

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



Council Presentation
September 15, 2015



Process Overview of Annual Competitive Assessments

- Annually select department or service
 - Develop scope & issue RFP
 - **Select consultant**
 - Do 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
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Overall Goals of Annual Competitive Assessments

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

28 recommendations to improve organization and service delivery



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 63 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 similar to traditional financial or compliance reviews nor are they limited to evaluating existing policies, procedures or internal controls
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CLA, the Most Responsive & Qualified

- ✓ CLA is one of the nation's top 10 accounting firms
- ✓ CLA routinely conducts organizational studies & performance evaluations of a similar nature
- ✓ The project manager previously served as Deputy Director of Audit Services for the City/County of Denver where she managed performance auditing

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Schedule

✓ 7/18/2015	RFP issued
✓ 8/17/2015	Proposals due to City
✓ 8/27/2015	Finalists interviewed
✓ 9/2/2015	Consultant selected by Team
9/22/2015	Contract award by City Council
Oct. thru Feb.	Consultant field work
Feb. 2016	Consultant provides staff draft report
Mar. 2016	Consultant provides final report & briefs Council



Financial Services Competitive Assessment

QUESTIONS?
