

Assessment of the Efficiency & Effectiveness of the City of Corpus Christi's Financial Services Department



Council Presentation
October 27, 2015



Overall Goals of Annual Competitive Assessments

- Provide City services competitive in quality and price
- Adopt best practices
- Instill culture of continuous improvement



Prior Assessments Using Industry Experts

Fiscal Year 2010-11: MIS

Competitive; \$700 k in cost saving recommendations

Fiscal Year 2010-11: FLEET SERVICES

Competitive; “rightsizing” downsized fleet by 8%

Fiscal Year 2011-12: SOLID WASTE SERVICES

No further privatization warranted; recommendations resulting in cost savings from \$1.2 M to \$2.9 M

Fiscal Year 2013-14: FIRE DEPARTMENT

33 recommendations to improve organization and service delivery



Process Overview of Annual Competitive Assessments

- Annually select department or service
 - Develop scope & issue RFP
 - **Select consultant**
 - Conduct assessment
 - Identify gaps in best practices & analyze
 - Benchmark against other organizations
 - Develop recommendations for improvement
 - Issue formal report
 - Department develops & implements action plan to close competitive gap and implement best practices
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Scope & Objectives of Financial Services Assessment

- How well is the Department performing core services in all operational areas?
Utility Billing, Purchasing, Warehouse, Accounts Payable, Accounts Receivable/Collections, Accounting, Payroll, Grants, Cash Management & Central Cashiering
 - Focus areas include organization & support of the Department, staffing levels, policies, procedures and process flows, financial performance reporting, and CAFR preparation
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Scope & Objectives of Financial Services Assessment

- Review objectives include obtaining answers to specific questions covering each of the functional areas
 - Benchmarking and comparisons to other cities is included
 - The review will result in an improvement action plan
 - These competitive assessments are not traditional financial or compliance reviews nor are they limited to evaluating existing policies, procedures or internal controls
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Weaver & Tidwell, L.L.P. Recommended Consultant

- ✓ Weaver's similar experience includes work for Houston, Dallas, Georgetown, Denton, McKinney and the Houston-Galveston Area Council
- ✓ Weaver has a strong Texas presence with full-service offices in 7 Texas cities (including San Antonio)
- ✓ Weaver is the largest independent CPA firm in the Southwest; it is ranked #38 nationally and was named "Best of the Best" in 2014 & 2015 by industry publications

<http://www.weaver.com/>



Schedule

- √ 7/18/2015 RFP issued
- √ 8/17/2015 Proposals due to City
- √ 8/27/2015 Finalists interviewed
- 11/10/2015 Contract award by City Council

- Nov – Mar Consultant field work
- Apr 2016 Consultant provides staff a draft report
- May 2016 Final report & City Council briefing



Financial Services Competitive Assessment

QUESTIONS?