery	N/A	1,493,397
Internal Allocations	Cost recovery	N/A	295,675
Public, Ed, Gov.TV	Special Revenue ( Fed/State levels)	N/A	650,000
General Resources	General Fund	N/A	885,918

# BUSINESS PLAN STRATEGIES & TASKS

**MISSION ELEMENT #1:** *Proactively shape positive opinions and communicating information in a timely way to the public and workforce on key city issues.*

**Goal 1:** Develop and operate a centrally controlled communications system for the City, which coordinates and consistently controls messaging going out from the City.

<b>STRATEGY 1:</b> Develop and organize a communication structure and process.	<b>Responsible Manager:</b> Kim Womack
<b>Problem this strategy is addressing:</b> Coordinate City wide strategic communication planning	

Routine execution of this strategy during the year requires the Director of Communication to attend all strategic executive meetings and other meetings as necessary to fully understand the communication needs of the City. Successful execution also requires a “no excuse” only performance department culture.”

<b>STRATEGY 2:</b> Develop and implement policies and procedures to support the communication structure and process.	<b>Responsible Manager:</b> Kim Womack
<b>Problem this strategy is addressing:</b> Coordinate City wide strategic communication planning	

Routine execution of this strategy during the year requires Communication Liaisons and PIOs to attend biweekly organizational communication meetings.

<b>STRATEGY 3:</b> Develop an aggressive strategic communications plan to proactively shape opinions about the City.	<b>Responsible Manager:</b> Kim Womack
<b>Problem this strategy is addressing:</b> Lack of City wide communication coordination	

This strategy is designed to promote the breakdown of departmental communications silos with increased department collaboration on a variety of projects including video programming, media relations and website.

**Goal 2: Build confidence in the Communication Department**

<b>STRATEGY 1:</b> Increase collaboration between Communication Department and other City departments.	<b>Responsible Manager:</b> DeAnna McQueen
<b>Problem this strategy is addressing:</b> The need for on-going communication training	

This strategy will improve the professional image of the City and department including the Executive and Management teams through continuing education.

<b>STRATEGY 2:</b> Communicate departmental resource needs to Executive Leadership during annual budget process.	<b>Responsible Manager:</b> Kim Womack	
<b>Problem this strategy is addressing:</b> Continued limited resources for communication implementation		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Develop budget recommendations for each core service area annually.	9/30/2017	Kim Womack
2) Provide recommendations for each core service area involving technology and best practices.	09/30/2017	Kim Womack

**Goal 3: Communicate key organizational information to stakeholders**

<b>STRATEGY 1:</b> Communicate financial information	<b>Responsible Manager:</b> DeAnna McQueen	
<b>Problem this strategy is addressing:</b> Financial confidence in City of Corpus Christi operations		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Integrate the Comprehensive Annual Financial Report (CAFR) and annual budget information into the communication editorial calendar to inform stakeholders.	9/30/2017	DeAnna McQueen
2) Integrate bond ratings, bond programs and other key financial information into the communication editorial calendar as determined by Executive Leadership.	09/30/2017	DeAnna McQueen

<b>STRATEGY 2:</b> Develop video communication including municipal studio, municipal channel and public access.	<b>Responsible Manager:</b> Rick DeLeon
<b>Problem this strategy is addressing:</b> Improve city municipal channel quality and content	

Execution of this strategy throughout the year involves developing and consistently producing a City Manager video program in addition to producing the existing City manager comments program. It also involves improving the quality and content of CCTV bulletin board system and encoding and scheduling programming for Channel 10 & Channel 18 Public user groups.

<b>STRATEGY 3:</b> Develop best practices in municipal social media and develop social media channels	<b>Responsible Manager:</b> Rick DeLeon
<b>Problem this strategy is addressing:</b> Integration of video programming into social media channels.	

This strategy requires on-going integration of all video programs deemed appropriate into social media and YouTube channels.

<b>STRATEGY 4:</b> Analyze municipal print shop and institute best practices.	<b>Responsible Manager:</b> Rick DeLeon	
<b>Problem this strategy is addressing:</b> Continue improvement of municipal Print Shop		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Annually audit received materials for quality using a rubric in June of each year.	9/30/2017	Rick DeLeon
2) Test process for subpar materials and implement after June 2017 audit.	9/30/2017	Rick DeLeon
3) Educate on graphic standards requirements to improve brand recognition.	9/30/2017	Rick DeLeon
4) Research cost and timing of new branding recommendation to Executive Leadership.	9/30/2017	Rick DeLeon

<b>STRATEGY 5:</b> Collaborate within the organization to expand information channels for citizens' information.	<b>Responsible Manager:</b> DeAnna McQueen
<b>Problem this strategy is addressing:</b> Continue expansion of content to internal and external customers	

Execution of this strategy requires on-going design and distribution of information via the city newsroom on a consistent basis and coordination and distribution of the weekly city employee email newsletter

**Goal 4:** Develop external communication to build strong partnerships that foster collaboration and well informed citizens.

<b>STRATEGY 1:</b> Communicate directly with Corpus Christi citizens regarding city programs, policies, events and incidents.	<b>Responsible Manager:</b> DeAnna McQueen
<b>Problem this strategy is addressing:</b> Reduce inaccurate information by communicating directly with residents	

This strategy is designed to develop the City of Corpus Christi as best source of information for citizens through existing communication channels. Execution of the strategy throughout the year involves coordinating citizen engagement events including open houses, public meetings and social media events.

<b>STRATEGY 2:</b> Collaborate with media partners.	<b>Responsible Manager:</b> DeAnna McQueen	
<b>Problem this strategy is addressing:</b> Improving relationships & partnerships with news media		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Schedule semi-annual media meetings to discuss issues and partnerships.	9/30/2017	DeAnna McQueen
2) Develop and conduct an annual media partner survey to determine service levels, satisfaction and unmet needs.	9/30/2017	Kim Womack

Execution of this strategy during the year requires planning and conducting news conference and developing and releasing informational news releases, social media, etc. for media.

**Goal 5:** Determine current status of Customer Service Call Center in resolution of citizen concerns and requests.

<b>STRATEGY 1:</b> Analyze municipal call center for services, costs, quality and best practices.		<b>Responsible Manager:</b> Norma Davison
<b>Problem this strategy is addressing:</b> Improve customer service experience in Customer Call Center		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Research customer call center operations including staffing, call volume, training, customer satisfaction, etc. with recommendations to Director based on the findings.	9/30/2017	Norma Davison
2) Develop a plan for improving the customer call experience.	9/30/2017	Norma Davison
3) Provide recommendations to Executive Leadership.	9/30/2017	Norma Davison

<b>STRATEGY 2:</b> Determine viability of increased innovation in Call Center		<b>Responsible Manager:</b> Norma Davison
<b>Problem this strategy is addressing:</b> Determine if technology is adequate or lacking in call center operations.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Research options for innovation.	9/30/2017	Norma Davison
2) Determine pricing and technology needs.	9/30/2017	Norma Davison
3) Recommend options to Executive Leadership.	9/30/2017	Norma Davison



# Solid Waste Operations

**Fiscal Year: 2016-2017**

October 1, 2016

Approved by:

A handwritten signature in black ink, appearing to read "Lawrence Mikolajczyk", written over a horizontal line.

Lawrence Mikolajczyk, Director

A handwritten signature in black ink, appearing to read "Mark Van Vleck", written over a horizontal line.

Mark Van Vleck, Assistant City Manager

# DEPARTMENTAL PROFILE

## DEPARTMENT DESCRIPTION

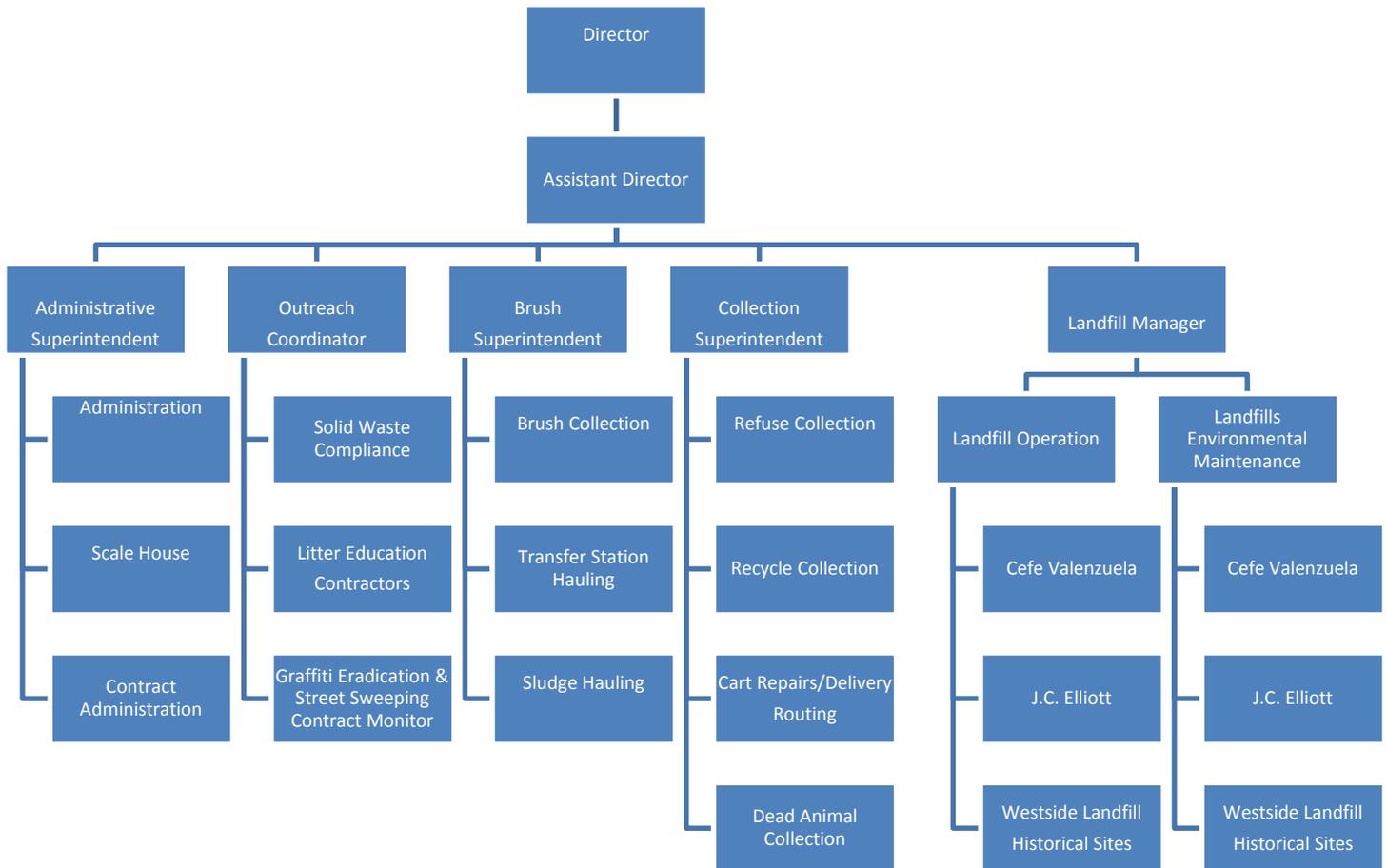
The Solid Waste Operations Department provides an integrated system to residents and businesses, for the collection, disposal and recycling of solid waste materials. The department's services include: brush and bulky collection, refuse and recycling collection, transfer station and hauling operations, JC Elliott Landfill post-closure maintenance, Cefe Valenzuela Landfill operations, recycling and anti-litter education, graffiti clean-up and street sweeping, wastewater sludge hauling, and dead animal collection. The Cefe Valenzuela Landfill is a significant investment in the community, which assures environmentally safe disposal for items that are not recycled. All departmental programs function to protect public health and the environment, as well as to enhance beautification of the City.

In fulfilling its mission, the department utilizes private sector contractors in four primary functional areas, to include Cefe Landfill operations (BFI), recycling processing and marketing of materials (BFI), disposal of non-decomposable waste (Gulley-Hurst Landfill), and street sweeping (Coastal Maintenance Concepts). These four contracts total approximately \$6.1 million, or 23% of the FY 2017 Solid Waste Budget. The department embraces opportunities with private partners to provide essential services at the most reasonable cost to the City.

In FY 2013, an independent comprehensive study of the department (competitive assessment) was completed. Overall the department was found to be cost effective and competitive. The department took immediate steps to implement the recommended additional efficiencies of redirecting traffic flow at the Transfer Station and increase hauling operations. Eight 31 cubic brush yard trucks were replaced with 45 cubic yard capacity units. As a result, 8 trucks gained the capacity to haul the volume of 12 trucks, and 3 driver positions were eliminated. Refuse and Recycling Collection implemented a route optimization program, and reduced the daily equipment and manpower requirement by 9% in FY 2015.

During FY 2015-16, the department saw gains, from 41% to 52%, in the number of refuse trucks diverted from the Cefe Valenzuela Landfill to the Transfer Station for disposal, thereby reducing labor, fuel, and equipment costs. Compaction of waste at the Cefe Valenzuela Landfill improved from 1,223 lbs/cy to 1,408 lbs/cy, thereby maximizing use of or valuable landfill resource. Higher compaction was achieved through the diversion of brush and bulky wastes to the Gulley-Hurst Landfill. By following stringent site and operating plans, the department achieved 100% compliance at all TCEQ regulated sites, allowing staff to focus on customer service and operations.

# SOLID WASTE OPERATIONS ORGANIZATION CHART



## **CURRENT BUSINESS ENVIRONMENT**

Solid Waste Operations is a fast paced, dynamic department, with a customer base of 87,000 accounts. Daily operations demand uninterrupted service from the recycling and refuse collection programs, requiring intensive coordination with Fleet Maintenance and other internal and external customers. Service delivery options are continuously evaluated to assure quality service is provided to customers at the lowest cost. The department benchmarks its performance against other municipalities as well as the private sector.

During FY 2012-13, the department underwent an independent competitive assessment and cost of service analysis by the consulting firm of SAIC. The department was found to be competitive and cost effective. The FY 2016-17 goals continue to reflect the department's commitment to implementing recommendations identified in this study, as well as improving operations in other areas.

In February 2014, the department assumed responsibility for the street sweeping contract, which was previously managed by the Storm water division. Beginning in FY 2014-15, the operations for hauling wastewater sludge and grit transferred from the Wastewater plants to Solid Waste Operations. With the realignment services within Public Works and Utilities, Solid Waste manages the street sweeping and Waste Water sludge hauling to achieve the greatest efficiency at the lowest cost.

For FY 2016-17, the department will expand efforts to improve efficiency and safety. Increased focus and utilization of the route optimization and tracking applications, coupled with DriveCam technology, will enable the department to proactively address any deficiencies. Expanding upon knowledge gained from the FY 2013-14 Competitive Assessment, the department will continue to utilize the expertise of top industry professionals in developing operational and financial strategies.

Requested amendments to contracts with private sector providers will be reviewed and considered to assure top value is received by the City. A renewed focus in removing unrecyclable items that residents place in the blue carts will help assure the sustainability of the recycling program.

## **RISKS & VULNERABILITIES**

There are many risks inherent to departmental operations which are addressed on a continuous and systematic basis. Risk exists in terms of accident and injury, competition within the regional market, events that trigger utilization of the disaster debris management plan, and public health.

The risk of accidents and injuries is largely due to utilization of heavy trucks and equipment, changing weather and road conditions, repetitive and fast paced work, and sharing the road with other drivers. Recognizing the liability associated with these factors, the Risk Management Department joined with Solid Waste Operations to purchase DriveCam cameras, which are now installed in all Solid Waste vehicles that haul waste on City streets. The cameras continuously capture simultaneous images of the driver and the view in front of the truck, and are programmed to record events caused by driver error, sudden starts, stops, turns or collisions. The system has proven effective in identifying correctable behavior and reducing the incidence of property damage and injury.

The risk stemming from competition within the local market actually works to create the best scenario for our customers. The department remains ever attentive to providing the best service at the lowest possible cost. Education and outreach efforts are critical in building public acceptance, participation, and compliance in managing solid waste. Private sector waste haulers and landfills are constantly seeking opportunities to expand their services within our market. The department focuses on proactive management and excellent customer service in every aspect of our operations.

The risks associated with events that generate large volumes of debris are always present. In recent years, straight line winds, tornados, and flooding have impacted Corpus Christi, triggering the emergency deployment of the department's personnel, as well as the City's disaster debris removal contractor. As first responders in all of these instances, Solid Waste crews worked to clear debris for roadways for emergency responders, and then remained engaged until the areas were restored to pre-event conditions. The department has the capacity to handle relatively small events, and maintain normal service levels, without assistance of the debris removal contractors. However, larger events have necessitated outside assistance in 3 events over the last 10 years. Corpus Christi is well prepared for emergencies and recovery efforts. In coordinating initiatives with the Emergency Operations Center, the department has established a debris removal contract, secured an approved FEMA debris management plan, designed procedures designed to shelter, protect resources, and lead recovery efforts.

Recent reports regarding the spread of the Zika virus is a public health concern that presently has the department's full attention. The enforcement regarding the removal and remediation of improperly stored and disposed scrap tires, prone to accumulating stagnant water and breeding mosquitoes, is quickly gaining attention of public health officials. The department will aggressively address the problem and seek any public funding available to expand on existing scrap tire control initiatives.

## **ISSUES AND CHALLENGES FOR FY 2016-17**

1. Compliance with new and existing environmental regulations.

Strategy: Assure equipment availability and readiness to meet daily workload requirements. (Mission Element 031, Goal 1, Mission Element 033, Goal 1)

2. Expansion of management team to augment the department's succession plan.

Strategy: Add Assistant Director; realign positions and responsibilities to help assure continuity in top level management.

3. Maintenance of performance standards established by competitive assessment/cost of service analysis.

Strategy: Monitor operations as needed to assure competitive assessment goals are achieved. (Mission Element 034, Goals 1 and 2)

4. Timely brush and bulky item collection.

Strategy: Sustain high level of Brush Collection Division's readiness (Mission Element 031, Goals 1 and 2)

5. Decrease recycling contamination.

Strategy: Utilize multifaceted approach that incorporates Compliance Officer inspections, increased focus of Sanitation Foremen, recycling audits to identify problem areas, and media involvement in all initiatives. (Mission Element 032, Goal 2)

6. Refocus attention on anti-litter programs to achieve measurable progress.

Strategy: Combine energies of new anti-litter media messages, school education programs, business partnerships, and long-term planning. (Mission Element 032, Goal 1, Strategies 1 and 2).

7. Modernize Solid waste ordinances, to keep pace with technology and evolving departmental and community initiatives.

Strategy: Review and modernize all Solid Waste ordinance as needed.

8. Continue to manage City's investment in the waste disposal system and the Cefe Valenzuela Landfill, the region's primary waste disposal site.

Strategy: Develop comprehensive waste diversion and sustainability plan. (Mission Element 033, Goal 2; and Mission Element 035, Goals 2 and 3)

9. Solid Waste management and sustainability planning.

Strategy: Develop comprehensive waste diversion and sustainability plan. (Mission Element 035, Goals 1 and 2)

### **3 TO 5 YEAR OUTLOOK**

In FY 2016-17, Solid Waste Operations will initiate a second phase of the FY 2013 Competitive Assessment to expand and improve operational efficiencies. In recognizing the value added by the 2013 study, Solid Waste will be seeking the advice of third party industry professionals to help

design and implement new programs. The development of a long range Solid Waste Management and Sustainability Plan will follow this process. The plan will outline the department's vision, and set the path and timeline of future programs and goals to assure long term sustainability and best management practices. The comprehensive plan will provide long term waste diversion goals, with specific focus areas such as recycling, litter, organics collection and composting, landfill gas, code compliance, and other best solid waste management practices. The plan will help assure that Corpus Christi is unified and positioned to address future solid waste concerns that are essential to the long term sustainability and growth of the City. Competition within the region requires that we provide cost effective programs and excellent customer service.

Working jointly with the utility departments, Solid Waste is in conceptualizing long term solutions for waste byproducts (sludge) resulting from water and waste water treatment. One idea under consideration is "self sustainable alternative daily cover", or a soil replacement product that could be manufactured by combining sludge and ground wood mulch.

Over the next 3-5 years, and well into the next century, the department is poised to continue offering state of the art waste management and sustainability practices, keeping pace with projected growth in our region.

## PERFORMANCE

### DEPARTMENT MISSION AND MISSION ELEMENTS

<b>MISSION: The mission of the Solid Waste Department is to collect and dispose of solid waste.</b>	
031	Waste and brush collection
032	Recycling
033	Landfill
035	Strategic Planning

## SERVICES AND SERVICE LEVELS

<b>ME #</b>	<i>Service Provided</i>	<i>Measurement of Service</i>		<i>Is current demand satisfied ?</i>	<i>Current Level of Service</i>
		<i>Description of How Service Provided is Measured (i.e., the "service measure")</i>	<i>Activity level (annual)</i>		
031	Collect brush and bulky items	Frequency of collection	87,000 accounts	yes	Four times/year
031	Collect refuse	Frequency of collection	87,000 accounts	yes	weekly
032	Collect recycling	Frequency of collection	87,000 accounts	yes	every 2 weeks
032	Provide recycling and anti-litter education	Messages communicated	50,000 contacts	yes	daily
032	Clean up graffiti	Days to restore property to original conditions	3,500 requests	yes	3 days
033	Operate Transfer Station	Days open for business	309 days per year	yes	309 days/year
033	Haul waste water sludge	Remove sludge from waste water plants	31,000 tons	yes	309 days/year
033	Meet all JC Elliott post-closure requirements	Days requirements are met	365 days per year	yes	daily
033	Operate and maintain Cefe Valenzuela Landfill	Days open for business	31,000 tons	yes	309 days/year
033	Collect dead animals	Days to collect dead animals	3,200 requests	yes	1day
035	Plan and implement sustainable solid waste practices	Business plan objectives achieved	11 strategies	yes	daily

**Primary factors creating demands for services and implications:**

On a per capita basis, the demand for Solid Waste Services has remained fairly consistent over the last several years. Growth in our customer base has been fairly steady and predictable. As our culture has transitioned to be a more transient population, new residents relocating to Corpus Christi often bring expectations on waste management from other parts of the country with different solid waste practices. Effecting significant changes to solid waste practices can be a challenging endeavor, as we experienced with implementing the once per week garbage collection and single stream recycling program in FY 2010-11. Pressure to provide enhanced services should be based on sound financial principals and not emotion. For example, some major Texas Cities have already implemented organics collection/diversion programs as measures to extend landfill capacity and limit methane (greenhouse gas) production. With the assistance of leading solid waste industry professionals, the Department is going to lay out a growth and sustainability plan in FY 2017. Prior to implementing an organics program, the Department would have to clearly demonstrate the financial viability and benefits. The department believes that the current level of services meets the expectations for the vast majority of our service area.

**TABLE OF GOALS AND ASSOCIATED PERFORMANCE MEASURES**

ME #	Goal	Performance Measure Associated With Goal	Is Measure included in CPR?	Annual Target
031	Collect brush and bulky waste on schedule	% brush and bulky routes collected on schedule	yes	100%
031	Collect brush and bulky waste on schedule	% of complaints of heavy brush collection missed resolved < 50 hours	yes	>=98%
031/ 032	Collect garbage and recycling materials on schedule	% garbage and recycling routes collected on schedule	yes	100%
032	Collect garbage and recycling materials on schedule	% of complaints of garbage collection missed resolved < 30 hours	yes	>=98%
031/ 032	Collect garbage and recycling materials on schedule	% carts delivered < 40 hours	no	>=90%
033	Divert from Cefe Landfill materials for recycling and reuse	% landfill diversion	yes	>=10%
032	Reduce recycling contamination	% contamination in blue recycling collection carts	no	>=22%
035	Achieve competitive assessment goals	% goals implemented	no	100%

## PERFORMANCE TRENDS

CPR Baseline Measure	FY 15-16 (est)	FY 14-15	FY 13-14	FY 12-13	FY 11-12
<i>% contamination in recycling carts</i>	21%	22%	22%	19%	19%
<i># residential customers</i>	87,000	86,381	83,814	82,900	82,000
<i>Monthly residential service charge</i>	\$18.84	\$18.84	\$18.84	\$18.84	18.84
<i># collection complaints</i>	7,735	8,311	7,407	8,408	3,869
<i>Total expenditures</i>	\$25.3 M	\$28.5 M	\$24.6 M	\$23.0 M	\$24.3 M
<i>Total full-time employees</i>	154	153	150	141	140
<i>Tons of solid waste collected</i>	106,000	105,853	91,773	90,295	90,431
<i>Recycling net tons</i>	11,500	11,178	10,775	11,235	12,386
<i>% households participating in recycling</i>	65%	65%	65%	65%	65%
<i>Waste diversion rate</i>	14%	12.1%	15%	25%	29%
<i># graffiti complaints received</i>	3,507	3,001	4,045	4,465	4,819

Based on performance trends above, there is steady growth and consistency within the Solid Waste Department over the last 5 years. Fluctuations in the level of expenditures are largely due to variations in debt service funding supplemented through the Debt Service Fund.

## EXTERNAL BENCHMARKS – COMPARISONS TO OTHER CITIES

Benchmark Measure Used	Ranking	Explanation of relative ranking
Recycling Participation	<u>7 of 10</u>	Requires more investigation to assure apples to apples comparison
Waste Diversion	<u>9 of 12</u>	Brush and woody waste disposed at the Type 4 landfill reduces cost, but reduces waste diversion percentage
% Garbage Collected 1 <sup>st</sup> visit	<u>1 of 12</u>	Corpus Christi has excellent collection program results

Solid Waste Operations currently compares performance to other cities in the areas of Waste Diversion, Participation in Curbside Recycling Program, and Garbage Collected 'On First Visit' (no misses). With a 15% Waste Diversion rate, compared to the benchmark average of 19.9%, Corpus Christi clearly has an opportunity to expand recycling and other waste diversion programs. Participation in the Curbside Recycling Program is 65%, which is favorable to our benchmark average of 64%. This is a high level that we should strive to maintain while implementing program designed to reduce contamination. The percent of Garbage Collected on First Visit is 99.8, compared to our benchmark average of 99.3%. This measure demonstrates our collection personnel proficiency and excellent customer service

# FINANCIAL

## FINANCIAL TREND SUMMARY

The department has maintained a consistent level of service and operations since major efficiencies were implemented affecting the recycling and refuse collections programs in FY 2011. Large swings in Debt service are reflective policy decisions outside the control of the department. The Debt Service Fund contributed \$1,730,000 in FY 2014, \$1,736,408 in FY 2015, \$3,904,341 in FY 2016, and is proposed to contribute \$2,618,638 to the Solid Waste Debt Service in FY 2017. A second noteworthy item is the inclusion of \$3.6 million in FY 2014-15 Capital Outlay, which is not present in the other years. Due to accounting policy, the capital cost of lease-purchase equipment is recorded as part of the year-end closing procedure. Offsetting this expense is approximately \$3.6 million in revenue to recognize the proceeds of funds borrowed from Frost Bank for these 60 month lease-purchase loans.

## EXPENDITURES BY MAJOR CATEGORY

	Adopted Budget 2016-17	Estimated Actual 2015-16	Actual 2014-15	Actual 2013-14
# Budgeted FTEs	155	155	154	154
Personnel Services	\$8,002,706	\$7,813,413	\$7,637,651	\$7,093,697
Other operating	2,254,587	2,191,876	1,699,124	1,744,282
Contractual	11,931,249	12,406,718	12,021,034	11,288,599
Debt services	1,644,476	0	4,295,813	2,663,177
Internal service allocations	2,955,488	2,904,372	2,695,479	2,666,160
Capital outlay	0	27,328	3,599,536	21,591
Total	\$26,788,506	\$25,343,707	\$31,948,636	\$25,417,506
Grant expenditures	0	0	0	0

## SOURCES OF REVENUES INCLUDING USER FEES & CHARGES (by Department)

Total departmental revenue:

Source of revenue including user fees, charges and internal service fund allocations	If user fee or charges, conceptual basis and % cost recovery target	Date of last study	\$ generated annually
Refuse Disposal	Disposal fees cover 100% cost of service	May, 2013	25,777,934
Collection Programs	Collection fees cover 100% cost of service	May, 2013	12,035,636
Wastewater Fund	Covers 100% of Sludge Hauling Program cost of service	May, 2013	500,000
Other	Graffiti fines and Buc Days are not set by department and partially offset costs	May, 2013	5,500

## CAPITAL BUDGET SUMMARY

<b>PROJECT</b>	
<b>Project Name</b>	<b>TOTAL (000's)</b>
J.C. Elliott Landfill New Office Building	<b>1910.9</b>
J.C. Elliott Landfill Gas Management to Energy System	<b>TBD</b>
Landfill Pavement/Roadway Life Cycle Replacement	<b>2,250.0</b>
Cefe Valenzuela Landfill Disposal Interim Cover - Cells 3D, 4A and 4B	<b>4,375.9</b>
Cefe Valenzuela Landfill Liquids (Leachate) Management	<b>2,947.9</b>
Cefe Valenzuela Landfill Gas Collection and Control System (GCCS)	<b>2,000.0</b>
Cefe Valenzuela Landfill Gas Flare for Gas Collection and Control System (GCCS)	<b>500.0</b>
J.C. Elliott Landfill Leachate Collection System Upgrade	<b>1,800.0</b>
Cefe Valenzuela Landfill Disposal Cells Construction - Sectors 2A and 2B	<b>5,025.0</b>
Landfill Erosion Control Lifecycle Rehabilitation	<b>750.0</b>
Landfill On Call Support Services	<b>750.0</b>

# BUSINESS PLAN STRATEGIES & TASKS

**MISSION ELEMENT #:** 031- Waste and brush collection

**Goal 1:** 100% availability of daily fleet requirement

<b>STRATEGY 1:</b> Strengthen communication with Fleet Services		<b>Responsible Manager:</b> Brush Superintendent
<b>Problem this strategy is addressing:</b> Mechanical issues hamper productivity, increase overtime, and compromise the department's ability to provide scheduled services.		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Submit the annual vehicle/equipment replacement schedule to the Solid Waste Director	April 30, 2017	Brush Superintendent and Collections Supt

The execution of this strategy requires continuous monitoring of the prior week's equipment repairs with the Fleet Maintenance Supervisor, and the tracking of scheduled purchases with the Vehicle Equip. Specialist.

**Goal 2:** Adhere to published brush and bulky item collection schedule

<b>STRATEGY 1:</b> Improve Brush Collection Division's service level		<b>Responsible Manager:</b> Brush Superintendent
<b>Problem this strategy is addressing:</b> When the brush and bulky item collections don't stay current with the published schedule, additional volumes of debris accumulate and affect cleanliness of the City.		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Report landfill turnaround time quarterly to the Assistant Director	September 30, 2017	Landfill Manager and Brush Superintendent

The execution of this strategy requires that 4 brush collection crews are staffed and equipped with a minimum of 1 loader and 3 brush trucks, landfill turnaround time is less than 30 minutes, and a back-up driver is available to replace drivers out on leave.

**Goal 3:** Reduce missed garbage and brush collections

<b>STRATEGY 1:</b> Increase public education efforts		<b>Responsible Manager:</b> Brush Superintendent and Collections Superintendent
<b>Problem this strategy is addressing:</b> Missed collections result in additional expense in fuel and labor expense.		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Issue Solid Waste Service Guide with specific instructions to allow 5 feet of clearance between carts and other obstructions	February 1, 2017	Public Information Officer

The execution of this strategy requires that collection customers are provided clear cart set-out instructions, drivers participate in customer education by tagging carts that are improperly set out for collection, missed collections are monitored to identify routes with high missed collection rates, and that routes are periodically realigned to assure even workloads among the drivers.

**Goal 4:** 100% recycling and refuse cart availability to provide uninterrupted service

<b>STRATEGY 1:</b> Consistently staff the cart maintenance program with 2 personnel and one back-up		<b>Responsible Manager:</b> Administrative Manager / Collections Superintendent
<b>Problem this strategy is addressing:</b> Damaged and missing carts delay collection, increase operating costs and negatively impact customer service.		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>

4) Report effectiveness of cart maintenance program to the Director.	September 30, 2017	Collections Supt. & Planner-Scheduler
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The execution of this strategy requires cart maintenance personnel are trained in customer service, safety, Maximo work order system, routing, cart inventory, assembly, repair, delivery, collection, and recording serial numbers.

**Goal 5:** Improve collection programs efficiency and safety

<b>STRATEGY 1:</b> Provide administrative support to maximize collection efficiency and safety		<b>Responsible Manager:</b> Brush Superintendent and Collections Superintendent
<b>Problem this strategy is addressing:</b> The maximum utilization of available technology could be achieved if similar functions are combined in a central area to share responsibilities.		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Remodel offices to centralize Planner-Scheduler functions for Brush, Refuse, and Recycling Collections.	December 31, 2016	Brush Superintendent and Collections Superintendent
2) Consolidate work order processing, route tracking, and DriveCam technology in the new centralized area.	December 31, 2016	Brush Superintendent and Collections Superintendent
3) Evaluate consolidated Planner-Scheduler program concept and report findings to Director.	September 30, 2017	Finance and Resource Mgt. Supt.

The execution of this strategy requires the daily processing of Maximo work orders, daily supervision of cart maintenance personnel, work order sequencing, and daily monitoring of DriveCam system incidents and reports.

**MISSION ELEMENT #:** 032 - Recycling

**Goal 1:** Implement action plan to reduce litter by 60%

<b>STRATEGY 1.</b> Collaborative process to reduce the community's litter and illegal dumping		<b>Responsible Manager:</b> Programs Outreach Coordinator and Compliance Officers
<b>Problem this strategy is addressing:</b> Litter has a negative impact on the environment, health, crime rate, aesthetics, happiness and economic growth of our community.		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Acquire a 5-year community plan that will outline various ways to reduce litter through education, community awareness, enforcement and business partnerships	September 30, 2017	Programs Outreach Coordinator

The execution of this strategy requires enforcement of litter ordinances by Code Enforcement Officers, increased community exposure to Don't Litter messaging through social and paid media, and long term planning to increase community awareness, enforcement and business partnerships.

<b>STRATEGY 2.</b> Increase school education programs about recycling and litter		<b>Responsible Manager:</b> Programs Outreach Coordinator and Compliance Officers
<b>Problem this strategy is addressing:</b> Educating younger generations will help to ensure a viable program in the future		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
No tasks.	N/A	N/A

The execution of this strategy requires that the department provides instructional materials to support recycling and anti-litter educational programs administered through the department's agreement with Communities in Schools (CIS), effective monitoring of the CIS agreement, and an increase in community services opportunities to engage youth.

**Goal 2:** Reduce recycling contamination

<b>STRATEGY 1:</b> Multifaceted approach to reduce recycling contamination.		<b>Responsible Manager:</b> Director
<b>Problem this strategy is addressing:</b> Contaminates decrease the quality, quantity, and value of recycled commodities, negatively impacting the viability of the recycling program.		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Conduct annual audit at the recycling center	September 30, 2017	Finance and Resource Management Supt.

The execution of this strategy requires that the Compliance Officers audit the contents of recycling carts set out for collection by walking and visually checking, Recycling Foremen tag recycling carts to educate residents on non-recyclable items, audits are completed at the recycling center, and media is included in public education initiatives.

**MISSION ELEMENT #: 033 - Landfill**

**Goal 1:** 100% availability of daily fleet requirement

<b>STRATEGY 1:</b> Strengthen communication with Fleet Services		<b>Responsible Manager:</b> Assistant Director, Landfill Manager and Brush Superintendent
<b>Problem this strategy is addressing:</b> Lapses in equipment availability decrease productivity, increase overtime, and compromise compliance with environmental standards.		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
No tasks.	N/A	N/A

The execution of this strategy requires weekly review of equipment repairs with Fleet Services Supervisor, daily review of the truck tire and maintenance program, monitoring of priority tipping provided to transfer truck and the Cefe Valenzuela Landfill, and identifying equipment for inclusion in the annual vehicle replacement schedule.

**Goal 2:** Divert (from Cefe Landfill) 90% of clean brush, and mixed loads of brush and bulky items

<b>STRATEGY 1:</b> Public/Private partnership for disposal of brush and bulky items		<b>Responsible Manager:</b> Brush Superintendent
<b>Problem this strategy is addressing:</b> The life of the Cefe Valenzuela Landfill reduced by the low compaction rates resulting from the acceptance of brush and bulky items.		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
No tasks.	N/A	N/A

The execution of this strategy requires disposal of 90% of brush and bulky waste at the Type IV private landfill contract, monitoring disposal fees to assure benefits are achieved at the lowest cost, and continuous program evaluation.

**MISSION ELEMENT #:** 035 – Strategic Planning

**Goal 1:** Continue to achieve goals set during Competitive Assessment

<b>STRATEGY 1.</b> Monitor and adjust to operations as needed to assure competitive assessment goals are achieved.		<b>Responsible Manager:</b> Director and Assistant Director
<b>Problem this strategy is addressing:</b> Operations are not cost effective if best management practices are not applied on a consistent basis.		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
No tasks.	N/A	N/A

The execution of this strategy requires that Transfer Station volumes are reviewed monthly, brush and bulky collections are monitored weekly, and refuse and recycling collections are reviewed monthly.

**Goal 2:** Initiate a second phase of the FY 2013 Competitive Assessment to expand and improve operational efficiencies

<b>STRATEGY 1.</b> Complete second phase of the 2013 competitive assessment to further identify cost and operational efficiencies	<b>Responsible Manager:</b> Director and Assistant Director	
<b>Problem this strategy is addressing:</b> The department recognizes that additional may be realized through the expertise of third party industry professionals.		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
Plan the assessment	November 15, 2016	Director and Assistant Director
Complete field work	April 30, 2017	Finance and Resource Mgt. Supt.
Accept draft report and review with senior management	August 31, 2017	Director and Assistant Director
Accept final report and review with senior management	October 31, 2017	Director and Assistant Director

The execution of this strategy requires that department personnel enthusiastically support the assessment process and dedicate the time needed to help identify additional areas of improvement. Following this study, the department will have information to move forward in developing a long term solid waste management and sustainability plan.

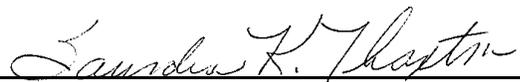


# Office of Strategic Management

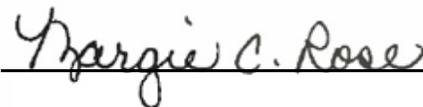
**Fiscal Year: 2016-2017**

October 3, 2016

Approved by:



Sandra Thaxton, Department Director



Margie C. Rose, City Manager

# DEPARTMENTAL PROFILE

## DEPARTMENT DESCRIPTION

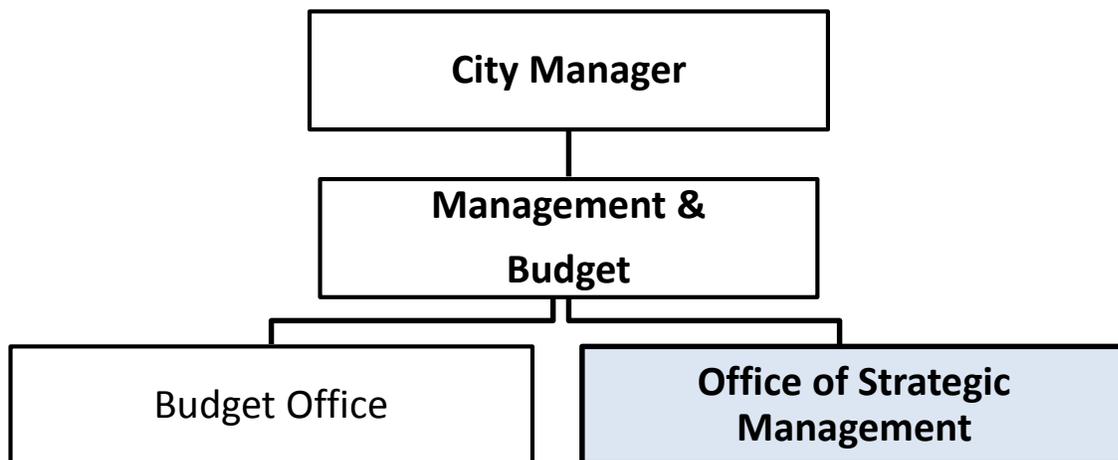
The Office of Strategic Management (OSM) was created in August 2011 to guide the City in efforts to continuously improve operations and to become more efficient and effective. OSM conducts departmental evaluations and recommends improvements for departments, divisions, and functions. OSM creates and sustains cohesive systems of management and accountability throughout the City organization. The three key organization-wide management tools created and managed by OSM include Business Plans, Quickbase Task Tracking system, and the City Performance Report (CPR).

During FY 2015-16, OSM provided critical input to the zero-based budgeting concept and the process required to effectively define city-wide services -- the foundation required to move incrementally toward a service-level based budgeting system. This has now been included in the FY 16-17 Business Plans. Foundational work continues on OSM's coordinating and improving policies & procedures for the entire City organization.

*Significant accomplishments for the previous year include:*

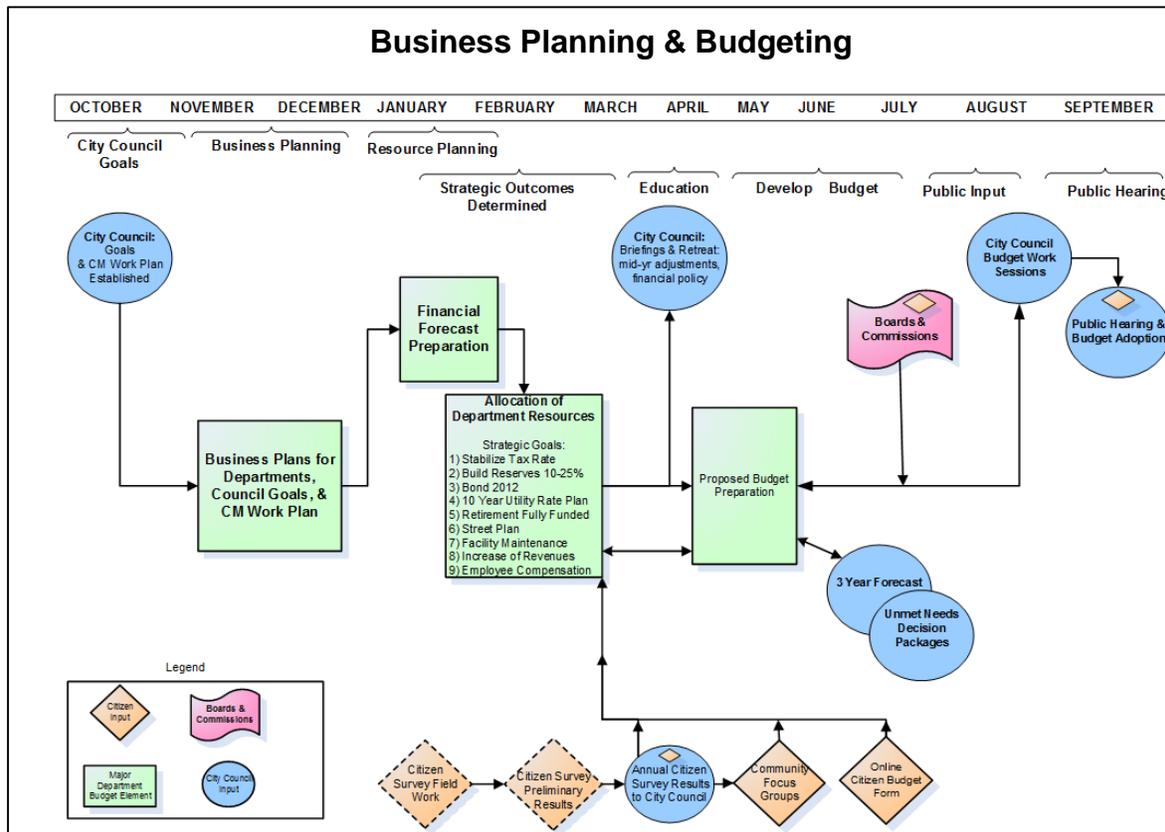
- Business Plans were incrementally improved to include services, service levels, and performance data;
- Departmental "Self-assessment" surveys were conducted for all departments to serve as an annual self-assessment to help guide business plan development;
- Completed two major departmental assessments: Financial Services and Engineering;
- Conducted various other studies including (JOC) Job Order Contracting Program (JOC).
- Establishing the foundation to improve policies and procedures throughout the organization.

## ORGANIZATION CHART



## CURRENT BUSINESS ENVIRONMENT

Every year the timelines for business plans and budget moved earlier in the year and become more coordinated. Shown below is a chart with a timeline demonstrating how business planning can help drive annual budget processes.



## RISKS & VULNERABILITIES

Although OSM consists of only two FTE's, the volume of work continues to increase with the overall quality of the City's business planning process and maturing of the City's business tools. We primarily operate by leveraging staff and team support.

	FY 16	FY 15	FY 14	FY 13	FY 12
Full-time employees	2	2	2	2	2
# Departmental assessments completed	2	0	1	1	2
# Departments/special studies/reviews completed	2	3	3	1	1
# Internal Audit follow-ups completed	2	2	4	3	2

The most significant vulnerability is the importance of receiving on-going technical programming support from the IT Department. This support is critical to our ability to maintain the City Performance Report and Quick Base (the City's corporate Business Plan task tracking system) and be responsive to the needs of departments.

## **ISSUES AND CHALLENGES FOR FY 2016-17**

OSM needs one additional staff member in order to:

- Work more directly with departments to help develop and refine business strategies continuously throughout the year;
- More effectively respond to emerging research needs of the City Manager, and Assistant City Managers; and
- More effectively administer and manage the CPR and Quickbase.

## **3 TO 5 YEAR OUTLOOK**

With our limited resources, we will continue to move the organization to continuous improvement through assessments and through the use of our Business Tools.

# PERFORMANCE

## DEPARTMENT MISSION AND MISSION ELEMENTS

<b>MISSION:</b> The mission of the Office of Strategic Management is to assist City departments achieve continuous improvement and efficient operations.	
<b>ME#</b>	<b>Mission Element</b>
261	Performance Improvement
262	Manage Business Planning Tools

## SERVICES AND SERVICE LEVELS

ME#	Service Provided	Measurement of Service		Is current demand satisfied?	Current Level of Service
		Description of how service provided is measured (i.e., the "service measure")	Activity level (annual)		
261	Conduct assessments	# of assessments	2	yes	2
262	Manage business tools	# of departments served	30	yes	30

Factors driving demand for services include city manager related concerns and organization instability. Significant changes in factors driving demands for services anticipated for FY 2016-17 include potential reorganizations, new leadership, unstable organization with relatively inexperienced staff, and many vacancies in leadership positions.

## TABLE OF GOALS AND ASSOCIATED PERFORMANCE MEASURES

ME #	Goal	Performance Measure associated with Goal	Is measure included in CPR?	Annual Target
261	Conduct at least one systematic review of City departments or programs each year and follow-up on previously issued reports	# of systematic reviews of departments or programs completed	Yes	1
	Conduct special studies and reviews as directed by the City Manager	# of special studies and reviews completed	No	1
262	Have an approved business plan for each City Department	% of departmental business plans recorded in the Business Plan Monitoring system	Yes	>= 100.00
262	Maintain a web-based system that displays valid performance measures for all departments, showing associated mission elements, goals, specific standards of performance and actual results	% of departments with a City Performance Report (CPR) web page	Yes	>= 100.00

## PERFORMANCE TRENDS

<b>CPR Baseline Measure</b>	<b>FY 15-16 (est)</b>	<b>FY 14-15</b>	<b>FY 13-14</b>	<b>FY 12-13</b>	<b>FY 11-12</b>
Full-time employees	2	2	2	2	2
# of systematic reviews of departments, or programs completed	2	0	2	1	2
# of special studies or reviews completed	1	3	3	1	1
# Internal Audit follow-ups completed	2	2	4	3	2

The number of FTE's has remained steady and we are committed to performing at least two departmental reviews annually. Industry experts are used when internal resources need to be supplemented with specialized expertise. One modification in the FY 2016-17 plan is to no longer conduct follow-ups to internal audits. This effort is duplicative to the follow-up already conducted by the Internal Auditor.

## EXTERNAL BENCHMARKS – COMPARISONS TO OTHER CITIES

<b>Benchmark Measure Used</b>	<b>Ranking</b>	<b>Explanation of relative ranking</b>
Not applicable.		

Though almost every city has a division like OSM for City-wide special projects, it is often directly attached to the city manager's office.

# FINANCIAL

## FINANCIAL TREND SUMMARY

No major changes in financial outlook is forecast. FTE's remain the same and expenditures are minimal and indicative of the administrative-type office work. In fiscal year 2013-14, OSM budget was part of the OMB budget.

## EXPENDITURES BY MAJOR CATEGORY

	<b>2016-17 Proposed</b>	<b>2015-16 Estimated</b>	<b>2014-15 Actual</b>	<b>2013-14 Actual</b>
Personnel Costs	227,990	221,596	260,454	N/A
Other Operating	1,266	976		N/A
Contractual	9,634	15,336		N/A
Debt				N/A
Internal Service Allocations	27,919	81,132	79,832	N/A
Capital Outlay				N/A
Total Expenditures Excl. Grants	266,809	319,040	340,286	N/A

## SOURCES OF REVENUES INCLUDING USER FEES & CHARGES (by Department)

Total departmental revenue: None

<b>Source of revenue including user fees, charges and internal service fund allocations</b>	<b>If user fee or charges, conceptual basis and % cost recovery target</b>	<b>Date of last study</b>	<b>\$ generated annually</b>
None	Should be based on general administrative overhead cost study	N/A	0

# BUSINESS PLAN STRATEGIES & TASKS

## MISSION ELEMENT #261: Performance Improvement

Goal 1: Conduct follow-up review on reports previously issued by OSM.

<b>STRATEGY:</b> 1. Issue report to City Manager that compares agreed action plans included in reports to actions taken.		<b>Responsible Manager:</b> Saundra Thaxton
<b>Problem this strategy is addressing:</b> On occasion, Departments overlook steps needed to take corrective actions.		
<b>Tasks to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Follow-up of P-Card Review and issue memorandum (report issued 11/20/2014)	3/1//2017	Saundra Thaxton
2) Follow-up on report on :”Leased Workers” (draft report issued 2/16/2015 )	5/1//2017	Saundra Thaxton
3) Follow-up review of Municipal Court and issue memorandum (report Issued 1/2012)	7/30/2017	Saundra Thaxton
4) Follow-up review of Facility & Property Review and issue memorandum (report Issued April 2013)	8/1/2017	Saundra Thaxton

Goal 2: Conduct at least one comprehensive review of a city department, division, or program.

<b>STRATEGY:</b> 1. Evaluate City department, division, or function for efficiency, effectiveness, or other improvements.		<b>Responsible Manager:</b> Saundra Thaxton
<b>Problem this strategy is addressing:</b>		
<b>Tasks to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Engage CM & ACM to pick department	10/01/2016	Saundra Thaxton
2) Develop specific scope/questions for assessment	10/07/2016	Saundra Thaxton
3) Reach consensus on scope for RFP	10/15/2016	Saundra Thaxton
4) Issue Competitive Assessment RFP	10/16/2016	Saundra Thaxton
5) Receive Proposals	11/01/2016	Saundra Thaxton
4) Award contract	12/01/2016	Saundra Thaxton
5) Prepare draft recommendations	5/15/2017	Saundra Thaxton
6) Present to City Council	6/30/2017	Saundra Thaxton

Goal 3: Maintain a valid bi-annual citizen survey process and use results as input into the annual budgeting process.

<b>STRATEGY:</b> 1. Complete bi-annual citizen survey. (Note: Last survey conducted in Fall 2013 & report issued in 3/2014. Decision made to schedule survey following Nov. City Council elections – Spring 2017.)		<b>Responsible Manager:</b> Saundra Thaxton
<b>Problem this strategy is addressing:</b> Survey informs how citizens perceive City services.		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Engage Dan Jorgensen of Texas A&M University at Corpus Christi to perform survey;	10/15/16	Saundra Thaxton
2) Dan Jorgensen to analyze previous survey and identify opportunities to improve the citizen survey prior to survey.	11/15/16	Saundra Thaxton
3) Develop survey questions (Dan Jorgensen)	12/28/16	Saundra Thaxton
4) Conduct & complete survey field work (Dan Jorgensen);	3/30/17	Saundra Thaxton
5) Analyze survey data (Dan Jorgensen)	4/30/17	Saundra Thaxton
6) Prepare and present report (Dan Jorgensen)	5/15/17	Saundra Thaxton

Goal 4: Serve as “internal consultant” to City Departments and the City Manager’s Office & coordinate cross-functional strategic improvement initiatives.

<b>STRATEGY:</b> Establish and maintain a single centralized compilation of all City-wide policies and procedures and make them available initially on the City’s secured intranet site.		<b>Responsible Manager:</b> Steve Klepper
<b>Problem this strategy is addressing:</b> There is a lack of standardization and overall management over policies and procedures.		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Evaluate functionality of intranet Policy and Procedures Web site and initiate actions needed by IT Department as appropriate (actual changes must be implemented by IT Department)	10-15-16	Steve Klepper
2) Identify and document all the City Council policies that are needed for the compilation and place into format needed to place them on the intranet web site, and coordinate actions needed by other departments	10-23-16	Steve Klepper
3) Complete the reconciliation of previous signed-City Manager policies and identify/resolve gaps. Specifically identify previously signed policies which should be formally “retired.” Identify and rewrite applicable policies/procedures into new format.	10-30-16	Steve Klepper
4) Systematically review all other functional areas (e.g. Communications, Facilities, Fleet, Human Relations) to determine whether there exist policies and procedures with City-wide applicability that have not yet been addressed. Develop plan as needed.	11-30-16	Steve Klepper
5) Initiate development of new policies and procedures with each of the functional areas mentioned above.	12-15-16	Steve Klepper
6) Ensure all re-written City-wide policies and procedures for Finance, Human Resources, IT, and Risk Management are included on the newly developed Intranet Policy and Procedure web site. Make adjustments and test system to ensure functionality is adequate.	1-15-16	Steve Klepper
7) Promote and explain to City Employees the functionality of the new intranet site on Policies and Procedures that will be available	1-25-17	Steve Klepper

8) Make Policy/Procedure component of Intranet available to City employees (actual placing on Intranet site is a task of IT Department)	1-31-17	Steve Klepper & Frank Bailey of IT Department
9) Initiate work to identify/update all Department-specific policies and procedures and begin building catalog and make updates as needed	2-3-17	Steve Klepper

<b>STRATEGY:</b> 2 Lead, cross-functional strategic initiatives as they are assigned by the City Manager.	<b>Responsible Manager:</b> Sandra Thaxton	
<b>Problem this strategy is addressing:</b>		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
To be added as they are assigned during the year.		

## MISSION ELEMENT #262: Manage Business Planning Tools

Goal 1: Each City department prepares an annual business plan.

<b>STRATEGY:</b> 1. Consult with each department as needed and ensure each department has a business plan adhering to City guidelines.	<b>Responsible Manager:</b> Steve Klepper	
<b>Problem this strategy is addressing:</b> The need to improve city-wide business management systems		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Compile FY 2015-16 Business Plans and place on City website.	10/15/2016	Steve Klepper
2) All departments enter FY 2015-16 business plans into QuickBase.- provide QB assistance as needed	10/31/2016	Steve Klepper

<b>STRATEGY:</b> 2. Prepare written procedures on how to prepare business plans		<b>Responsible Manager:</b> Steve Klepper
<b>Problem this strategy is addressing:</b> Improving city-wide business management systems		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Distribute written procedures on business plans for FY 2017-18	3/15/2017	Steve Klepper

Goal 2: Departments manage and monitor business plans & associated projects using Quickbase.

<b>STRATEGY:</b> 1. Update the Quickbase user guide for business plan monitoring		<b>Responsible Manager:</b> Steve Klepper
<b>Problem this strategy is addressing:</b> The original guide was prepared in February 2012. Functionality has been improved and screens look different and there are many new users that did not receive initial training in 2012		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Update the Quickbase User guide and make available to departmental points of contact	6/1/2017	Steve Klepper

<b>STRATEGY:</b> 2. Supplement the new Quickbase user guide with information and examples of how to create new applications		<b>Responsible Manager:</b> Steve Klepper with Kent Meek
<b>Problem this strategy is addressing:</b> Quickbase has significant unused potential because users are not familiar with how to create new applications beyond basic business plan monitoring		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Supplement the Quickbase user guide with information and examples of how to create new applications in Quickbase.	8/1/2017	Kent Meek

Goal 3: Maintain and manage a web-based system displaying valid performance measures for all departments with associated mission elements, goals, performance standards, actual results and comparisons to other Texas cities.

<b>STRATEGY:</b> 1. Define and clarify roles and responsibilities of IT and OSM involved in maintaining the CPR and determine if the system can be simplified or redesigned to no longer require significant direct involvement of IT technical staff		<b>Responsible Manager:</b> Steve Klepper
<b>Problem this strategy is addressing:</b> All changes to the CPR must be made by IT technical staff; this can cause delays in responding to the needs of departments when changes to the CPR are identified. The CPR was built on the structure of the previous Balanced Scorecard and is not necessarily the most efficient system to meet performance reporting needs.		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Document the roles and responsibilities of IT and OSM with regard to maintaining the CPR, and discuss with IT Director	10/15/2016	Steve Klepper
2) Document changes needed to the CPR to properly reflect the Mission Elements, Goals and Measures described in the FY 2016-17 business plan and initiate actions needed by IT Department to make changes	11/1/2016	Steve Klepper
3) Determine whether IT Department has successfully implemented corrective actions needed to restore broken CPR links for Maximo-derived CPR measures and Public Safety response times from CAD data systems and initiate corrective actions as needed.	11/15/2016	
4) Develop plan to update CPR to reflect actual October 1 as the fiscal year and obtain commitment from IT department to implement corrective action plan.	12/1/2016	Steve Klepper
5) Assess the feasibility of automating additional CPR metrics and initiate plan as needed	1/15/2017	Steve Klepper

<b>STRATEGY:</b> 2. Improve the external benchmarking components of the CPR		<b>Responsible Manager:</b> Steve Klepper
<b>Problem this strategy is addressing:</b> External benchmarks for many City departments are weak; the initial benchmarks were intended as a starting point that would be later refined		
<b>Tasks to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Issue a report assessing current external benchmarks used by departments including recommendations for improvement	4/1/2017	Steve Klepper
2) Develop an action plan to implement improvements needed to specific departmental external benchmarks	5/1/2017	Steve Klepper



# Street Operations

**Fiscal Year: 2016-2017**

October 1, 2016

Approved by:



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Andy Leal, Department Director



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Mark Van Vleck, Assistant City Manager

# DEPARTMENTAL PROFILE

## DEPARTMENT DESCRIPTION

Street Operations is part of the Public Works Group, which also includes Engineering Services. It provides safe, quality, convenient, accessible, effective and economical transportation and mobility services to improve and sustain the community's standard of living and quality of life. The transportation and mobility system provide for movement of people, access for fire, emergency medical and rescue equipment; and movement of material and products for commerce and industry.

The City's Street Operations infrastructure and assets compose of: 1,234 centerline miles of street network, 234 school zone flashers/beacons, 62 other warning flashers, 247 traffic signalized intersections and 48,705 traffic signs. Additionally, the department also provides pavement markings, curb and gutter, roadway herbicide and bridge maintenance services.

The street network operation, maintenance and repair program comprise of two primary functions: **Planning** and **Maintenance**.

**Planning** includes: Maintenance and repair planning, inventory and assessing of street network material condition, prioritizing maintenance work, developing maintenance cost and identifying streets for reconstruction through the Capital Improvement Program (CIP)/bond program or maintenance through Operations and Maintenance Program. Additionally, it monitors, tracks, and maintains a schedule for low cost, timely 30-year lifecycle maintenance surface treatments. Further, Planning coordinates and collaborates on planning, developing and tracking of annual Street Preventative Maintenance Program (SPMP) work plan, acquisition planning, delivery orders and performing of contract inspection. Also provides transportation and mobility planning and Traffic Engineering services.

**Maintenance** includes: Pavement surface restoration (level-up & skin patching), pavement surface preservation (seal coat, crack sealing and overlay), pavement base restoration (potholes, base failures & utility cut repair), concrete restoration [curb & gutter, guardrails & herbicide treatment (vegetative growth control along arterial and collector pavement edges)], and traffic management (signs & markings and signals).

Street Operations is funded through the Street Fund (Fund 1041). Storm Water Streets (curb and gutter repair) is managed by the Street Department and funded by the Storm Water Fund (Fund 4300). In fiscal year 2013-14 a new Org (Org 12415) was created to track expenses for the new Street Preventative Maintenance Program (SPMP). Fiscal year 2016-17, the Department will deliver services with a total force account of 149 budgeted fulltime equivalent (FTE)—21 administrative and 127 operations and a

\$34 million Operations and Maintenance budget, which includes \$18.2 million for contracted (outsourced) street maintenance work.

Although the Street Operations Department is organized into two divisions, Maintenance and Planning, there are ten major budget activities:

- 1. 12400 - STREET ADMINISTRATION (9 FTEs, \$1,168,961):**
  - General Administration, Program Planning and Development
  - Inter- and Intra-Departmental Coordination
  - Service Contract Oversight
  
- 2. 12403 - STREET PLANNING (7 FTEs, \$555,141):**
  - Support street maintenance functions as needed
  - GIS Data Management
  - Micro Paver (PAVER) Pavement Management System (PMS) and Street Inspections
  - SPMP administration & planning
  - Street Inventory & tracking
  - Plans street work
  
- 3. 12415 - ST. PREV. MAINTENANCE PRG. (SPMP) (5 FTEs, \$14,773,575):**
  - Seal Coat Program (Outsourced)
  - Overlay Program (Outsourced)
  
- 4. 12300 - TRAFFIC ENGINEERING (8 FTEs, \$786,048):**
  - Provide timely, responsive and cost-effective traffic engineering support
  - Maintain an efficient traffic signal system
  - Provide technical support services to customer base
  - Plan, program, develop, design, budget & manage special projects
  - Develop Traffic Control Plans
  - Manage Vision Obstructions
  
- 5. 12420 - PAVEMENT BASE RESTORATION (35FTEs, \$2,877,170):**
  - Pothole Repair
  - Base Failure Repair
  - Utility Cut Repairs
  - Support other street maintenance functions as needed
  
- 6. 12430 - PAVEMENT SURFACE PRESERVATION (50 FTEs, \$8,634,519):**
  - Level Ups & Skin Patch Repairs
  - Chip Seal Coating & Crack Sealing
  - Minor Street Improvement Contract (Outsourced)–Indefinite Delivery Indefinite Quantity (IDIQ)
  - Support other street functions as needed

**7. 12310 - TRAFFIC SIGNALS (8 FTEs, \$1,386,157):**

- Review traffic signal plans
- Inspect and repair flashers/beacons
- Operate, maintain and repair traffic signals
- Provide emergency response services
- Inspect and repair ITS field services

**8. 12320 - SIGNS & MARKINGS (10 FTEs, \$995,908)**

- Fabricate and install traffic signs
- Inspect, maintain and install pavement markings
- Implement traffic control plans
- Review traffic signs and pavement markings plans
- Inspect traffic signs

**9. 12330: RESIDENTIAL TRAFFIC MANAGEMENT (0 FTEs, \$25,000)**

- Research, construct and maintain speed humps, speed tables and other traffic calming devices

**10.32003 - CURB AND GUTTER REPAIR (17 FTEs, \$ 2,248,628)**

- Remove and replace settled and rolled curb and gutter sections

The major budget activities or cost centers include six (6) operational functions as listed below:

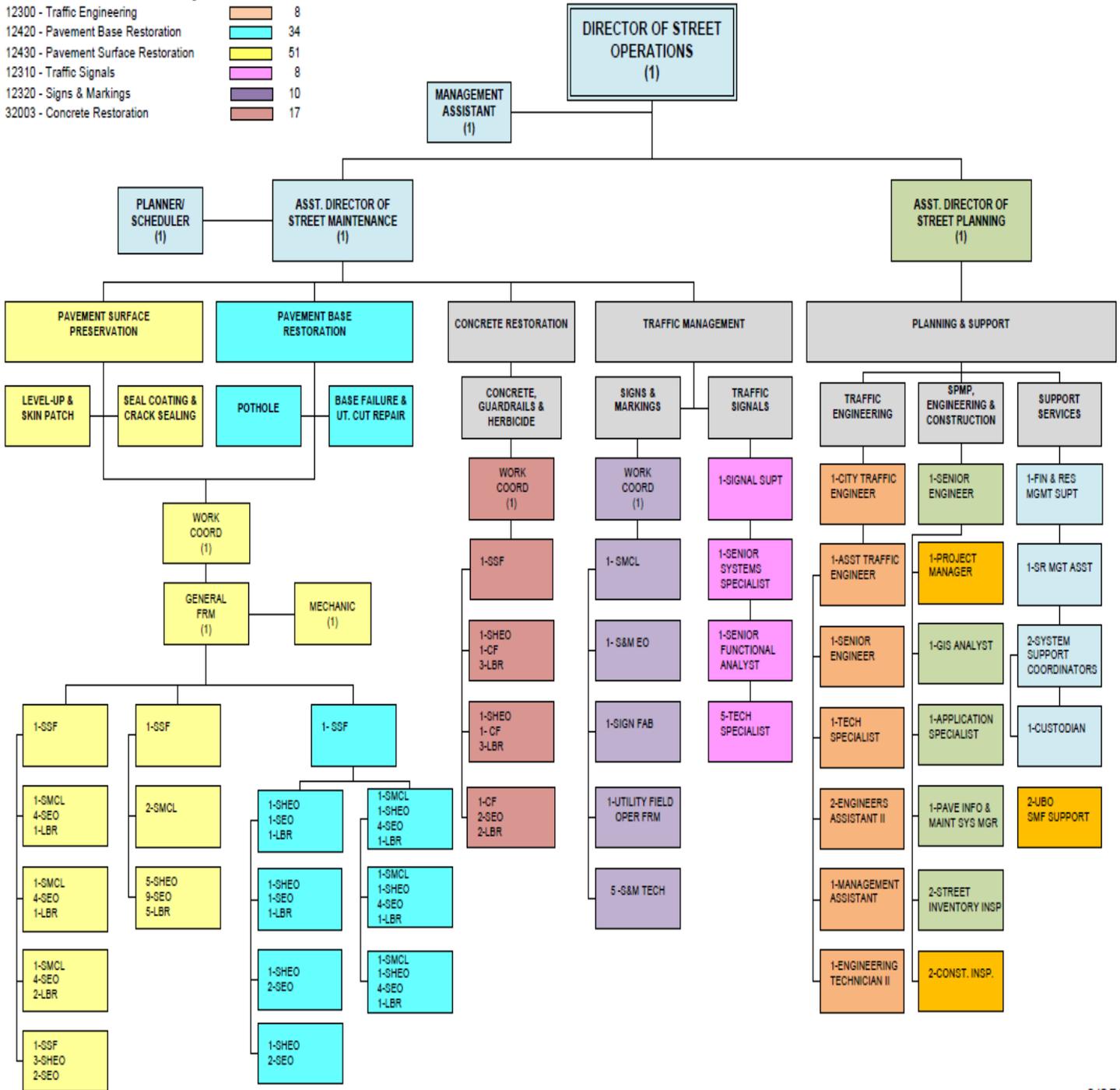
1. **ADMINISTRATION**: Responsible for management, leadership and direction of all Street Activities. This group consists of **9 FTEs**.
2. **STREET PLANNING**: Responsible for GIS data management, pavement management system (Paver) and pavement preservation program, street inspections and traffic engineering including traffic analyses, evaluations, studies, adherence to traffic regulations and work planning for safe flow of the traveling public; also responsible for planning and monitoring all street programs, including the Street Preventative Maintenance Program (SPMP); Supports all street maintenance operations including payroll, human resources, recruitment, disciplines, accounts payable, procurements, service contacting, janitorial and custodial work, facility services, and education. This group consists of **7 FTEs**.
3. **PAVEMENT SURFACE PRESERVATION PROGRAM**: Responsible for in-house preventative maintenance - chip sealing, crack sealing, pavement skin patch repair, level-up of settlement and low spots, and construction of speed humps. Also responsible for the management of the materials yard. Typically, seal coating is performed during the warmer/drier months of the year and crack sealing is performed in cooler/wet months. This group consists of 24 FTEs which makes up one seal coat crew and reassembles in cool months as four 5-person crack sealing crews and four 6-person crews (24 FTEs), two for level-up and two skin patching. Supplementing maintenance and operations is the Seal Coat and Overlay work funded by the *Street Maintenance Fee (SMF)* and contracted through the *SPMP* for maintenance of streets in Fair to Good condition—PCI  $\geq$ 56. This function also includes 2 FTE for the Utility Business Office in support of the Street Maintenance Fee. Total group consists of **50 FTEs**.
  - a. Seal Coating
  - b. Crack Sealing
  - c. SPMP (contracted)
    - i. Overlay
    - ii. Seal Coating
  - d. Level-ups
  - e. Skin Patching
4. **PAVEMENT BASE RESTORATION**: Responsible for street repairs that require digging deeper than the surface to make repairs. This includes pothole repairs, utility cut repairs (by other City departments) and base failure repairs. This function is also responsible for hauling all heavy equipment to job sites for the department and on occasion for other City departments as requested. This group consists of four 3-person pothole crews (12 FTEs) and three 7-person base failure/utility cut crews (21 FTEs). Total **35 FTEs**.

- a. Pothole Repair
  - b. Base Failure
  - c. Utility Cut Repair
5. **TRAFFIC MANAGEMENT**: Responsible for maintenance and proper operation of all traffic control devices including traffic signs, markings and signals. This group consists of **25 FTEs**.
6. **CONCRETE RESTORATION**: Responsible for curb and gutter repairs, herbicide, guardrails and minor bridge repairs. This group consists of three 5-person crews. The total group consists of **17 FTEs**.

# STREET DEPARTMENT FY 2015-2016 149 FTE's

## ORGANIZATIONAL CHART

Org. Name	Color	FTE's
12400 - Administration		9
12403 - Street Planning		7
12415 - Street Preventative Maint. Program		5
12300 - Traffic Engineering		8
12420 - Pavement Base Restoration		34
12430 - Pavement Surface Restoration		51
12310 - Traffic Signals		8
12320 - Signs & Markings		10
32003 - Concrete Restoration		17



## CURRENT BUSINESS ENVIRONMENT

- **Customers Served:** The Street Operations Department delivers transportation services to residents, businesses, non-governmental organizations (NGO), visitors, institutions, other government agencies, as well as other City departments, primarily City Utilities Department. The department manages approximately 1,234 centerline miles of streets that consist of approximately 852 miles of residential (local) and alley, 210 miles of collector, and 172 miles of arterial streets.
- **Funding:** Decades of underfunding investment in preventive and routine maintenance to extend street pavement life, serviceability, and to keep good streets from falling into poor condition, resulted in many miles of street system falling into a severely deteriorated condition. Of the 1,234 centerline miles of the street network, approximately 50% are in poor condition; the overall street network rating is “Poor” with a combined average Pavement Condition Index (PCI) of 52. PCI is a numerical index between 0-100, which is used to indicate the general condition of a pavement; the higher the PCI number the better the street condition. In the City, street condition ranging between 56-100 is considered in fair to good condition.

This unmet investment in maintenance need has undermined the overall street condition, serviceability (ride quality) and safety; shortened life of the street system, as well as increased users' vehicle operating cost. Further, it cost much less to maintain streets in fair and good condition than the future costs to rehabilitate or reconstruct streets that were permitted to fall into poor condition. Many studies have suggested that for every \$1 spent on preventative maintenance \$5-7 can be avoided on future rehabilitation or reconstruction cost. Moreover, timely, low cost preventative maintenance in addition to protecting and preserving the pavement delay the cost of having to reconstruct or rehabilitate the street network. The working estimates to get streets in poor condition to a good condition is \$850M to \$1.2B.

## **RISKS & VULNERABILITIES**

- 1. Street Deterioration & Improving Functionality of Street Infrastructure:** Slowing Deterioration & Improving Functionality of Street Infrastructure: Street preventative maintenance underfunding has resulted in street pavement falling into poor condition, accelerating the deterioration and voiding the low cost preventative maintenance option and increasing the future cost of restoring streets to good condition. Consequently, the average street system conditions continue to deteriorate at an accelerated pace. The mean PCI is well below the level that allows the department to focus primarily on low cost preventative maintenance efforts. Approximately 50% of street network is in poor condition—PCI < 55. Reference: Strategies and tasks—ME 051, Goal 1&2; ME 052, Goal 1-3; ME 053, Goal 1.
- 2. Improving and Upgrading Traffic Signals, Signs and Markings:** Maintain, upgrade and improve traffic signals, signs and markings. Like streets, signals, signs and markings are outdated and aged and are in need of a substantial costly upgrade. Reference: Strategies and tasks—ME 053, Goal 1&2.
- 3. Aging of Fleet Equipment:** Replace aging and outdated equipment. The average age of all department equipment is 10.5 years. Reference: Strategies and tasks—ME 051, Goal 2.
- 4. Increasing Operational Cost:** Aging and deteriorating infrastructure and assets, coupled with increasing demand for a higher level of service increases operating cost. Reference: Strategies and tasks—ME 051, Goal 1&2; ME 053, Goal 1.
- 5. Increasing Public Expectations:** As in other cities, revenues are flat or declining while customer demand for services is increasing. This expectation for increased services, combined with flat or declining revenues and aging infrastructure, poses service delivery challenges for department and frustrates some customers. Operating budget and staff resources limit the department to providing mostly reactive street maintenance work. For example, a pothole or patch work is repeatedly performed on a street at the end of its life cycle until funding is available to either reconstruct or rehabilitate it. A pavement patch on failed pavement is temporary and it is only a matter of time (depending on traffic, severity of failure, and rain events) before an adjacent area fails, creating other potholes within the same base failure. Customers see the work done by the department in areas like this as 'not doing the job right the first time' and this is not the case. Reference: Strategies and tasks—ME 051, Goal 1&2; ME 052, Goal 1; ME 053, Goal 1&2.

## ISSUES AND CHALLENGES FOR FY 2016-17

The forthcoming year, the Department is facing the following critical issues:

1. **Attaining Established 30-Year Street Design Lifecycle:** Investing in timely, low cost preventative maintenance prevents good streets from becoming poor streets, decreasing reconstruction cost. Continue policies to invest in timely preventative maintenance necessary to: a.) extend pavement life; b.) improve serviceability (ride quality); c.) prevent “good” streets from falling into poor condition (negating the opportunity to employ low cost preventative maintenance measures); e.) decrease future rehabilitation/reconstruction costs; and f.) reduce citizens’ vehicle operational cost. Reference: Strategies and tasks–ME 051, Goal 1&2; ME 052 Goal1.
2. **Optimizing Resources:** Outsource, as needed, street services to supplement force account to improve the level of service. Finding reliable, available, economical contractors will be a potential problem. Reference: Strategies and tasks–ME 051, Goal 1&2; ME 053, Goal 1.
3. **Continuing Implementation of the Street Improvement Plan:** Citizens’ input and buy-in and feedback on plan satisfaction are critical to the implementation of Street Improvement Plan. Reference: Strategies and tasks–ME 051, Goal 1&2; ME 053, Goal 1.
4. **Recruiting and Retaining Qualified Personnel:** This has been a challenge as the department operated in short-staffing mode for a long time due to inability to fill vacancies. Compensation level places the department at a competitive disadvantage with the private sector. The improving regional economy, along with increasing external company demand for CDL licensees is a major recruiting challenge and departmental skill drain.

The department continues to experience challenges related to recruiting and retaining qualified personnel. Even though recent pay adjustments have improved vacancies, competing with external companies for qualified equipment operators and other skilled positions is difficult. In addition to external competition, the department also competes internally with other departments for qualified equipment operators. The department currently operates with a 17% CDL-required position vacancy rate. This rate limits production and the delivery of services. Reference: Strategies and tasks–ME 051, Goal 1&2; ME 052, Goal 1; ME 053, Goal 1.

5. **Funding Residential Street Reconstruction:** Identifying funding sources is City Council’s 2016 number one priority. To accomplish funding residential street reconstruction. City Council recently moved forward with 2016 Bond propositions that

would begin funding some residential street reconstruction for voter approval November 2016. Reference: Strategies and tasks–ME 051, Goal 1&2; ME 052, Goal 1.

6. **Increasing Facility Square Footage & Adequacy:** Shortage of basic facility requirements and space to adequately meet functional staffing. A partial solution, recent construction on a new Signal, Signs and Markings building will help alleviate space shortages. Reference: Strategies and tasks–ME 051, Goal 1&2, ME 052, Goal 1.

### 3 TO 5 YEAR OUTLOOK

The vision of the Street Operations Department is to have the best-maintained and operated street network among Texas cities. As is the case nationwide, aging and deteriorating streets is also a problem locally. Repair Priorities 2014, a report published by Smart Growth America and Taxpayers for Common Sense, indicated that for 2011, the latest year with available data, 21% of the nation's streets were in poor condition; 37% in good condition. Statewide 2011, 12% of streets were in poor condition. Locally, based on 2010 data, approximately 50% of streets were in poor condition with the cost to bring the poor streets into a good condition varying between \$850M and \$1.2B.



With the large amount of work required and the resulting cost, a multi-strategy approach is required to provide focus on funding and ways to address maintenance, reconstruction and policy provisions. Work has already begun to address the issue with the development of the comprehensive Street Improvement Plan (SIP) and the implementation of the Street Maintenance Fee (SMF) and Street Preventative Maintenance Program (SPMP). Continued development and implementation of the SIP is an important and critical step towards attaining the vision. The continuation and expansion of existing street maintenance programs is necessary as part of the overall plan. The following issues, if not continued and/or addressed, can present challenges to meeting established goals and objectives.

- **Implementation of the Street Improvement Plan:**

This Plan addresses how reconstruction and maintenance for the City street system will be done. It is anticipated that most of the work performed in this plan will be outsourced.

- **Street Preventative Maintenance Program (SPMP):**

The City Council's adoption of the Street Maintenance Fee to fund the SPMP allows additional seal coats and overlays to be performed to maintain and extend the life of city streets.



- **Program Continuation:** Preventative maintenance programs (Seal Coat and Crack Seal) extend pavement life. Reactive maintenance programs (Base Failure Repair, Pothole Repair and Utility Cut Repair) repair pavement traffic hazards and prevent further pavement deterioration. It is imperative that these programs be expanded to meet established goals.
- **Employee Recruiting/Retention:** Street Operations is operating with a high vacancy rate in positions requiring a CDL. It is important to maintain adequate and qualified staff resources to meet established goals. To do this entails providing market level compensation to attract and retain field staff while competing with outside industry, as well as other City Departments

# PERFORMANCE

## DEPARTMENT MISSION AND MISSION ELEMENTS

<b>MISSION:</b>	
The mission of the Street Department is to manage, maintain, and develop the City's street system.	
<b>ME#</b>	<b>Mission Element</b>
051	Maintain street pavement and associated improvements and appurtenances
052	Operate and maintain signals, signs and markings
053	Plan and develop the street system

## SERVICES AND SERVICE LEVELS

ME#	Service Provided	Measurement of Service		Is current demand satisfied?	Current Level of Service
		Description of How Service Provided is Measured (i.e., the "service measure")	Activity level (annual)		
	<b>PAVEMENT REPAIR</b>				
051	POT HOLE REPAIR	# OF DAYS TO RESOLVE A POT HOLE COMPLAINT	COUNT 2,400	NO	4 DAYS
051	*SEAL COAT	DETERMINED BY STREET AGE & PAVEMENT CONDITION INDEX (PCI)	275,000 SY	NO	7 YRS
051	BASE-FAILURE REPAIR	AVG. # OF DAYS TO REPAIR A BASE-FAILURE	23,000 SY COUNT 203	NO	111 DAYS
051	UTILITY-CUT REPAIR	AVG. # OF DAYS TO REPAIR A UTILITIY-CUT	21,000 SY COUNT 628	NO	32 DAYS
	<b>TRAFFIC MANAGEMENT</b>				
053	REGULATORY TRAFFIC SIGNS RESOLUTION	AVG # OF DAYS TO RESOLVE REGULATORY TRAFFIC SIGN COMPLAINTS	1,225 COUNT	YES	4 DAYS
053	TRAFFIC SIGNAL RESOLUTION-ALL DARK	AVG # DAYS TO RESOLVE REGULATORY TRAFFIC SIGNAL COMPLIANTS	410 COUNT	YES	1 HOUR

\*Note: limited by cool weather

**Primary factors creating demands for services and implications:**

Street deterioration, aging fleet equipment and increasing public expectations are factors driving demand for services. Fiscal Year 2016-2017, it is reasonable to anticipate significant changes in these factors. Significant changes are expected due to continued street deterioration in addition to work order backlog impacted by reduced access to aged equipment in frequent need of repair and increasing public expectations. To accomplish services unsatisfied by current demands, dedicated additional revenue must be identified, acquired, and retained. Coupled with various strategies developed, thoroughly reviewed and streamlined, obtaining additional revenue would commence to address street deterioration, aging fleet equipment and enable opportunity to meet increasing public expectations.

**TABLE OF GOALS AND ASSOCIATED PERFORMANCE MEASURES**

ME #	Goal	Performance Measure Associated with Goal	Is Measure included in CPR?	Annual Target
051	Manage the Street Improvement Plan (SIP)			
	Aggressively manage the pavement			
	Proactively perform street maintenance and improvements	# Potholes resolved	Yes	<250,000
		Square yards of seal coat applied.	Yes	300,000
		Square yards of base failures repaired.	Yes	23,000
		Square yards of crack seal applied.	Yes	275,000
Square yards of utility cuts applied.	Yes	21,000		
052	Plan and develop the street system	Develop future Street Improvement Bond Programs		
053	Standardize Street Signs, Markings & Signals	Number of traffic signal complaints received	Yes	<400
		Number of traffic sign complaints received	Yes	<1,000
053	Use state-of-the-art technology to manage the transportation system	Operate Traffic Operations Center of new facility		

## PERFORMANCE TRENDS

<b>CPR Baseline Measure</b>	<b>FY 15-16 (est.)</b>	<b>FY 14-15</b>	<b>FY 13-14</b>	<b>FY 12-13</b>
<i># traffic signal complaints or reported problems</i>	410	444	434	470
<i># vision obstruction complaints</i>	300	298	170	146
<i># of traffic sign complaints or reported problems</i>	1,225	1,148	1,188	972
<i>% pothole complaints resolved &lt; 5 days</i>	98%	38%	73%	90%
<i># of potholes repaired</i>	265,000	259,663	139,309	109,070
<i>SQ YD seal coat applied</i>	300,000	234,646	397,254	351,084
<i>SQ YD base failure repaired</i>	23,000	23,100	24,829	24,873
<i>SQ YD asphalt surface crack sealed</i>	250,000	249,836	360,559	1,365,004
<i>SQ YD Street Preventative Maint. Prog. seal coat by contractor</i>	450,000	323,600	118,084	
<i>SQ YD Street Preventative Maint. Prog. overlay by contractor</i>	185,000	198,589	144,981	
<i>SQ YD base failure repaired by contractor</i>	30,000	14,295	34,278	15,543
<i>Total full-time employees</i>	*149	149	149	*96
<i>Total Street Ops Expenditure</i>	*\$49.8M	\$28.6M	\$19.3M	*\$9.8M

### **\*NOTE: CAUSES OF FTE & EXPENDITURE INCREASES**

Accurate comparison of annual data for each year in the table above requires awareness of events which uniquely distinguish each year. For example, between fiscal year 12-13 and 13-14, departmental restructuring resulted in 53 additional employees (Personnel of Traffic Engineering, Signs & Markings, Traffic Signals, and Storm Water Curb & Gutter). Fiscal year 13-14, a budget increase funded a seven-month implementation of the Street Preventative Maintenance Program (SPMP). Fiscal year 14-15, low expenditures resulted from a departmental vacancy rate that hovered around 50% which was also the first full-year of SPMP. SPMP is a \$15.5M program established to extend the life of our City's street infrastructure network.

## EXTERNAL BENCHMARKS – COMPARISONS TO OTHER CITIES

<b>% of Traffic Signals Receiving PM</b>	<b>Ranking</b>	<b>Explanation of relative ranking</b>
Corpus Christi	98%	98% of the City of Corpus Christi's traffic signals receive preventative maintenance – more than 46% of respondent cities.

<b>% of Street Network in Fair to Good Conditions</b>	<b>Ranking</b>	<b>Explanation of relative ranking</b>
Corpus Christi	50%	Approximately 50% of Corpus Christi's street network is in fair to good condition – more than 25% of respondent cities.

<b>% of Street Network Receiving PM</b>	<b>Ranking</b>	<b>Explanation of relative ranking</b>
Corpus Christi	4%	4% of the City of Corpus Christi's street network receives preventative maintenance – more than 27% of respondent cities.

<b>Complaints Per Capita (100,000)</b>	<b>Ranking</b>	<b>Explanation of relative ranking</b>
Corpus Christi	8 of 10	Of comparable Texas city respondents, the City of Corpus Christi receives more complaints than 7 other cities, Laredo and San Antonio receive more.

# ***FINANCIAL***

## **FINANCIAL TREND SUMMARY**

In the early 1980s, Street Operations was allocated 10% of the General Fund. Currently, Street Operations is allocated 6% of General Fund revenue less grants and industrial district revenue. Decades of underfunding investment in preventive and routine maintenance to extend street pavement life and serviceability to keep good streets from falling into poor condition resulted in many miles of the street system falling into severely deteriorated condition.

Fiscal Year 2012-2013, City Council made street improvement one of its priority goals and objectives. It recognized the need to repair failed streets, the economics of keeping good streets from falling into failed condition and journeyed to return failed streets to good condition. A dedicated Street Operations Fund (Fund 1041) was established to address street maintenance funding needs.

June 25, 2013, as part of the four quadrant Street Improvement Plan (SIP) Strategies, the City Council approved a dedicated Street Maintenance Fee (SMF) estimated to generate \$11M in annual revenue to fund a Street Preventative Maintenance Program (SPMP). The SMF has a ten (10) year sunset clause. It entails single family residential property customers paying a flat monthly fee of \$5.38; whereas, businesses and other non-residential customers are assessed a fee based on a formula comprised of 1) the base rate, 2) the square footage living area and 3) the number of trips (trip factor) generated based on land use.

Fiscal Year 2015, City Council recognized need to reconstruct residential streets with inception of a dedicated Residential Reconstruction Street Fund (Fund 1042). To establish the Fund, three years beginning Fiscal Year 2014-2015, the General Fund is to provide the Residential Reconstruction Street Fund \$1,000,000 each year. Beginning Fiscal Year 2015-2016 the General Fund is to also provide 5% of industrial district revenue.

Fiscal Year 2016 City Council continued to prioritize Residential Street Reconstruction through exploration of possible resources. Searching for dedicated revenue sources, City Council recently moved forward with 2016 Bond propositions to begin funding some residential street reconstruction for voter approval November 2016.

## EXPENDITURES BY MAJOR CATEGORY

	Adopted Budget 2016-17	Estimated Actual 2015-16	Actual 2014-15	Actual 2013-14
# Budgeted FTEs	149	149	149	149
Personnel Services	7,773,757	7,035,174	5,475,902	4,997,932
Other operating	5,216,915	4,234,197	4,229,899	3,856,954
Contractual	18,292,842	35,286,058	14,966,972	6,710,333
Debt services			635,399	894,844
Internal service allocations	2,977,939	2,232,996	2,227,484	2,063,724
Capital outlay	100,000	1,064,004	1,124,357	780,167
<b>Total</b>	<b>34,361,454</b>	<b>49,852,429</b>	<b>28,660,013</b>	<b>19,303,954</b>
Grant expenditures	N/A	N/A	N/A	N/A

## SOURCES OF REVENUES INCLUDING USER FEES & CHARGES (by Department)

Total departmental revenue:

Source of revenue including user fees, charges and internal service fund allocations	Comments	Date of last study	\$ generated annually
Street maint fee - Residential	\$5.38 monthly Utility Billing charge	N/A	6,027,930
Street maint fee - Non-rsdntal	\$5.38 x ERU x Trip Factor	N/A	5,043,538
RTA-street services contributi	RTA Interlocal Agreement	N/A	2,814,838
Utility Cuts (Repair & Cost Recovery)	Pavement Utility Cut repairs	N/A	1,451,273
Industrial District - In-lieu	City Council Financial Policy	N/A	455,000
Other Revenue	i.e. public occupancy R-O-W special event permits bus advertising revenue	N/A	96,560
<b>Total</b>			<b>15,899,139</b>

## CAPITAL BUDGET SUMMARY

The City of Corpus Christi's Fiscal Year 2017 Capital Improvement Program, prepared by Engineering Services with contributions from Street Operations, Planning / Environmental Services and Finance, is compiled by the Office of Management and Budget. The subject program contains projects that maintain or improve roadway infrastructure, ensure adequate street lighting, comply with Americans with Disability Act (ADA) requirements and promote safe and efficient traffic flow. This year's budget focuses on the construction of projects approved in the 2012 and 2014 Bond elections. The table below is a short-range (less than four years) summary of Street Capital Improvement Program budgeted expenditures – long-range CIP data greater than three years unavailable.

	<b>2016 – 2017</b>	<b>2017 – 2018</b>	<b>2018 – 2019</b>
<i>TOTAL PROGRAM EXPENDITURES</i>	<i>\$ 68,867,000</i>	<i>\$ 21,602,300</i>	<i>0</i>
<i>Available Funding:</i>			
<i>Bond Issue 2008 Proceeds</i>	<i>8,548,300</i>	<i>0</i>	<i>0</i>
<i>Recommended Additional Funding:</i>			
<i>Revenue Bonds</i>	<i>40,981,300</i>	<i>15,219,300</i>	<i>0</i>
<i>Certificates of Obligation</i>	<i>19,346,400</i>	<i>6,383,000</i>	<i>0</i>
<i>TOTAL PROGRAM FUNDS:</i>	<i>\$ 68,867,000</i>	<i>\$ 21,602,300</i>	<i>0</i>

# BUSINESS PLAN STRATEGIES & TASKS

**MISSION ELEMENT #051:** Maintain street pavement and associated improvements and appurtenances

**Goal 1:** Management the Street Improvement Plan

<b>STRATEGY 1:</b> Implement Year 4 of SPMP citywide overlay and sealcoat program		<b>Responsible Manager:</b> Andres Leal
<b>Problem this strategy is addressing:</b> Slow deterioration, extend the life and maintain and improve functional condition of street pavement		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Obtain City Council approval of SPMP Year 4 work plan	February 2017	Andres Leal
2) Provide initial Delivery Orders to contractors. Total of five DOs issued as contractor completes authorized DO.	April 2017	Andres Leal

# BUSINESS PLAN STRATEGIES & TASKS

**MISSION ELEMENT #051:** Maintain street pavement and associated improvements and appurtenances

**Goal 2:** Perform street maintenance and improvements proactively

<b>STRATEGY 1:</b> Enhance existing street maintenance work practices		<b>Responsible Manager:</b> Andres Leal
<b>Problem this strategy is addressing:</b> Maintain current and standard industry work practices		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Hold quarterly pavement maintenance and repair training – Dec, Mar, Jun, Sep.	December 2016 March 2017 June 2017 September 2017	Rick Flores
2) Refresh and train 25% of work crews on Traffic Control and Flagging.	September 2017	Rick Flores
3) Explore alternate methods of pothole repair with vendor demonstrations	September 2017	Andres Leal
4) Investigate alternative street maintenance and repair materials	September 2017	Andres Leal

# BUSINESS PLAN STRATEGIES & TASKS

**MISSION ELEMENT #052:** Plan and develop the street system

**Goal 1:** Develop future street improvement Bond Program

<b>STRATEGY 1:</b> Provide list of potential street bond candidates		<b>Responsible Manager:</b> Andres Leal
<b>Problem this strategy is addressing:</b> Improving planning and management of street life-cycle		
<b>Tasks to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Continue to review and evaluate automated street PCI data	January 2017	Andres Leal
2) Incorporate automated street PCI data into existing or new database(s) and perform various cost scenarios in Paver	April 2017	Andres Leal
3) Make recommendations on candidate streets for 2018 street Bond projects	September 2017	Andres Leal

# BUSINESS PLAN STRATEGIES & TASKS

**MISSION ELEMENT #053:** Operate and maintain signals, signs, and markings

**Goal 1:** Standardize Street Signs, Markings and Signs

<b>STRATEGY 1:</b> Continue to implement a signs, markings & signals maintenance action work plan		<b>Responsible Manager:</b> Al Davila
<b>Problem this strategy is addressing:</b> Maintain currency of signals, signs and markings		
<b>Tasks to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Implement TXDOT Spec sign concrete anchor system	January 2017	Al Davila

# BUSINESS PLAN STRATEGIES & TASKS

**MISSION ELEMENT #053:** Operate and maintain signals, signs, and markings

**Goal 2:** Use state-of-the-art technology to manage the transportation system

<b>STRATEGY 1:</b> Continue to implement systems to make more effective use of software		<b>Responsible Manager:</b> Andres Leal	
<b>Problem this strategy is addressing:</b> Effectively leveraging technology			
<b>Tasks to execute strategy:</b>			
Task Name	Task Due Date	Task Owner	
1) Implement Cartegraph Markings modules	March 2017	Al Davila Andres Leal	
2) Initiate operation of the Traffic Management Center (TMC) in new Traffic Signals/Sign building	January 2017	Tony Salinas Andres Leal	
3) Continue implementation of Centracs Advanced Transportation Management System (ATMS) aiming to accomplish twelve per quarter per following schedule: 12—Dec, 12—Mar, 12—Jun, 12—Sep.	December 2016 March 2017 June 2017 September 2017	Tony Salinas Andres Leal	
4) Install the adaptive software module in Centracs ATMS	June 2017	Tony Salinas Andres Leal	

# BUSINESS PLAN STRATEGIES & TASKS

**MISSION ELEMENT #053:** Operate and maintain signals, signs, and markings

**Goal 2:** Use state-of-the-art technology to manage the transportation system

<b>STRATEGY 2:</b> Install hardware upgrades for more effective traffic control		<b>Responsible Manager:</b> Andres Leal	
<b>Problem this strategy is addressing:</b> Improving efficiency, effectiveness and safety of traffic operations			
<b>Tasks to execute strategy:</b>			
Task Name	Task Due Date	Task Owner	
1) Upgrade 1 school zone signals system with wireless communication	March 2017	Tony Salinas	
2) Upgrade 5 traffic signal intersections with radar detection	September 2017	Tony Salinas	
3) Upgrade 25 traffic signal cabinets aiming to accomplish the following quantity before the following date: 10-Jan 2017, 10-May 2017, 5-Jul 2017	January 2017 May 2017 July 2017	Tony Salinas	
4) Upgrade 25 traffic signal controllers aiming to accomplish the following quantity before the following date: 10-Dec 2016, 10-May 2017, 5-Jul 2017	December 2016 May 2017 July 2017	Tony Salinas	



# Utilities Department

**Fiscal Year: 2016-2017**

September 26, 2017

Approved by:

A handwritten signature in black ink, appearing to read "Dan Grimsbo", written over a horizontal line.

Dan Grimsbo  
Interim Assistant Director Utilities

A handwritten signature in black ink, appearing to read "Mark Van Vleck", written over a horizontal line.

Mark Van Vleck  
Assistant City Manager

# DEPARTMENTAL PROFILE

## DEPARTMENT DESCRIPTION

The Utilities Department is responsible for the operation and maintenance of the Water, Wastewater, Storm Water, Gas systems, Development Services and Solid Waste Departments. The following is a snap shot of each system:

### Wastewater System

- 83,250 Customers
- 18,000 manholes
- 1,288 miles of collection lines
- 109 miles of force main lines
- 102 lift stations
- 6 wastewater treatment plants
- 42.7 million gallons per day treatment capacity

### Water System

- 100% of supply from surface water
- 1,693 miles of distribution mains
- 1 conventional treatment plant
- 162 million gallons per day of treatment capacity

### Stormwater System

- 18,235 inlets
- 6,800 manholes
- 1,900 acres of Right-of-way to mow
- 831 miles of open channels
- 600 miles of underground piping
- 2 pump stations
- 5 storm surge levee gates

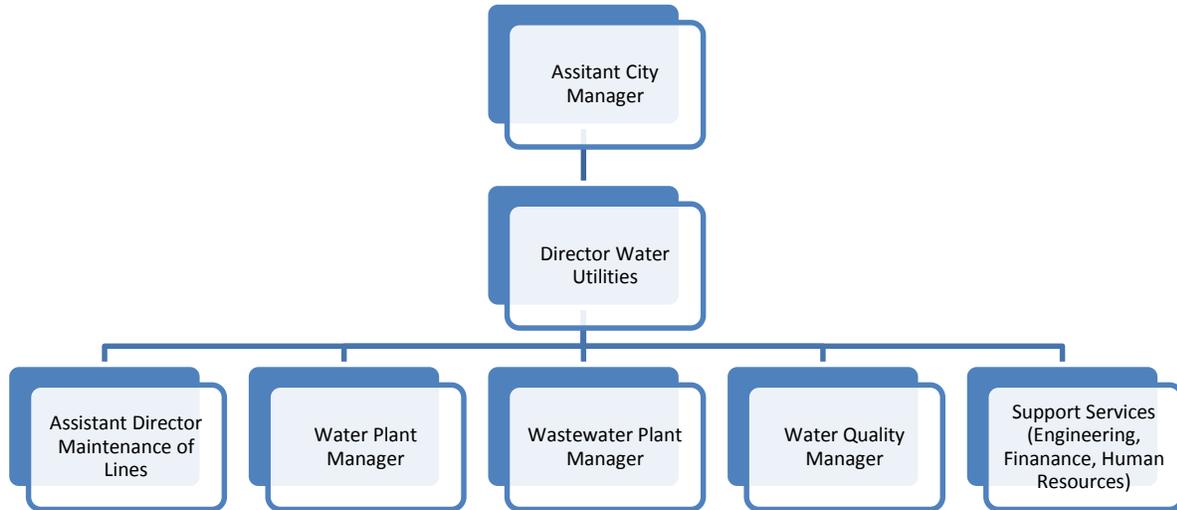
### Gas System

- This system is covered under a separate Business Plan.

### Development Services

- This system is covered under a separate Business Plan.

## ORGANIZATION CHART



## CURRENT BUSINESS ENVIRONMENT

### Wastewater Fund (4200)

The customer base is showing a slow, but steady growth. This growth is forecast to continue, but is not enough to cover increasing costs associated with the need to repair the treatment plants and the collection system. These costs are projected to continue increasing for at least the next 15 years. Increasing rates will be required.

### Water Fund (4010)

From FY 15 to FY 16 Inside City Limits (ICL) residential water sales have remained relatively stable. The declines in water consumption attributed to conservation measures in FY 15 have begun to slow; a gradual upward trend associated with continual population and industrial growth within the region should be expected.

## **RISKS & VULNERABILITIES**

Wastewater rate increase due to plant consolidation considerations.

- *Steps are being take to fully evaluate all plant consolidation considerations against current plant maintenance costs. These considerations will provide the basis for an effective analysis of future operational expenditures and how to better fund them.*

Nitrification events

- *Enhancements to treatment processes, modifications to the nitrification action plan and ongoing replacement of tuberculated distribution lines will reduce the possibility of a significant nitrification event.*

Reduce Sanitary Sewer Overflows (SSO).

- *The department has taken a proactive approach to addressing items that are likely to cause overflows. Increases in preventative maintenance, collection line replacement and televising have yielded significant reductions in overflows.*

Obsolete Wastewater SCADA system

- *We are planning the procurement and implementation of a new SCADA and flow monitoring system this fiscal year.*

Several key locations (e.g., lift stations, pump stations and treatment facilities) are operating without back-up power.

- *We are evaluating the cost and priority for each site prior to adopting an implementation plan.*

## **ISSUES AND CHALLENGES FOR FY 2016-17**

1. Reduce permit violations and regulatory fines with continued improvements to operations at each of the six WWTPs, while dealing with increasing age, deteriorating infrastructure and ongoing construction issues.
2. Continued funding and recapitalization of all public works infrastructure without increasing rates.
3. Continued difficulty in recruiting and retaining qualified personnel.
4. Rehabilitation and upgrading of several lift stations.
5. Full implementation of new process optimization protocols at O.N. Stevens water treatment plant.

### **3 TO 5 YEAR OUTLOOK**

1. Consolidation of Wastewater Treatment Plants
2. Development of Preventative Maintenance / Asset Management Program
3. Oso Plant Phase II Construction
4. Whitecap and Greenwood UV Rehabilitation
5. Starry Lane and Nueces Bay Elevated Storage Tanks
6. ON Stevens Raw Water Improvements

# PERFORMANCE

## DEPARTMENT MISSION AND MISSION ELEMENTS

MISSION: The mission of the Utilities Department is to:

- Deliver reliable, safe potable and raw water to customers
- Collect, treat and dispose of wastewater.
- Collect and convey stormwater, protect life and property from storm flooding, and protect water quality.
- Deliver natural gas to customers

### Maintenance of Lines Division

ME#	Mission Element
041	Distribute Water
042	Manage the wastewater collection system
043	Maintain drainage infrastructure system including surface drainage and pipes

### Treatment Division

ME#	Mission Element
061	Manage raw water storage
062	Produce Treated Water
063	Provide water quality monitoring services
064	Treat wastewater
065	Manage wastewater lift stations
066	Dispose of bio-solids
067	Manage stormwater drainage pump stations

## SERVICES AND SERVICE LEVELS

### Maintenance of Lines Division

ME #	Service Provided	Measurement of Service		Is current demand satisfied?	Current Level of Service
		Description of How Service Provided is Measured (i.e., the "service measure")	Activity level (annual)		
041	Effectively distribute treated water meeting all State and Federal requirements	MEET REGULATORY REQUIREMENTS	DAILY	YES	
	Response to service interruptions	AVERAGE INITIAL RESPONSE TIME	1094 SERVICE INTERRUPTIONS	YES	1.11 HRS
042	Collect and transport wastewater meeting all State and Federal requirements	MEET REGULATORY REQUIREMENTS	DAILY	NO	
	Response to service interruptions	AVERAGE INITIAL RESPONSE TIME	2681 SERVICE INTERRUPTIONS	YES	1.15 HRS

	Maintain collection pipes	LF OF COLLECTION PIPE CLEANED	780,000 LF	YES	1,436,594 LF
043	Maintain drainage infrastructure system including surface drainage and pipes	LF OF DRAINAGE PIPE CLEANED	130,000 LF	NO	47,297 LF
		# OF INLETS CLEANED	5,000 INLETS	NO	2,500 INLETS

### Treatment Division

ME #	Service Provided	Measurement of Service		Is current demand satisfied ?	Current Level of Service
		Description of How Service Provided is Measured (i.e., the "service measure")	Activity level (annual)		
061	Manage raw water storage	ADQUATE WATER SUPPLY 365 DAYS/YEAR	DAILY	YES	365 DAYS
062	Produce treated water that meets all State and Federal requirements.	MEET REGULATORY REQUIREMENTS	DAILY	YES	365 DAYS
063	Collect Samples	MEET REGULATORY REQUIREMENTS	DAILY	YES	
	Analyze Samples	MEET REGULATORY REQUIREMENTS	DAILY	YES	
	Maintain Water Quality	MEET REGULATORY REQUIREMENTS	DAILY	YES	
064	Treat wastewater	MEET REGULATORY REQUIREMENTS	DAILY	YES	
065	Pumping Wastewater	MEET REGULATORY REQUIREMENTS	DAILY	YES	
066	Dispose of bio-solids	MEET REGULATORY REQUIREMENTS	DAILY	YES	
067	Stormwater Pumping	MEETS DOWNTOWN STORMWATER DEMANDS FOR 100 YEAR FLOOD EVENT	DAILY	YES	100 YEAR FLOOD

### Primary factors creating demands for services and implications:

Demand for maintenance on wastewater collection lines will increase in FY17 due to our commitment to reduce the number of sanitary sewer overflows.

## TABLE OF GOALS AND ASSOCIATED PERFORMANCE MEASURES

### Maintenance of Lines

ME #	Goal	Performance Measure Associated with Goal	Is Measure included in CPR?	Annual Target
041	Timely and efficient resolution of all work needed to resolve failures	% of main breaks with water service restored < 24 hours.	Yes	>=90.00
		% responses to main breaks < 1 hour	Yes	>=90.00
		% response to reports of no water < 1 hour	Yes	>=90.00
	Infrastructure failures are minimal			
042	Timely and efficient resolution of all work needed to resolve failures	Linear feet of mains cleaned or cleared	Yes	>=780000
		% Initial responses to customer reported backup <4 hours	Yes	>=80.00
		# of service back-ups	Yes	n/a
		Average response time	Yes	n/a
	Infrastructures failures are minimal	Linear feet of mains cleaned for schedule preventative maintenance		n/a
043	Operate and maintain drainage infrastructure and facilities to minimize flooding	# of inlets cleaned	Yes	>=5000
		Linear ft. of drainage pipeline cleaned	Yes	>=130000

Treatment Division

ME #	Goal	Performance Measure Associated With Goal	Is Measure included in CPR?	Annual Target
061	To ensure an adequate supply of water	Salt water barrier dam water level between 3.7' and 4.5'	No	365 days
		MRP outages <48 hrs.		
062	To improve redundancy and process controls at the O.N. Stevens Water Treatment Plant and Pump Stations	Delivery of safe potable drinking water at adequate pressure and that is esthetically pleasing.	No	365 days
063	Improve the efficiency and quality of data used to monitor water quality	Number of complaints of water quality	Yes	600
		% Responses to water quality calls < 2 hours	Yes	>=90%
064	Operate and upgrade wastewater treatment plant facilities as needed to meet regulatory requirements	% of water quality samples taken at plants meeting TCEQ standards	No	>=95%
065	Operate and maintain lift stations as needed to meet regulatory requirements	Number of lift stations rehabilitated per year	No	3
		Number of overflows per year		0
066	Minimal costs associated with disposal	Annual Cost	No	\$462,000 per year
067	Operate and maintain drainage infrastructure and facilities to minimize flooding	Pumps in service 365 days per year	No	n/a

## PERFORMANCE TRENDS

### BASELINE INFORMATION FOR MAINTENANCE OF LINES

CPR Baseline Measure	FY 15-16 (est.)	FY 14-15	FY 13-14	FY 12-13	FY 11-12
Monthly water bill (5,000 gal ICL residential)	\$35.31 (\$50.34) <sup>1</sup>	\$40.70 <sup>1</sup>	\$39.11 <sup>1</sup>	\$36.62 <sup>1</sup>	\$34.54 <sup>1</sup>
Monthly wastewater minimum charge ICL residential	\$34.03	\$29.23	\$25.96	\$23.89	\$23.89
# Wastewater Customers with repeat backups during the year	906	1,024	1,199	1,176	1,038
Total # overflows reported to TCEQ	160	217	314	788	913
# wastewater citizen calls for service	9,884	11,706	10,771	12,109	14,844
Linear ft. wastewater mains cleaned or cleared	1,894,776	1,934,715	1,882,557	1,298,434	1,034,551
Residential gallons potable water per capita per day	59	60	66	75	80
Water Distribution operating costs per 1,000 gal	\$1.01	\$1.22	\$1.12	\$0.96	\$1.00
# inlets cleaned	3,002	5,783	8,600	7,366	7,600

<sup>1</sup> Previous years monthly water bills were based on 7,000 gallons

### BASELINE INFORMATION FOR TREATMENT

CPR Baseline Measure	FY 15-16 (est.)	FY 14-15	FY 13-14	FY 12-13	FY 11-12
Total water treatment expenditures	\$38.1M	\$33.0 M	\$29.0 M	\$28.3 M	\$26.4 M
Total Million Gallons water treated annually (MGD)	63.3	63.8	64.7	67.07	70.1
Water treatment operating costs per 1,000 gal	\$1.65	\$1.50	\$1.39	\$1.16	\$1.03
Total wastewater treatment expenditures	\$26.4M	\$23.3M	\$17.7M	\$16.3M	\$15.5M
Total Million Gallons wastewater treated daily (MGD)	28.9	30.1	25.9	25.6	25.8
Wastewater treatment operating costs per 1,000 galls	\$2.50	\$2.12	\$1.87	\$1.74	\$1.65
# wastewater treatment plant effluent violations	9	18	38	27	64
Total budgeted full-time treatment employees	180.4	215	163	163	161

# **FINANCIAL**

## **FINANCIAL TREND SUMMARY**

The City of Corpus Christi is currently completing the first year of a two-year rate model cycle. Rates across all major Utilities will remain unchanged through FY17. Based on current FY16 figures, revenues for wastewater have increased due primarily to an increase in the wastewater rate. Water revenues have remained relatively unchanged with a continued decrease in per capita consumption being offset by an increase in the number of services.

## **EXPENDITURES BY MAJOR CATEGORY**

### Water Fund (4010)

	<b>Adopted Budget 2016-17</b>	<b>Estimated Actual 2015-16</b>	<b>Actual 2014-15</b>
# Budgeted FTEs	250.4	240.4	231.4
Personnel Services	\$16,333,245	\$14,785,536	\$13,208,897
Other operating	\$84,334,269	\$77,799,948	\$71,425,387
Contractual	\$13,987,741	\$15,310,349	\$11,691,996
Debt services	\$26,027,323	\$27,058,205	\$21,786,271
Internal service allocations	\$6,427,405	\$6,226,356	\$5,587,751
Capital outlay	\$829,782	\$1,837,772	\$764,740
Total	\$147,939,765	\$143,018,166	\$124,465,043
Grant expenditures	0	0	0

### Wastewater Fund (4200)

	<b>Adopted Budget 2016-17</b>	<b>Estimated Actual 2015-16</b>	<b>Actual 2014-15</b>
# Budgeted FTEs	156	165	160
Personnel Services	\$9,189,871	\$8,901,021	\$9,102,879
Other operating	\$31,386,051	\$12,719,345	\$16,513,964
Contractual	\$14,628,011	\$17,790,321	\$13,152,813
Debt services	\$21,436,535	\$25,399,970	\$24,687,405
Internal service allocations	\$4,444,754	\$4,385,748	\$4,463,342
Capital outlay	\$1,825,530	\$1,969,574	\$1,477,653
Total	\$82,910,752	\$71,165,979	\$69,398,056
Grant expenditures	0	0	0

Stormwater Fund (4300)

	<b>Adopted Budget 2016-17</b>	<b>Estimated Actual 2015-16</b>	<b>Actual 2014-15</b>
# Budgeted FTEs	81	82	80
Personnel Services	\$3,851,742	\$3,032,812	\$3,474,087
Other operating	\$8,969,422	\$8,614,534	\$4,082,472
Contractual	\$2,238,236	\$2,179,837	\$2,411,925
Debt services	\$15,219,731	\$16,452,670	\$15,894,426
Internal service allocations	\$1,576,562	\$1,671,488	\$1,818,475
Capital outlay	\$692,259	\$652,259	\$262,489
Total	\$32,547,953	\$32,603,599	\$27,943,874
Grant expenditures	0	0	0

**SOURCES OF REVENUES INCLUDING USER FEES & CHARGES (by Fund)**

Total departmental revenue: \$141,998,777

**WATER FUND (4010)**

Source of revenue including user fees, charges and internal service fund allocations	If user fee or charges, conceptual basis and % cost recovery target	Date of last study	\$ generated annually
Water sales related, non-water sales related, inter-departmental charges			\$141,998,777

**WASTEWATER FUND (4200)**

Source of revenue including user fees, charges and internal service fund allocations	If user fee or charges, conceptual basis and % cost recovery target	Date of last study	\$ generated annually
Residential wastewater sales based on water consumption during winter averaging period. Commercial wastewater sales based on water usage.			\$71,303,940

**STORMWATER FUND (4300)**

Source of revenue including user fees, charges and internal service fund allocations	If user fee or charges, conceptual basis and % cost recovery target	Date of last study	\$ generated annually
Stormwater revenue included as part of water rate model			\$28,706,538

## **CAPITAL BUDGET SUMMARY**

### **WASTEWATER FUND (4200)**

**YEAR ONE: \$54,961,600**

#### **PROGRAM HIGHLIGHTS:**

- Whitecap Wastewater Treatment Plant UV System Upgrade
- City-Wide Collection System IDIQ
- McBride Lift Station and Force Main Improvements

#### **FUNDING SOURCES**

- Utility Revenue Bonds
- Wastewater Fund Reserves

### **WATER FUND (4010)**

**YEAR ONE: \$51,625,700**

#### **PROGRAM HIGHLIGHTS:**

- ONS Water Treatment Plant High Service Building No. 3
- Alternative Capacity Power Generation Project
- ONS Water Treatment Plant Raw Water Influent Improvements

#### **FUNDING SOURCES**

- Utility Revenue Bonds
- Water Fund Reserves

### **WATER SUPPLY (4010)**

**YEAR ONE: \$4,300,000**

#### **PROGRAM HIGHLIGHTS:**

- City of Corpus Christi Desalination Program
- Choke canyon dam spillway gate rehabilitation

#### **FUNDING SOURCES**

- Utility Revenue Bonds
- Raw Water Supply Reserves

### **STORMWATER FUND (4300)**

**Year One: \$31,213,400**

#### **Program Highlights:**

- Lifecycle Pipe Rehabilitation and Replacement
- IDIQ Major Ditch Improvements
- La Volla Creek Channel Excavation, Phase 1

#### **FUNDING SOURCES**

- Utility Revenue Bonds
- Stormwater Fund Reserves

# BUSINESS PLAN STRATEGIES & TASKS

## MISSION ELEMENT #041: *Distribute Water*

**Goal 1:** Timely and efficient resolution of all work needed to resolve failures.

<b>STRATEGY 1:</b> Streamline work order processes utilizing MAXIMO integrated mobility		<b>Responsible Manager:</b> Wesley Nebgen
<b>Problem this strategy is addressing:</b> Optimizing work flow processes by utilizing best available technology to prioritize, coordinate and document field work.		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Develop complete, logical failure analysis hierarchy and work classification system	12/01/16	Wesley Nebgen
2) Maximo 7.6 Training	3/15/17	Bruce Short
3) Implement Maximo 7	3/15/17	Wesley Nebgen
4) Implement mobility tools to allow onsite evaluation and work order completion in Maximo	4/15/17	Wesley Nebgen
5) Development of individual specialized work centers for all key personnel and departments	6/15/17	Wesley Nebgen

**Goal 2:** Infrastructure failures are minimal

<b>STRATEGY 1:</b> Develop Program for identification, prioritization, and method to rehabilitate waterlines.		<b>Responsible Manager:</b> Temple Williamson
<b>Problem this strategy is addressing:</b> Need to recapitalize aging infrastructure, reducing the number of failures.		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Develop All Pipes Water Model	11/1/16	Temple Williamson
2) Water Model Training	12/15/16	Temple Williamson
3) Utilize Info-master to identify problem water lines and prioritize replacement activities	12/31/17	Temple Williamson

4) Develop long-term capital replacement program budget for water infrastructure Improvements.	03/01/17	Wesley Nebgen
5) Develop Construction schedule for water infrastructure replacements completed by in-house construction crews.	09/01/17	Michael Olivarez

**MISSION ELEMENT #042:** *Manage the wastewater collection system*

**Goal 1:** Timely and efficient resolution of all work needed to resolve failures.

Mission Element #41, Goal 1, Strategy 1 will address this Mission Element and Goal.

**Goal 2:** Infrastructure failures are minimal

<b>STRATEGY 1:</b> Utilization of CCTV inspection equipment to identify and proactively target failing infrastructure.	<b>Responsible Manager:</b> Wesley Nebgen	
<b>Problem this strategy is addressing:</b> The completion of the CCTV program will allow City inspectors and engineers to quickly and accurately identify areas of concern within the wastewater collection system.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Evaluate and Procure appropriate pipeline assessment and certification program (PACP) software applications used for recording inspections	11/30/16	Jimmy Torres
2) Training inspectors and staff in use PACP software	12/30/16	Wesley Nebgen
3) Develop CCTV inspection standard operating procedures, scheduling protocols and prioritization for all inspections.	03/31/17	Temple Williamson
4) Begin systematic televising and inspection of priority wastewater collection lines	04/15/17	Jimmy Torres
5) Create database identifying priority areas based on PACP scoring module	09/31/1	Alicia

**MISSION ELEMENT #043:** *Maintain drainage infrastructure system including surface drainage and pipes*

<b>STRATEGY 1:</b> Develop comprehensive stormwater response plan to address and integrate with the City's Vector Control Program		<b>Responsible Manager:</b> Wesley Nebgen
<b>Problem this strategy is addressing:</b> The increased concern associated with mosquito borne illnesses.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Flow chart response and lines of communication with Vector Control	10/01/16	Michael Olivarez
2) Identify standard operating responses to target areas detected by Vector Control	01/30/2017	Michael Olivarez
3) Develop maps detailing targeted areas and areas with high probability of standing water	03/01/2017	Michael Olivarez
4) Integrate high risk areas into proactive stormwater maintenance program.	05/01/2017	Michael Olivarez

**MISSION ELEMENT #061:** *Manage raw water storage*

**Goal 1:** To ensure adequate supply of water

<b>STRATEGY 1:</b> Aquatic vegetation control		<b>Responsible Manager:</b> Dan Grimsbo
<b>Problem this strategy is addressing:</b> Water hyacinth at Lake Corpus Christi has the potential to block dam gates, water intake structures, and access to City properties and equipment.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Examine existing spraying procedure and schedule	10/1/2016	Rafael Martinez
2) Consult with local biologist/botanist to determine best option for vegetation control	10/30/2016	Rafael Martinez
3) Coordinate efforts with Texas Parks and Wildlife	11/15/2016	Rafael Martinez
4) Determine extent of City's responsibility	11/30/2016	Rafael Martinez
5) Execute vegetation control plan	12/31/2016	Rafael Martinez

**MISSION ELEMENT #062:** *Produce treated water*

**Goal 1:** *To improve redundancy and process controls at the O.N. Stevens Water Treatment Plant and Pump Stations*

<b>STRATEGY 1:</b> Isolate chlorine evaporators from chlorinators		<b>Responsible Manager:</b> Rafael Martinez	
<p><b>Problem this strategy is addressing:</b> Existing configuration in the gas measurement building poses safety and reliability concerns. A malfunction or failure within the evaporator system may cause a chlorine leak that will require chlorine system shutdown interrupting the disinfection of water. It is likely that disinfection will not be restarted until the room is cleared of chlorine gas; an incidence of this nature may result in a treatment technique violation, risk to public/employee health and safety and a boil water notice.</p>			
<b>Tasks necessary to execute strategy:</b>			
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>	
1) Consultant to receive Task Authorization	09/30/2016	Rafael Martinez	
2) Develop design and specifications for barrier wall and scrubber system	10/21/2016	Rafael Martinez	
3) RFQ	11/30/2016	Rafael Martinez	
4) Begin Construction	01/02/2017	Rafael Martinez	

<b>STRATEGY 2:</b> Solids removal system upgrades		<b>Responsible Manager:</b> Dan Grimsbo	
<p><b>Problem this strategy is addressing:</b> Existing sludge collection systems in use at the O.N. Stevens water treatment plant are obsolete and grossly inefficient. Inadequate removal of settle solids in the sedimentation basins causes, short-circuiting, septic conditions, taste and odor problems, increase organics, favorable conditions for algae growth and turbidity problems.</p>			
<b>Tasks necessary to execute strategy:</b>			
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>	
1) Complete an evaluation of sludge removal requirements of individual basins	10/1/2016	Rafael Martinez	
2) Develop RFP/RFQ	11/30/2016	Rafael Martinez	
3) Select vendor	02/28/2017	Rafael Martinez	
4) Construction	04/24/2017	Rafael Martinez	

<b>STRATEGY 3:</b> Disinfection boosting system at Navigation Pump Station		<b>Responsible Manager:</b> Dan Grimsbo
<b>Problem this strategy is addressing:</b> Because of the location of the water treatment plant in relation to the entire distribution system, disinfection boosting may at times become necessary. This is especially true for certain areas within the system that have historically experienced disinfection residual drops below regulatory limits. Boosting disinfection at the N. Navigation pump station will assist in maintaining or raising residuals in those areas.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Site evaluation	7/30/2016	Rafael Martinez
2) Develop plans and specification	9/30/2016	Rafael Martinez
3) Submit plans to the TCEQ (TOPS)	10/072016	Rafael Martinez
4) Receive authorization from TCEQ	12/07/2016	Rafael Martinez
5) Begin construction	01/31/2017	Rafael Martinez
5) System startup	03/20/2017	Rafael Martinez

**MISSION ELEMENT #063:** Provide water quality monitoring services

**Goal 1:** Improve the efficiency and quality of data used to monitor water quality

<b>STRATEGY 1:</b> STRATEGY 1: WWTP Water Quality Program		<b>Responsible Manager:</b> Gabriel Ramirez
<b>Problem this strategy is addressing:</b> The need to improve operations at the wastewater plants by utilizing data to assist in process control.		
<b>Tasks necessary to execute strategy:</b>		
<b>Task Name</b>	<b>Task Due Date</b>	<b>Task Owner</b>
1) Completion of update to Asset Management Program	05/30/17	Gabriel Ramirez
2) Enter assets for WWTPs into Maximo Database	07/30/17	Gabriel Ramirez
3) Creation of Demonstrations of Capability for WWTP Process Lab Operators	09/30/17	Gabriel Ramirez

**MISSION ELEMENT #064:** *Treat Wastewater*

**Goal 1:** Operate and Upgrade wastewater treatment plant facilities as needed to meet regulatory requirements

<b>STRATEGY 1:</b> Upgrade Obsolete SCADA System		<b>Responsible Manager:</b> Gerald Garcia
<b>Problem this strategy is addressing:</b> Obsolete SCADA system provides minimal process control support.		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Internal review of current SCADA system and future needs.	01/01/2017	Alex Barabanov
2) Develop PEP for SCADA upgrade	04/01/2017	Alex Barabanov
3) Develop RFQ for equipment and installation based on internal review.	06/01/2017	Gerald Garcia
4) Procurement and Installation of equipment	09/01/2017	Gerald Garcia

**MISSION ELEMENT #065:** *Manage wastewater lift stations*

**Goal 1:** Operate and maintain lift stations as needed to meet regulatory requirements

<b>STRATEGY 1:</b> Develop Flow Monitoring Program		<b>Responsible Manager:</b> Gerald Garcia
<b>Problem this strategy is addressing:</b> Need to reduce overflows and improve preventative maintenance program.		
<b>Tasks necessary to execute strategy:</b>		
Task Name	Task Due Date	Task Owner
1) Create inventory of existing flow monitors	11/01/2016	Medardo Ayala
2) PEP for flow monitoring program	04/01/2017	Medardo Ayala
3) Begin Integration of existing flow monitors into SCADA system	07/01/2017	Medardo Ayala
4) Procurement and installation of additional flow monitors	08/15/2017	Medardo Ayala

**MISSION ELEMENT #066:** *Dispose of bio-solids*

**Goal 1:** Operate and maintain lift stations as needed to meet regulatory requirements.

*(Minimal costs associated with disposal. No implementation strategies are planned for FY 17.)*

**MISSION ELEMENT #067:** *Manage stormwater drainage pump stations*

**Goal 1:** Operate and maintain drainage infrastructure and facilities to minimize flooding

*(Current infrastructure and preventative maintenance program meets current goals)*