

Financial/Economic Development

Goal 1: Continue Responsible Fiduciary Emphasis for the Organization and Council

Objective 1: Identify, Target, and Track Vendor Participation in Contracting Efforts

	Project	Performance Measure(s)	City Service Team (Department)
Core FED 1.1.1	MWBE Initiative	<ul style="list-style-type: none"> MWBE Policy and Procedure Creation Integration into all procurement aspects, city-wide 	Finance (Purchasing)

Summary:

In an effort to increase contracting opportunities for local and minority businesses, the City began a Local and MWBE Initiative in 2013. With the hiring of the MWBE Coordinator, staff created a plan to ensure that programmatic changes and procurement updates were occurring to reach a targeted audience, increase accessibility and training, and track results of both outreach and contract participation and award.

FY 2015 represents the third year of the initiative and highlights the continued integration of Local and MWBE procedures into the procurement processes, to include the creation of an administrative policy governing city-wide participation and application to professional service contract awards.

Milestone	Estimated Completion	Actual Completion
Admin. Policy	Oct. 2014	
Design Pool (Professional Svc)	Mar. 2015	
Supplier/Vendor Forum	July 2015	
MWBE Guidelines (Prof. Svc)	Dec. 2014	
MWBE Web Page	Jan. 2015	

Financial/Economic Development

Goal 1: Continue Responsible Fiduciary Emphasis for the Organization and Council

Objective 2: Comply with all Financial Regulations and Policies

	Project	Performance Measure(s)	City Service Team (Department)
Core FED 1.2.1	Implement GASB Statement #68	Project Completion	Finance (Accounting)

Summary:

GASB 68, Accounting and Financial Reporting for Pensions, dramatically changes how the City calculates and reports the costs and obligations associated with its pension benefits. It is important to implement the statement correctly and help Council understand the financial impact of the changes.

Milestone	Estimated Completion	Actual Completion
Study GASB 's online implementation tool kit	4/30/2015	
Understand the "GASB Reporting Package" to be furnished by TMRS	7/15/2015	
Draft sample CAFR disclosure	8/31/2015	
Make presentation to Fiscal Policy Committee outlining GASB #68's financial impact	9/30/2015	

Financial/Economic Development

Goal 1: Continue Responsible Fiduciary Emphasis for the Organization and Council

Objective 2: Comply with all Financial Regulations and Policies

	Project	Performance Measure(s)	City Service Team (Department)
Core FED 1.2.2	Outstanding Agency Accreditation Achievement Award (OA4)	Submittal of Accreditation Packet for Review at National Level Completion of Milestones	Finance (Purchasing)

Summary:

The OA4 Accreditation recognizes those agencies that lead the public procurement profession. The Program is designed to be a self-evaluation process based on the NIGP Accreditation Criteria Form. Agencies meeting the minimum requirements will receive an achievement certificate and trophy recognizing the significant accomplishment. Accreditation is valid for three years at which time the agency will be required to re-accredit.

An agency holding a current OA4 accreditation is able to apply for the Pareto Award of Excellence in Public Procurement. The Pareto Award is the highest award that can be given for outstanding performance in public procurement and is the most prestigious form of peer recognition.

For the 2015 cycle, it is the intent of the Purchasing Division to gather criteria verification and submit an accreditation packet for evaluation. This will be the City's first attempt at this level of accreditation.

Milestone	Estimated Completion	Actual Completion
Initial Review of Criteria	09/12/2014	
Update applicable COA forms and docs if necessary	12/12/2014	
Obtain required signature authorities per criteria	1/23/2015	
Update web page, if necessary to reflect criteria match	3/15/2015	
Draft packet for review	4/25/2015	
Corrections/Review	6/15/2015	
Submit final packet	08/15/2015	

Financial/Economic Development

Goal 1: Continue Responsible Fiduciary Emphasis for the Organization and Council

Objective 2: Comply with all Financial Regulations and Policies

	Project	Performance Measure(s)	City Service Team (Department)
Core FED 1.2.3	Disclosure Policy and Manual	Project Completion	Finance (Treasury)

Summary:

As a municipal bond issuer, The City currently files an annual disclosure in accordance with SEC rules. However, the Internal Revenue Services (IRS) has increasingly been targeting municipal bond issuers for audits. Updating our formal Disclosure Policy and creating a Disclosure Manual will assist in a clean audit in the event the IRS selects The City for one.

Milestone	Estimated Completion	Actual Completion
Policy Update	12/30/2014	
Outside Review	2/15/2015	
Manual Creation	4/30/2015	
Review by CMO	5/30/2015	

Financial/Economic Development

Goal 1: Continue Responsible Fiduciary Emphasis for the Organization and Council

Objective 2: Comply with all Financial Regulations and Policies

Project		Performance Measure(s)	City Service Team (Department)
Core FED 1.2.4	Review of Citywide Financial Policies	Project Completion	Finance

Summary:

On a regular basis, The City reviews its Financial Policies and Principles to adjust for market changes, changes in best practices, and overall economic conditions to maintain fiscal prudence. The last update to the principles was in 2008. The economy has substantially changed in many ways and this initiative will take a comprehensive look at updating or refining the polices and principles to maintain our conservative financial approach in the current economy.

Milestone	Estimated Completion	Actual Completion
Review all Policies	10/30/2014	
Working Groups based on policy type and Funds	11/15/2014	
Develop draft changes	3/30/2015	
Outside and/or Peer review	5/30/2015	
Review by CMO	6/15/2015	
Make presentation to Fiscal Policy Committee	8/30/2015	
City Council Adoption	9/30/2015	

Financial/Economic Development

Goal 1: Continue Responsible Fiduciary Emphasis for the Organization and Council

Objective 2: Comply with all Financial Regulations and Policies

Project		Performance Measure(s)	City Service Team (Department)
Core FED 1.2.5	Revise Performance Fund Policy	Presentation to CMO	Neighborhood Services (Parks)

Summary:

The Park Performance Fund was authorized by the City Manager and Council in 1987 as a tool to deliver quality programs and services while reducing reliance on the General Fund. The fund provides structure for the department's revenue producing units including Golf, Tennis, Lake and Rentals Services, Aquatics, Athletics and Recreation Centers. Policy revisions will seek additional feedback from the City Manager relative to the Performance Fund's scope of service delivery and reinvestment strategy.

Milestone	Estimated Completion	Actual Completion
Review historical documentation relative to the Fund's background and charge	Sept. 2014	
Develop a fund SWOT	Oct. 2014	
Outline policy revision recommendations	Oct. 2014	
Park Board Presentation	Nov. 2014	
CMO Presentation	Jan. 2015	

Financial/Economic Development

Goal 1: Continue Responsible Fiduciary Emphasis for the Organization and Council

Objective 3: Enhance Financial Reporting

	Project	Performance Measure(s)	City Service Team (Department)
CORE FED 1.3.1	Integrate Budget and Business Plan Document	Project Completion	Finance (Budget)

Summary:

The Budget and Business Plan are separate documents that while related, are not necessarily tied together in terms of implementation. Presenting performance and project information alongside budget amounts will improve communication and transparency in the budget document.

Milestone	Estimated Completion	Actual Completion
Research and benchmark budget design	Dec. 2014	
Develop recommendations	Mar. 2015	
Create template for budget book	Sept. 2015	
Present new format in Adopted Budget document	Dec. 2015	

Financial/Economic Development

Goal 1: Continue Responsible Fiduciary Emphasis for the Organization and Council

Objective 3: Enhance Financial Reporting

	Project	Performance Measure(s)	City Service Team (Department)
Core FED 1.3.2	Corporate Style Budget Analysis Reports (BAR)	Project Completion	Finance (Budget)

Summary:

The objective of this project is to redesign and update the format of the Quarterly Budget Analysis Report. The current format can be expanded to include graphics and verbiage that further incorporates financial data with business plan project updates.

Milestone	Estimated Completion	Actual Completion
Research corporate financial reports	Nov. 2014	
Meet with Management Resources to discuss graphic design and layout	Dec. 2014	
Develop recommendations	Jan. 2015	
Present updated Quarterly Report	Feb. 2015	

Financial/Economic Development

Goal 1: Continue Responsible Fiduciary Emphasis for the Organization and Council

Objective 3: Enhance Financial Reporting

	Project	Performance Measure(s)	City Service Team (Department)
Core FED 1.3.3	Quarterly Consolidated Financial Reports	Project Completion	Finance

Summary:

The Finance Department produces several financial reports on a monthly basis. Currently, the City separately presents to Council as memos or formal presentations the BAR, the Investment Status, Vacancy Reports, Sales Tax, Property Tax, and Gas Funds, and Purchasing Outlook.

This initiative will consolidate these monthly and quarterly reports into one comprehensive financial report. The goal is to show a comprehensive picture of the City's financial state on a quarterly basis.

Milestone	Estimated Completion	Actual Completion
Determine all reports to be included	11/30/2014	
Develop new format	1/30/2015	
Create and revise Draft	3/30/2015	
Review by CMO	7/30/2015	
Make presentation to Fiscal Policy Committee	9/30/2015	

Financial/Economic Development

Goal 2: Seek New or Alternative Funding Sources

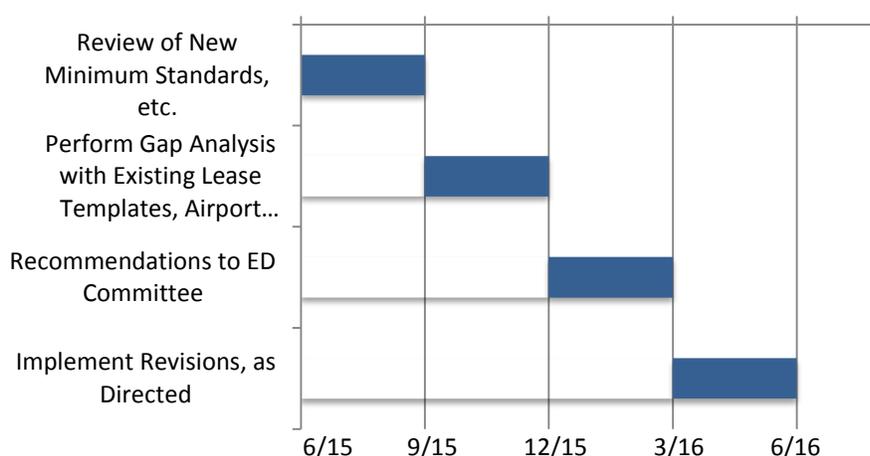
Objective 1: Organize to Improve Cost Recovery and Enhance Funding

	Project	Performance Measure(s)	City Service Team (Department)
Core FED 2.1.1	Update Airport Leasing Policies ✓ Process Improvement	Project Completion	Economic Development and Capital Investment (Aviation)

Summary:

The Airport Development Plan process will include revisions to the Minimum Standards for Commercial Operation, and Airport Rules and Regulations. Airport personnel will work with the City Attorney's Office to revise the lease templates used for land, T-hangar, tie-down, and terminal office space leases, and with Community Development and Planning to revise the Airport Development Standards, and Airport Overlay, if needed.

Airport Leasing Policies



Financial/Economic Development

Goal 2: Seek New or Alternative Funding Sources

Objective 1: Organize to Improve Cost Recovery and Enhance Funding

	Project	Performance Measure(s)	City Service Team (Department)
Core FED 2.1.2	Cost Benefit Analysis of City Tax Office ✓ Process Improvement	Project Completion	Finance

Summary:

The cost of tax collections with Tarrant County has tripled over the last 3-4 years due to two factors, the number of tax accounts and the cost per tax account. This initiative will evaluate the cost effectiveness of doing tax collection in-house.

Milestone	Estimated Completion	Actual Completion
Contract Review	10/30/2014	
Conduct Study	1/30/2015	
Review by CMO	3/30/2015	
Present to Fiscal Policy Committee – If Necessary	5/30/2015	

Financial/Economic Development

Goal 2: Seek New or Alternative Funding Sources

Objective 1: Organize to Improve Cost Recovery and Enhance Funding

	Project	Performance Measure(s)	City Service Team (Department)
Core FED 2.1.3	EMS Supply Funding ✓ Process Improvement	Eliminate \$10,000 in costs charged to Liquidated Damages	Neighborhood Services (Fire)

Summary:

The Fire Department will partner with our ambulance contractor to identify strategies to reduce approximately \$15,000 in annual cost for medical oxygen and other Ems supplies.

Milestone	Target Date	Status
Audit current procurement processes for consumable EMS supplies	Oct. 2014	
Coordinate with ambulance contractor to achieve efficiencies	Nov. 2014	

Financial/Economic Development

Goal 3: Improve Operational Efficiency

Objective 1: Organize to Improve Operational Efficiency

	Project	Performance Measure(s)	City Service Team (Department)
Core FED 3.1.1	Building Inspections Scheduling Modification ✓ Process Improvement	Reduce overtime expenditure for routine building inspections	Economic Development and Capital Investment (CDP)

Summary:

The Development Services Division of Community Development and Planning Department (CDP) have exceeded budgeted overtime expenditure, \$11,038, for routine building inspections since FY 2013. In FY 2013, overtime expenditure was \$16,501 and through April FY 2014, overtime charges were \$15,556. The increase in overtime expense is directly connected to the increased inspection activity. Since FY 2011, the total number of annual inspections, which include building, MEP and certificates of occupancy, have increased 5% year to year.

FY 2011	FY 2012	FY 2013	FY 2014*
28,273	29,855	31,483	33,000

*Estimate based on 5% increase over prior year

In order to reduce overtime expense and maintain the CDP's commitment to provide inspections within 24 hours of a customer request for service, the cutoff time to accept inspection requests will be moved from 8:00 a.m. to 7:00 a.m., Monday through Friday. Inspectors will no longer be required to wait until after 8:00 a.m. to receive all inspections scheduled for the day. Having the necessary inspections for the day available when they arrive at 7:00 a.m. creates capacity for more inspections to be performed during the day. On average each inspector will be able to perform 2-3 additional inspections per day, resulting in approximately 480 to 720 annual inspections.

Financial/Economic Development

Goal 3: Improve Operational Efficiency

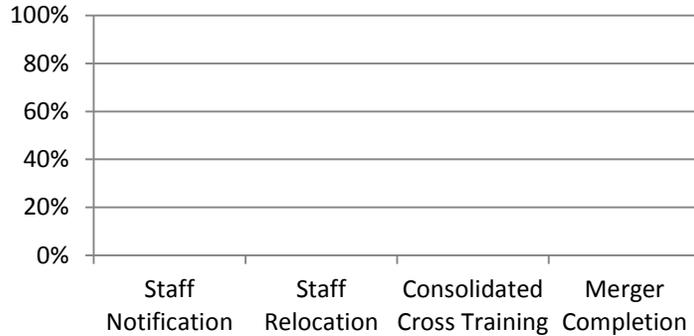
Objective 1: Organize to Improve Operational Efficiency

	Project	Performance Measure(s)	City Service Team (Department)
Core FED 3.1.2	Action Center – Water Customer Service Call Center Merger ✓ Process Improvement	Improve overall customer service and department efficiencies	Management Resources (Action Center) and Strategic Support (Water Utilities)

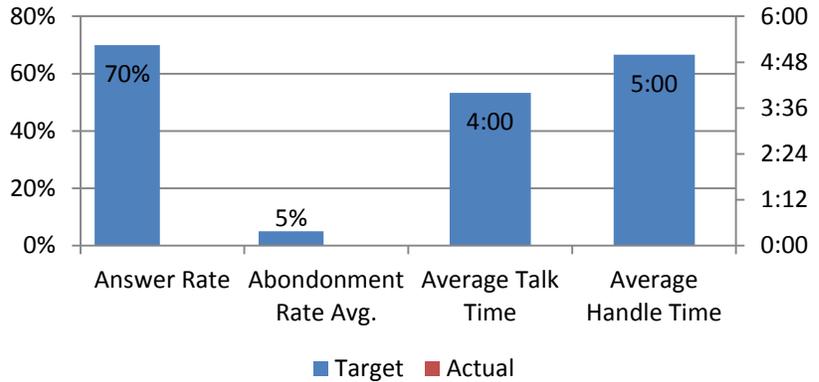
Summary:

Beginning October 1, 2014 Water Customer Service (WCS) call answering responsibilities will merge with the Action Center. Working together, both Water Utilities and Management Resources created a Service Level Agreement (SLA) defining shared responsibilities and expectations of each department throughout the merger period. The merger will create efficiencies that will improve customer service for all callers. Consolidated staff cross training is tentatively scheduled to begin Fall 2015. Consolidated call answering duties for call center staff is targeted for Winter 2015.

AC/WCS Merger Track



Performance Targets



Financial/Economic Development

Goal 3: Improve Operational Efficiency

Objective 1: Organize to Improve Operational Efficiency

	Project	Performance Measure(s)	City Service Team (Department)															
Core FED 3.1.3	Action Center Agent Work from Home ✓ Process Improvement	Improve overall customer service and department efficiencies	Management Resources (Action Center)															
<p><u>Summary:</u></p> <p>This is the continuation of a project started FY 2014. In FY 2015, there will be one agent selected to work from home in a pilot. The pilot project will be a cooperative effort with Human Resources (HR) and Information Technology (IT). Allowing Action Center Agents to work from home reduces infrastructures costs for the City by avoiding construction of a new or expanded call center and provides a benefit for employees who do not have to incur the expenses of commuting.</p> <p>Once a program has been approved by both HR and IT, the Action Center will select a candidate to pilot a work at home project. The selected candidate will be scheduled to work from home full-time. The projected first phase pilot will last approximately six months. If the pilot is successful, additional agents will be added to the work from home program in FY 2016.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 40%;">Milestone</th> <th style="width: 20%;">Estimated Completion</th> <th style="width: 40%;">Status</th> </tr> </thead> <tbody> <tr> <td>Telework Guidelines</td> <td>7/1/2014</td> <td>75%</td> </tr> <tr> <td>Candidate Selection</td> <td>12/1/2014</td> <td></td> </tr> <tr> <td>Candidate Training</td> <td>1/1/2015</td> <td></td> </tr> <tr> <td>Pilot</td> <td>2/1/2015</td> <td></td> </tr> </tbody> </table>		Milestone	Estimated Completion	Status	Telework Guidelines	7/1/2014	75%	Candidate Selection	12/1/2014		Candidate Training	1/1/2015		Pilot	2/1/2015	
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Financial/Economic Development

Goal 3: Improve Operational Efficiency

Objective 1: Organize to Improve Operational Efficiency

	Project	Performance Measure(s)	City Service Team (Department)																								
Core FED 3.1.4	Customer Services Call Center Business Continuity	Project Completion	Management Resources (Action Center) and Strategic Support (Water)																								
<p><u>Summary:</u></p> <p>As part of the City of Arlington's continued effort to insure business continuity, Arlington Water Utilities (AWU) will focus on call center operations in FY 2015. AWU currently has a contract through FY 2015 with a third party to ensure continued operations of the call center should the need arise. AWU will identify a secondary location and all equipment needed within the City that can be utilized for continued operation of the call center.</p>		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 40%;">Milestones</th> <th style="width: 20%;">Estimated Completion</th> <th style="width: 40%;">Actual Completion</th> </tr> </thead> <tbody> <tr> <td>Identify Suitable Location</td> <td>Sept. 2014</td> <td></td> </tr> <tr> <td>Determine Staffing Levels Needed</td> <td>Oct. 2014</td> <td></td> </tr> <tr> <td>Determine Equipment Needs</td> <td>Nov. 2014</td> <td></td> </tr> <tr> <td>Council Approval of Funding</td> <td>Mar. 2015</td> <td></td> </tr> <tr> <td>Develop Implementation Plan</td> <td>May 2015</td> <td></td> </tr> <tr> <td>Project Testing</td> <td>June 2015</td> <td></td> </tr> <tr> <td>Project Completion</td> <td>Sept. 2015</td> <td></td> </tr> </tbody> </table>		Milestones	Estimated Completion	Actual Completion	Identify Suitable Location	Sept. 2014		Determine Staffing Levels Needed	Oct. 2014		Determine Equipment Needs	Nov. 2014		Council Approval of Funding	Mar. 2015		Develop Implementation Plan	May 2015		Project Testing	June 2015		Project Completion	Sept. 2015	
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Financial/Economic Development

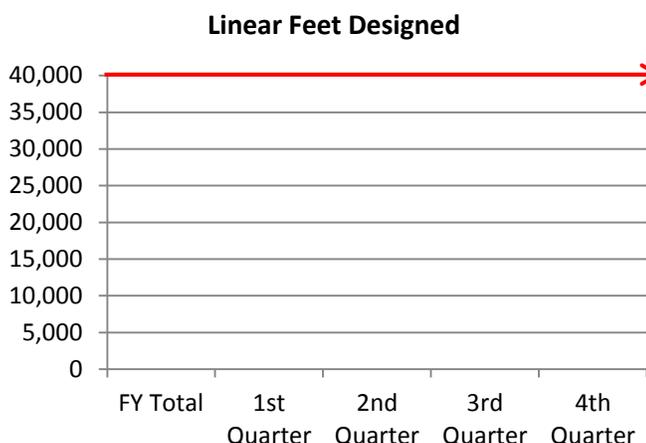
Goal 3: Improve Operational Efficiency

Objective 1: Organize to Improve Operational Efficiency

	Project	Performance Measure(s)	City Service Team (Department)
Core FED 3.1.5	Internal Engineering Services for Water Utilities ✓ Process Improvement	Design 40,000 Linear Feet in FY 2015	Strategic Support (Water)

Summary:

The City of Arlington Water Utilities has historically outsourced design phase services to private professional engineering firms. It has been determined that utilizing internal engineering staff for design of specific projects would result in a lower design cost per foot of water and/or sanitary sewer lines. In FY 2014, Water Utilities began performing design utilizing internal engineering staff. The projects proposed for the internal design team consist of small diameter water and sanitary renewal projects.



Financial/Economic Development

Goal 3: Improve Operational Efficiency

Objective 1: Organize to Improve Operational Efficiency

	Project	Performance Measure(s)	City Service Team (Department)
Core FED 3.1.6	Outsource Insurance Verification ✓ Process Improvement		Strategic Support (Municipal Court)

Summary:

When a defendant receives a citation for Failure to Maintain Financial Responsibility, all insurance must be verified by phone. A clerk then processes those cases in the Incode system.

In an effort to utilize an employee in a more critical area of the court, the Court would like to outsource insurance verification.

The Court would still need an employee to send and receive paperwork/cases to Linebarger, but would no longer spend several hours per week making phone calls.

Milestone	Estimated Completion	Actual Completion
Court and Linebarger preliminary meeting	6/5/2014	
Court to analyze and create process	4 th Qtr. 2014	
Implementation	1 st /2 nd Qtr. 2015	

Financial/Economic Development

Goal 3: Improve Operational Efficiency

Objective 1: Organize to Improve Operational Efficiency

Project		Performance Measure(s)	City Service Team (Department)
Core FED 3.1.7	Knowledge Services Additional Line of Business – Shredding ✓ Process Improvement	Department cost savings Revenue increase with additional service support	Management Resources (Knowledge Services)

Summary:

Continuing a project that was begun in FY 2014, the Knowledge Services division will continue to work to implement confidential paper shredding services for all city departments. This process will save the City money by providing this service at a cheaper price than the outside vendors can provide. Locked and secure collection receptacles will be provided to gather paper documents accumulated in each department. Pickup and delivery services provided on a monthly schedule. The price to implement the shredding program is expected to reduce department costs 50% from the existing outside shredding services.

Additionally, Knowledge Services will explore the possibility of implementing a program to provide shredding services to City employees for their personal documents for a fee. This project is estimated to generate approximately \$1000 per year.

Milestone	Estimated Completion	% Complete
Reorganize staff duties to accommodate time for shredding pick up	Oct. 2014	
Implement program for Municipal Court	Nov. 2014	
Work with other departments to gauge interest	Jan. 2015	
Develop personal document shredding plan	Dec. 2014	
Implement personal document shredding program	Jan. 2015	

Financial/Economic Development

Goal 3: Improve Operational Efficiency

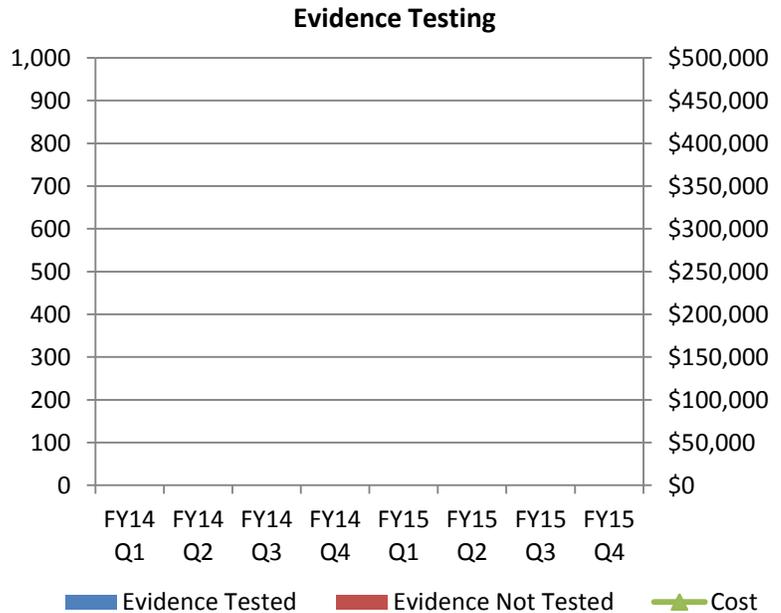
Objective 2: Study Areas for Possible Efficiency Implementation

	Project	Performance Measure(s)	City Service Team (Department)
CORE FED 3.2.1	Evidence Testing Efficiency Review ✓ Process Improvement	Evaluate the cost effectiveness of the evidence testing process	Neighborhood Services (Police)

Summary:

The Arlington Police Department relies on its officers and crime scene staff to collect evidence at a scene of a crime to enhance investigative efforts. This evidence is then processed either internally or externally depending on the level of technology or expertise required for the analysis. Based on the hierarchy of the offense, DNA along with advanced or synthetic drugs are sent for processing externally to an accredited testing facility.

Increasing awareness of the power of DNA to solve crimes and advanced drug and chemical testing has accelerated demand for laboratory testing. The excess demand along with budgetary constraints has resulted in a backlog of casework. For the last few years, the department has exceeded its allocated budget for evidence testing. An evaluation of the department's current practices related to testing evidence and a market analysis will be conducted during FY 2015.



Financial/Economic Development

Goal 3: Improve Operational Efficiency

Objective 2: Study Areas for Possible Efficiency Implementation

Project		Performance Measure(s)	City Service Team (Department)																																		
Core FED 3.2.2	Fire Resource Evaluation ✓ Process Improvement		Neighborhood Services (Fire)																																		
<p><u>Summary:</u></p> <p>In FY 2014 the Fire Department developed an internal business plan to review the Fire Resource section. During FY 2014 the section was challenged by employee development, management succession and budget cuts. A comprehensive study was delayed and actions were focused on real time resource management and to identify immediate needs. In FY 2015, the department will study the sections strengths, weaknesses, opportunities, and threats. The section requires development of performance improvement measures, workflow analysis, new business process planning and development. Certain safety-sensitive resources such as SCBA, PPE, hose, ladders, apparatus systems, and specialized equipment require individual program managers to collaborate and coordinate regulatory compliance and industry best practice with the procurement and delivery responsibilities of Fire Resource staff. The section requires information system improvements and utilization of existing enterprise data management systems.</p>		<table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="width: 60%;">Milestone</th> <th style="width: 20%;">Target Date</th> <th style="width: 20%;">Status</th> </tr> </thead> <tbody> <tr> <td>SWOT</td> <td>Sept. 2014</td> <td>In progress</td> </tr> <tr> <td>Safety-sensitive program managers</td> <td>Oct. 2014</td> <td>In progress</td> </tr> <tr> <td>Safety-sensitive program development</td> <td>Nov. 2014</td> <td></td> </tr> <tr> <td>Workflow analysis</td> <td>Oct. 2014</td> <td>In progress</td> </tr> <tr> <td>Process planning & New development</td> <td>Nov. 2014</td> <td></td> </tr> <tr> <td>Information system review</td> <td>Oct. 2014</td> <td>In progress</td> </tr> <tr> <td>New information system development</td> <td>Dec. 2014</td> <td></td> </tr> <tr> <td>Performance measure development</td> <td>Apr. 2015</td> <td></td> </tr> <tr> <td>Section milestone review</td> <td>June 2015</td> <td></td> </tr> <tr> <td>Annual report</td> <td>Sept. 2015</td> <td></td> </tr> </tbody> </table>			Milestone	Target Date	Status	SWOT	Sept. 2014	In progress	Safety-sensitive program managers	Oct. 2014	In progress	Safety-sensitive program development	Nov. 2014		Workflow analysis	Oct. 2014	In progress	Process planning & New development	Nov. 2014		Information system review	Oct. 2014	In progress	New information system development	Dec. 2014		Performance measure development	Apr. 2015		Section milestone review	June 2015		Annual report	Sept. 2015	
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Financial/Economic Development

Goal 4: Promote Organization Sustainability by Recruiting, Retaining, and Developing Outstanding Employees

Objective 1: Foster and Maintain a Work and Learning Environment that is Inclusive, Welcoming, and Supportive

	Project	Performance Measure(s)	City Service Team (Department)
Core FED 4.1.1	Affordable Care Act	Project completion	Strategic Support (Human Resources)

Summary:

The Affordable Care Act places many new requirements onto large employers regarding the offering of health insurance to employees. This includes a new definition of full time employee to 30 hours or more, required notices, and fees.

A committee has been established to address all of the changes that must take place and identify areas of operation that are affected, such as benefits, policies, payroll and education.

Milestone	Estimated Completion	Actual Completion
Develop an FAQ for Supervisors and Employees	10/1/2014	
Update Policies and SOPs	1/1/2015	
Provide Ongoing Training and Education for Supervisors on New FT employee definition	6/30/2015	

Financial/Economic Development

Goal 4: Promote Organization Sustainability by Recruiting, Retaining, and Developing Outstanding Employees

Objective 1: Foster and Maintain a Work and Learning Environment that is Inclusive, Welcoming, and Supportive

	Project	Performance Measure(s)	City Service Team (Department)
Core FED 4.1.2	Seasonal Labor Pay Plan	Plan completion	Neighborhood Services (Parks)

Summary:

The Parks and Recreation Department relies a great deal on its seasonal and part-time workforce, which ranges from 300-500 employees, depending on the time of year. These employees are essential to daily delivery of services such as lifeguarding, customer service, sports officiating, class and fitness instruction, day camp supervision and many others. In FY 2015, a seasonal labor plan will be prepared that identifies all job titles along with appropriate job descriptions, and current and proposed pay rates based on benchmarks with other cities and retail market research.

Milestone	Estimated Completion	Actual Completion
Survey other cities to compare pay rates per position	June 2014	
Present survey findings to managers	Sept. 2014	
Document current and proposed pay rates following market research and cost recovery considerations	Nov. 2014	
Complete Labor Plan	Feb. 2015	

Financial/Economic Development

Goal 4: Promote Organization Sustainability by Recruiting, Retaining, and Developing Outstanding Employees

Objective 1: Foster and Maintain a Work and Learning Environment that is Inclusive, Welcoming, and Supportive

	Project	Performance Measure(s)	City Service Team (Department)
Core FED 4.1.3	Develop Supervisory Orientation Program	Project completion	Strategic Support (Human Resources)

Summary:

New supervisors, whether promoted from within or externally hired, need an orientation soon after assuming the position.

In FY 2015, Human Resources will coordinate with subject matter experts to develop an orientation program for new supervisors.

Blended learning opportunities will include an electronic notebook with resources and contacts; classroom training; and other media identified during the process.

Milestone	Estimated Completion	Actual Completion
Consult with City leadership to identify areas of focus	10/31/2014	
Identify subject matter experts	11/30/2014	
Design and develop program	2 nd Qtr.	
Schedule training classes	3 rd Qtr.	
Facilitate first class	3 rd Qtr.	

Financial/Economic Development

Goal 4: Promote Organization Sustainability by Recruiting, Retaining, and Developing Outstanding Employees

Objective 1: Foster and Maintain a Work and Learning Environment that is Inclusive, Welcoming, and Supportive

	Project	Performance Measure(s)	City Service Team (Department)
Core FED 4.1.4	UTA Professional Development Partnership	Curricula for Fire and Life Safety Specialist Certifications	Neighborhood Services (Fire)

Summary:

The University of Texas at Arlington Education Center’s goal is to develop a Fire and Life Safety Specialist Training and Certification program for trained firefighters and emergency response personnel. The program is intended for the identified personnel who can effectively implement occupational safety and health requirements at the fire department level. The training provided by this program will provide an additional safety and health focus and capability for individuals, combining the requirements of the National Fire Protection Association and the Occupational Safety and Health Administration to protect firefighters.

There are two phases of this program: Fire Safety Specialist and Certified Life Safety Specialist. Fire Safety Specialist training builds on basic safety and health knowledge firefighters gain as they develop professionally and uses their on-the-job experience to allow students to focus on the job safety and health skills and tools necessary to effectively integrate safety and health into the firefighter’s work environment. The Life Safety Specialist portion provides detailed training to students to develop their knowledge and skill on the requirements found in NFPA 101-Life Safety Code and OSHA Standards. This program allows students to identify the requirements in relation to specific occupancies and shows the relationship with other safety and health requirements such as 20 CFR 1910 and 1926.

Milestone	Estimated Completion	Status
Jointly create a marketing Promo w/UTA	10/15/2014	In Progress
Assist UTA with course development, as needed	9/30/2015	
Complete course evaluations for UTA	9/30/2015	

Financial/Economic Development

Goal 4: Promote Organization Sustainability by Recruiting, Retaining, and Developing Outstanding Employees

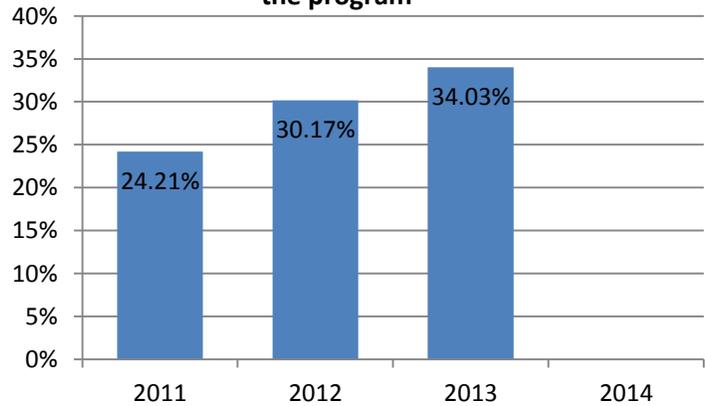
Objective 2: Support and Promote the Health and Well Being of the COA Community

Project	Performance Measure(s)	City Service Team (Department)
Core FED 4.2.1 2015 Health and Wellness Program	<ul style="list-style-type: none"> • % of FTE's eligible for wellness payout increase by 5% from previous year • Annual PEPM claim cost for wellness engaged employees is less than those not participating in wellness 	Strategic Support (Human Resources)

Summary:

Healthy employees are shown to have a higher engagement level and overall lower health expenses. The City's Health and Wellness program was created to combat higher healthcare costs by incentivizing a healthy lifestyle. Each year, the program is evaluated by an employee committee for effectiveness, and possibly modified to continue to attract a higher number of enrollees.

% of participating FTEs who completed the program



Year	Engaged*	Not Engaged	Total
2012	\$214	\$374	\$294
2013	\$192	\$349	\$317
2014			

**Engaged is an employee who participated in the City Wellness Program for the past 3 years and earned a payout.*