

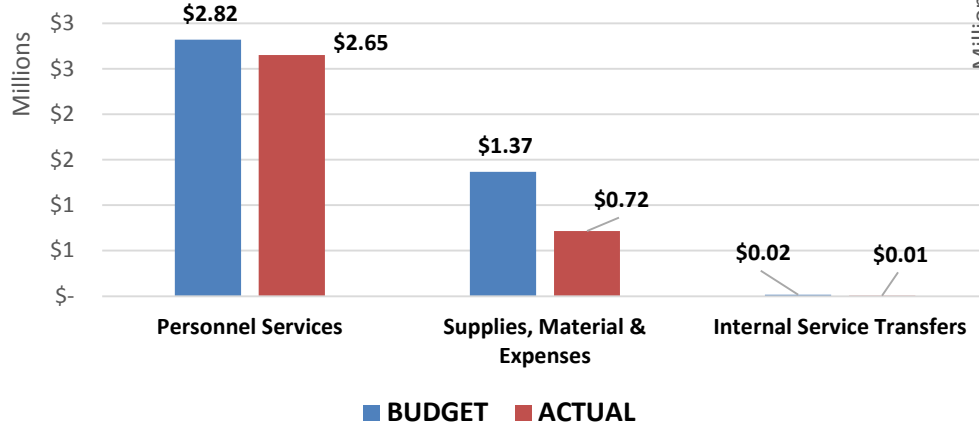
EXL 2016 Performance Report

Stacie Loucks, Executive Director

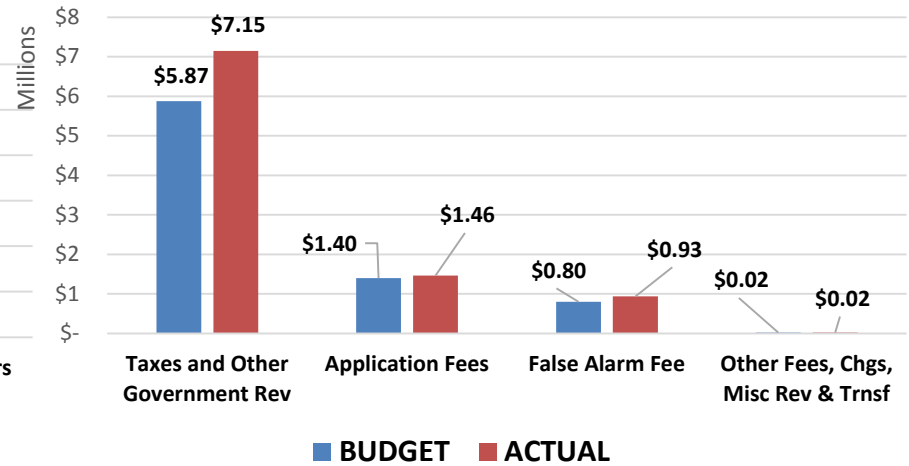
May 2, 2016

Budget

**2015 EXPENSES:
Budget vs. Actual**

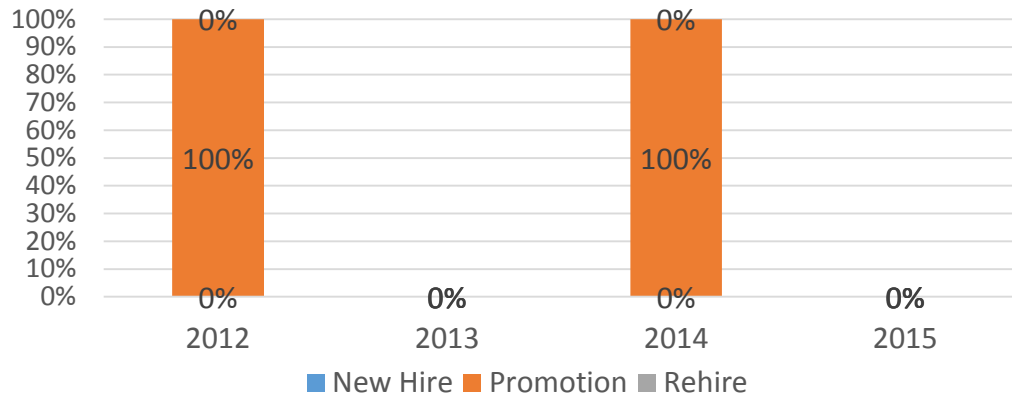


**2015 REVENUE:
Budget vs. Actual**



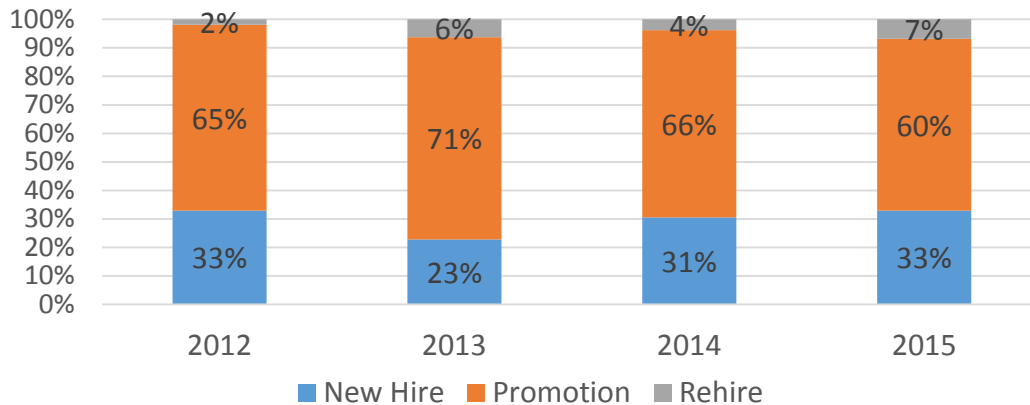
People Vital Signs - External Hires vs Internal Promotions

EXL External Hires vs Internal Promotions (Supervisors)



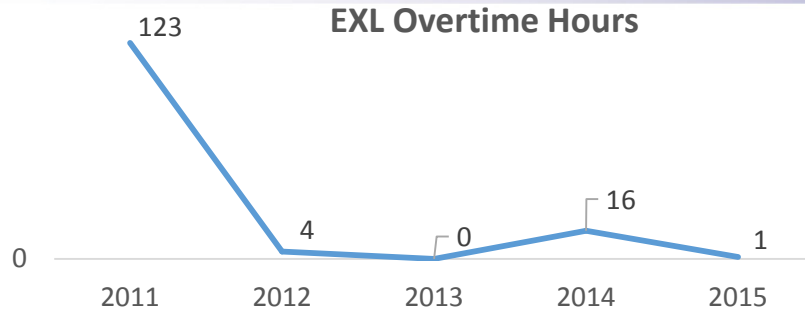
- 2012-2015 there were 2 promotions into supervisory positions within EXL

Citywide* External Hires vs Internal Promotions (Supervisors)



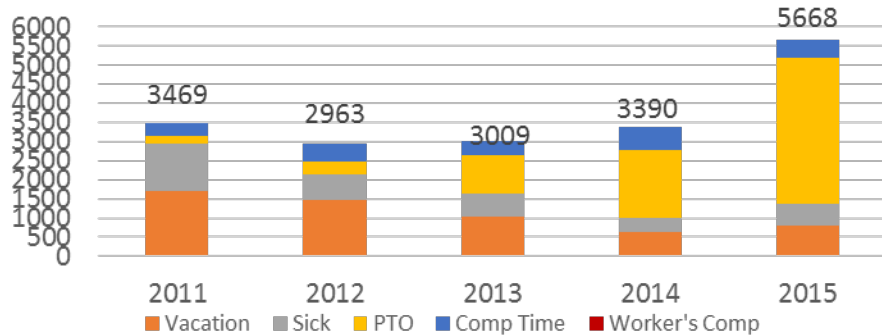
* Citywide refers to all CSA limited and unlimited employees (N = 7,257 as of 12.31.15)

People Vital Signs - Hours not Worked

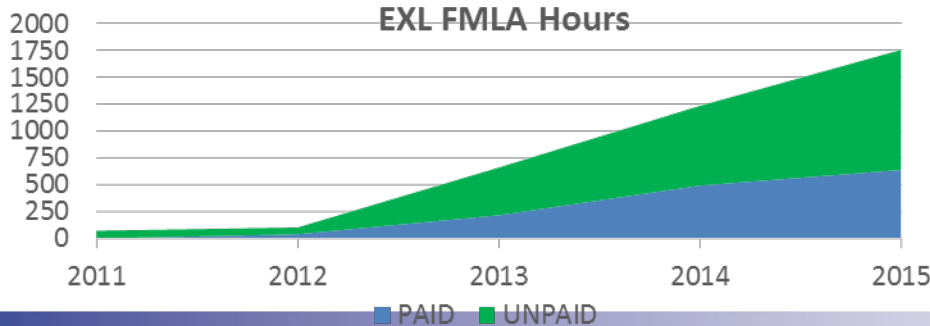


- In 2014, reflects inspections and enforcement around July 1st and retail marijuana on January 1st

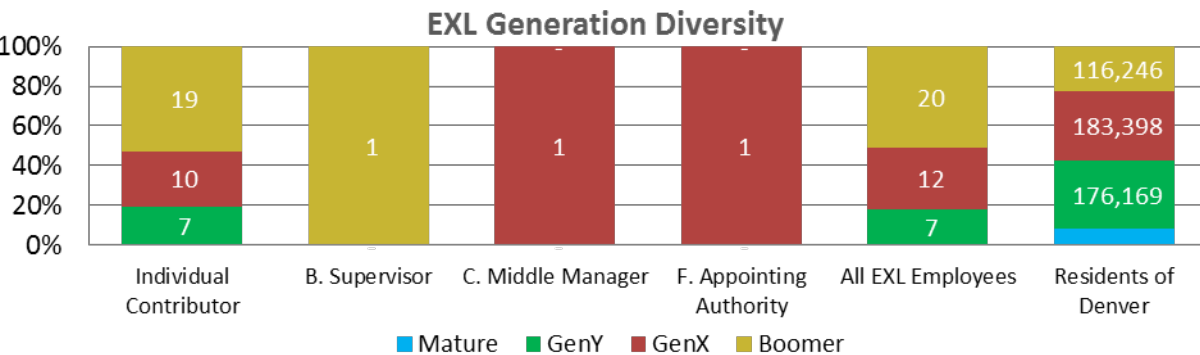
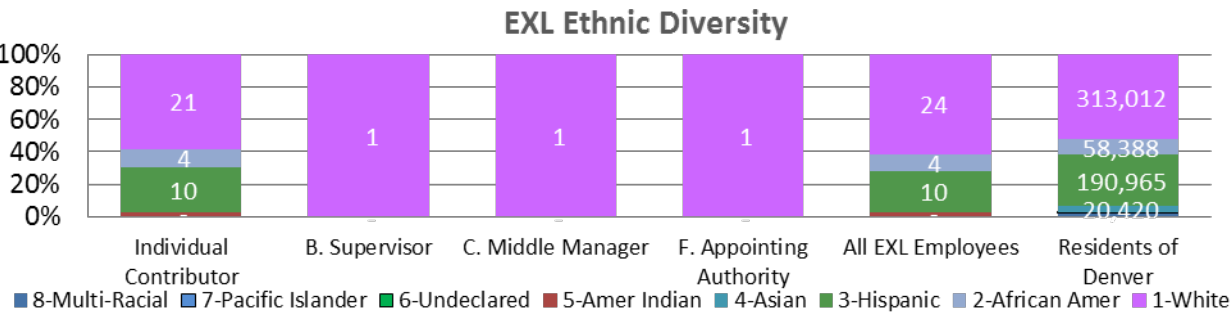
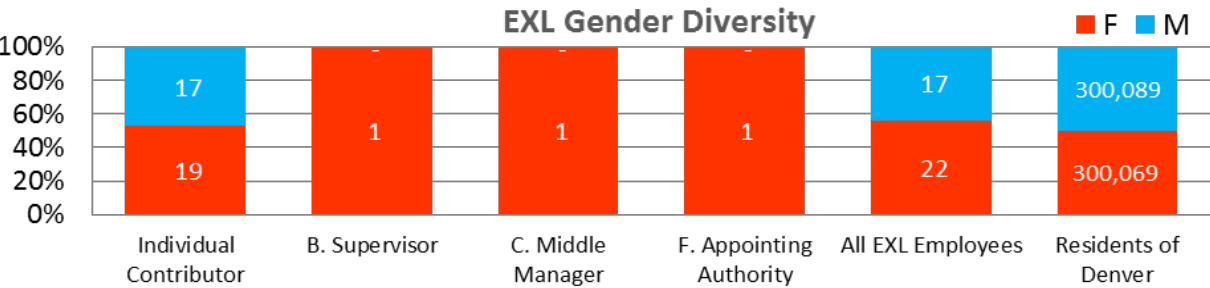
EXL: Vacation, Sick, PTO, Wrkrs Comp Hours



- Staffing was balanced in 2015 compared to workload and were able to use PTO

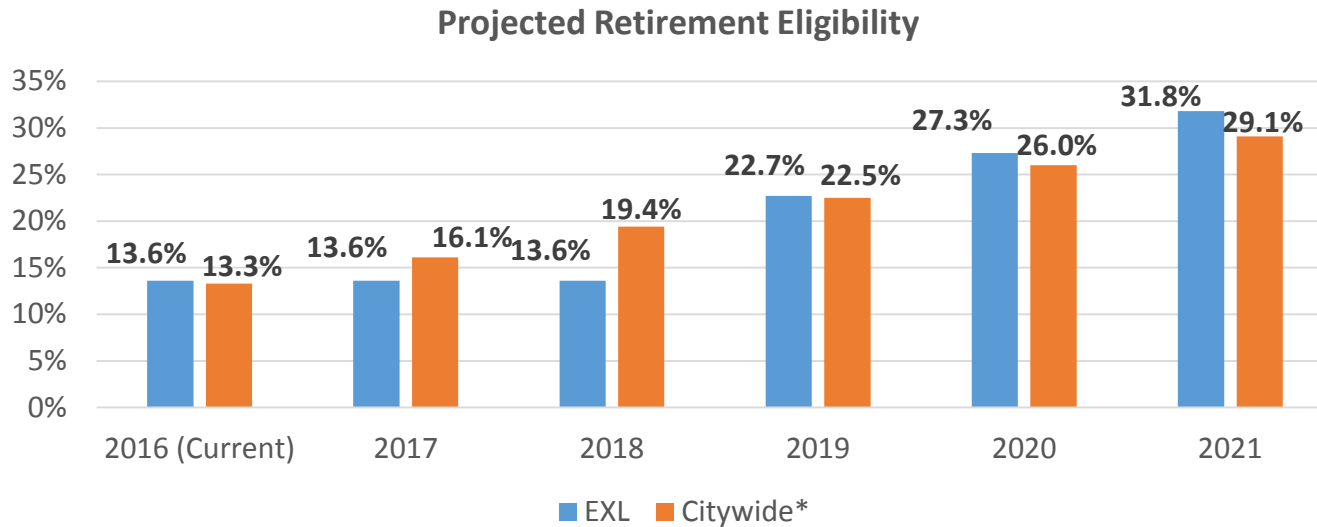


People Vital Signs - Diversity



- Excise and Licenses is a diverse department and due to its size (39 employees), changes in a few positions can impact its numbers
- A factor impacting the overall diversity numbers are the 9 Hearing Officers

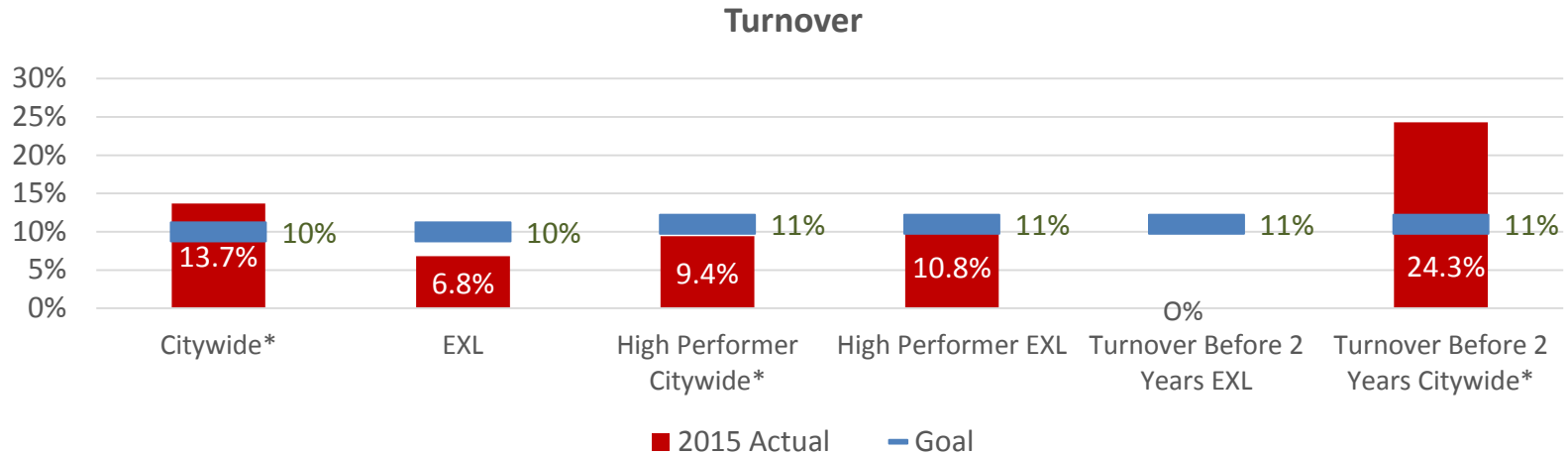
People Vital Signs - Retirement Forecasting



- **N = 22 Unlimited EXL employees (1.1.16).**
- **There are 3 individuals eligible for retirement in 2016.**
- **50% of our staff are Boomers**

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People Vital Signs- Turnover

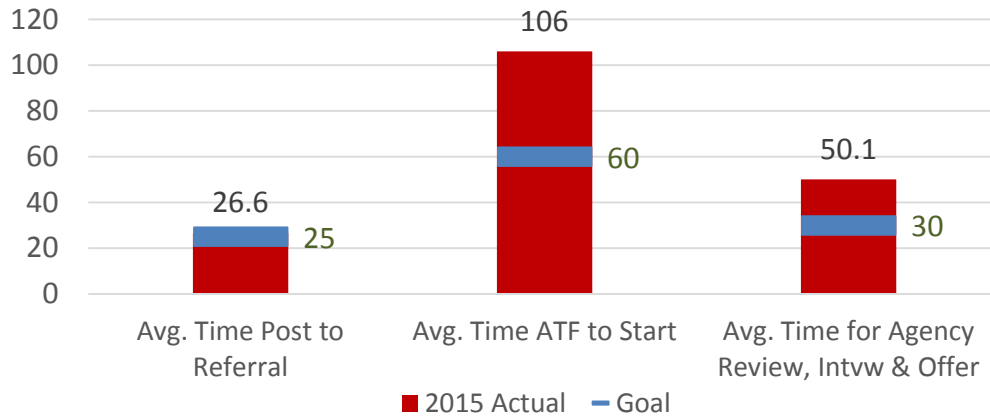


- **Excise and Licenses is a good place to work!**

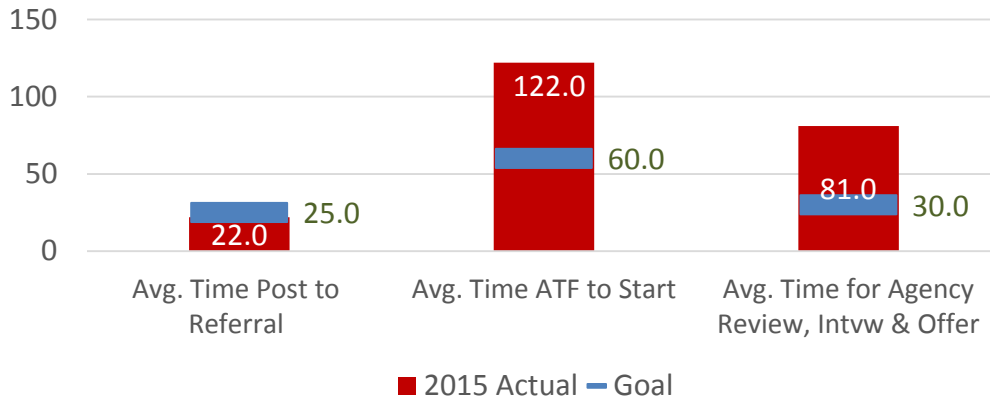
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People Vital Signs- Time to Fill Positions

Talent Acquisition Citywide*



Talent Acquisition EXL Only



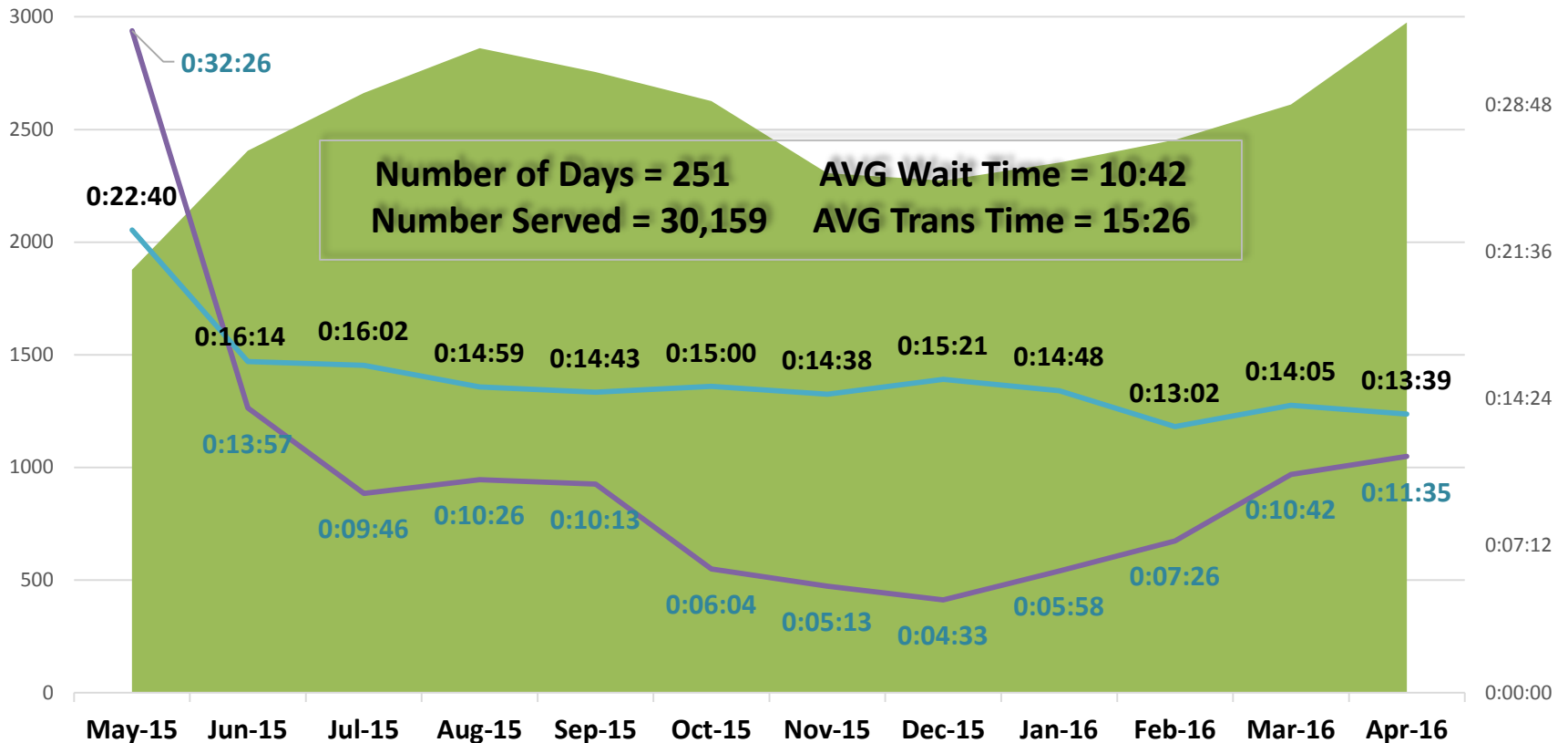
- Post to referral is controlled by the OHR recruiting team.
- ATF to Start involves OHR, the candidate and the hiring manager as key components.
- Agency Review, Interview & Offer are dependent on the agency hiring manager. This is an area targeted for improvement in 2016.

- Some elements of the process are out of OHR and city agency control (e.g., putting in notice with employer, relocating, etc.).
- This reflects one position in Q1

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EXL Mission Level Metrics - Licensing

Transaction Time, Wait Time and Volume
 May 2015 - April 2016

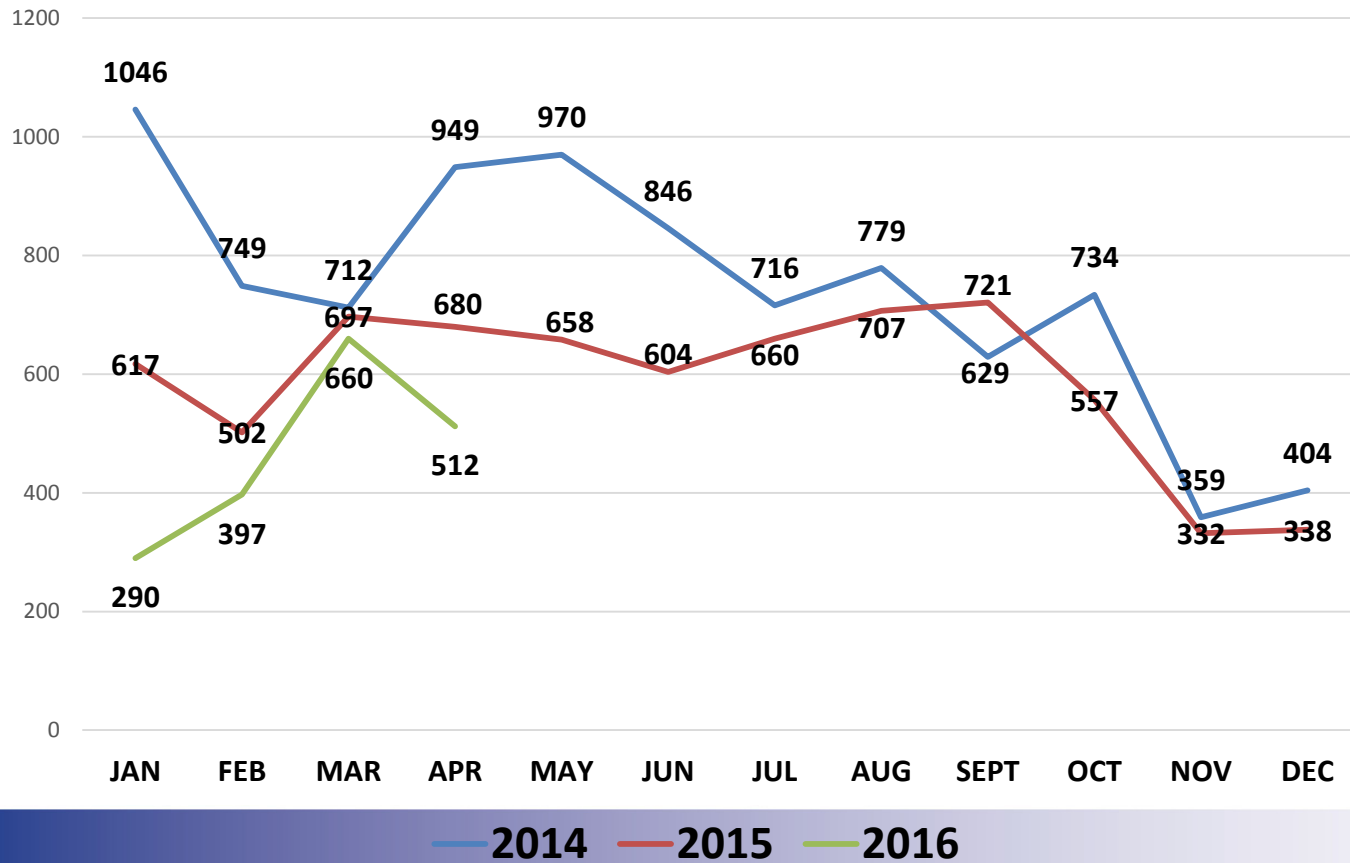


■ No. SERVED
 — AVG WAIT TIME
 — AVG TRANS TIME

EXL Mission Level Metrics - Inspections

Inspector Field Activity by Year (2014-2016):

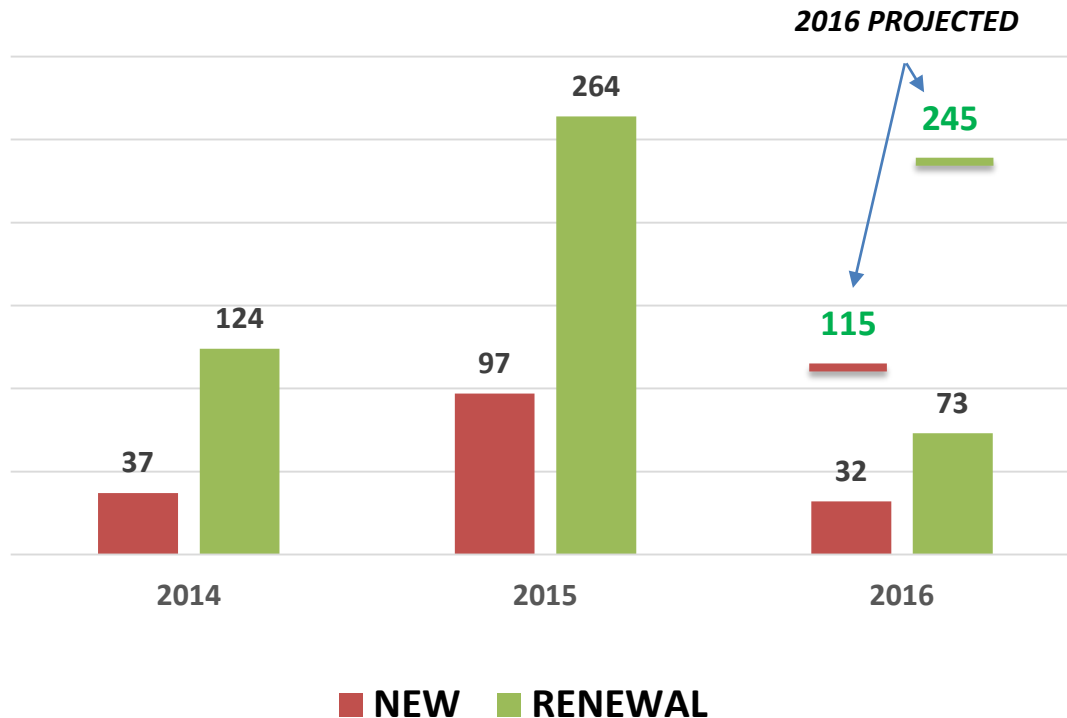
Includes Postings, Compliance Inspections, Follow-Up Visits, New & Out of Business, and Delinquent Pre / Post Inspections



- Inspectors are developing relevant outcome and effectiveness measures that may include: 1. Increase in the percent of business compliant with regulations after first visit per year; and 2. Percent decrease in the number of delinquent renewals per year.

EXL Mission Level Metrics - Alarms

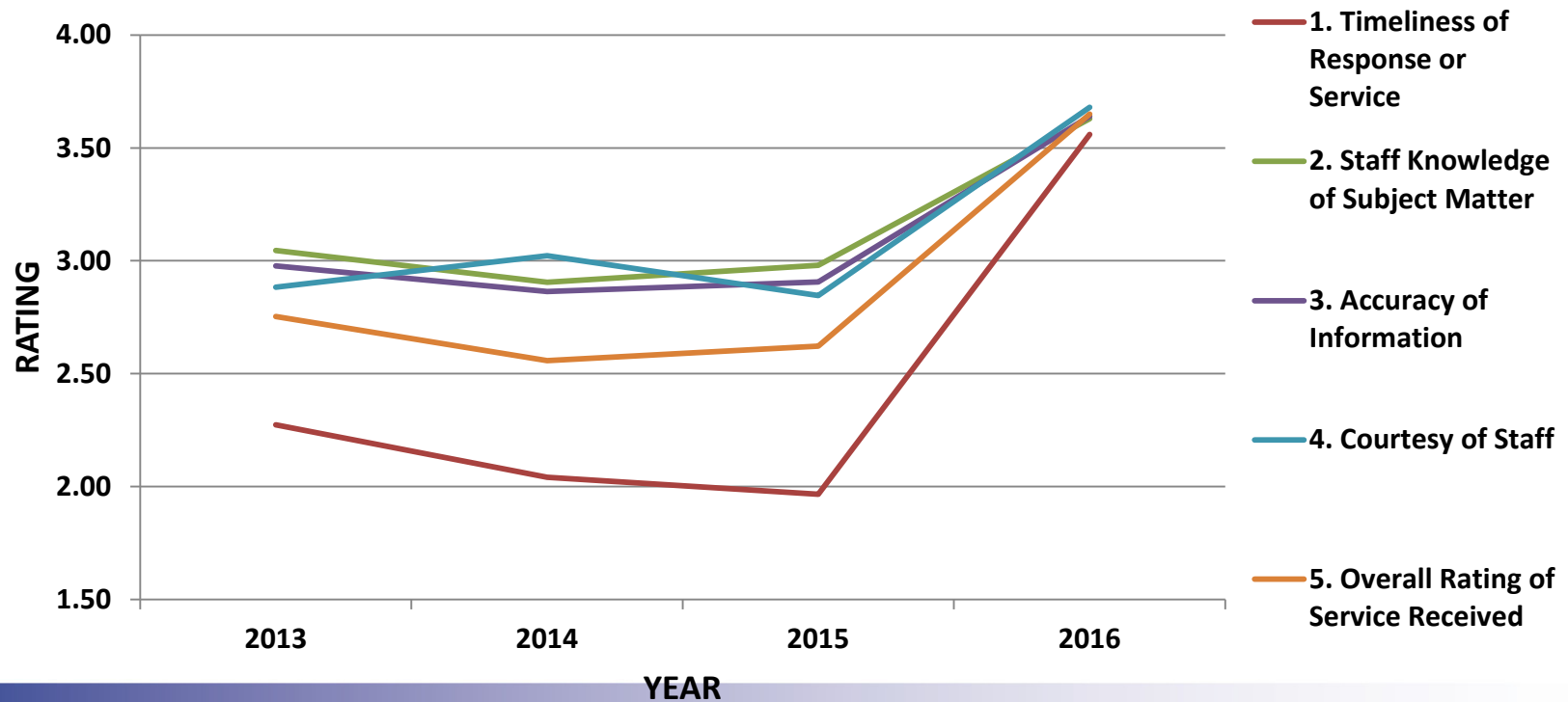
Alarm Licenses: New and Renewal July 2014 - April 2016



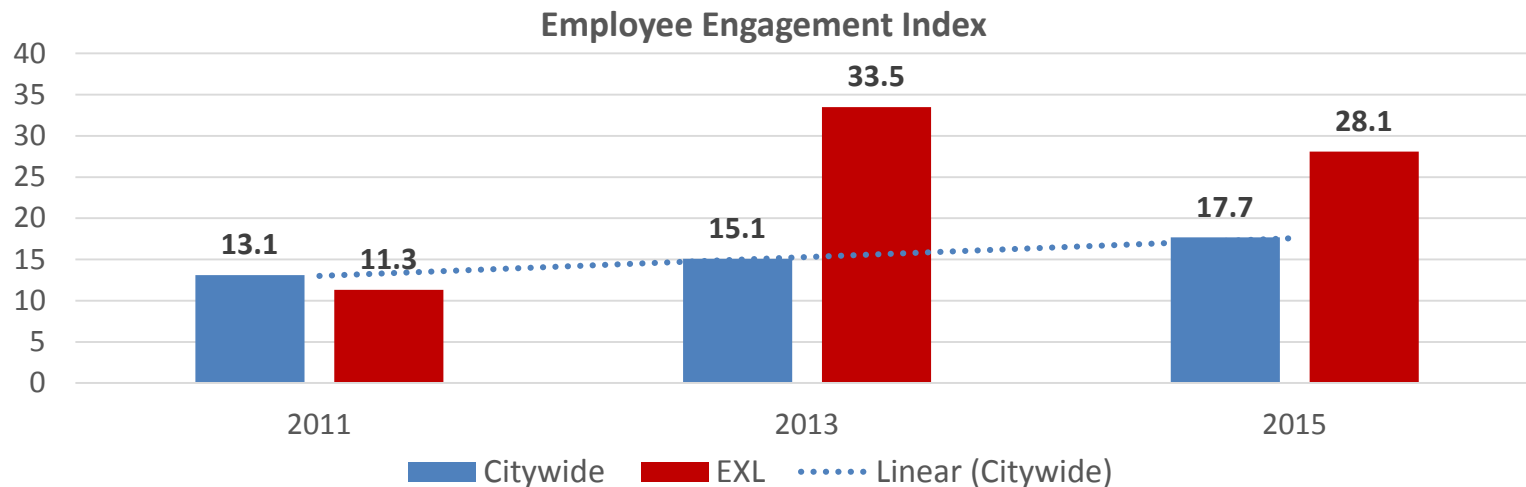
- Goals for Alarms include: 1. increasing the number of alarm companies that are compliant and have a valid Alarm license; and 2. Increasing alarms customer satisfaction with EXL's alarm licensing processes

EXL Mission Level Metrics – Customer Engagement

LICENSING TECH CUSTOMER SERVICE RATING
2013 - 2015
(1-4 Rating Scale)



Employee Engagement



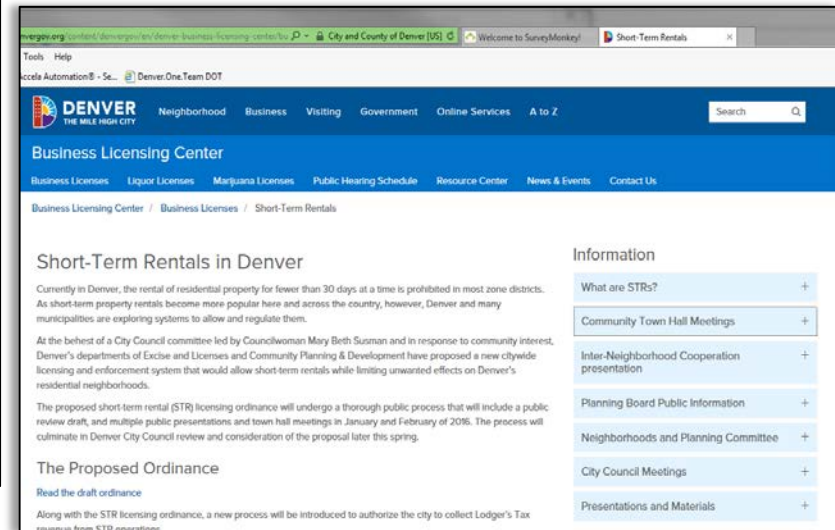
- The department has bi-weekly meetings with its Employee Engagement Survey Team (EEST). The EEST is working to address two areas where EXL scored lowest: 1. Career Development; and 2. My Supervisor.

Top Three Dept Areas for Action

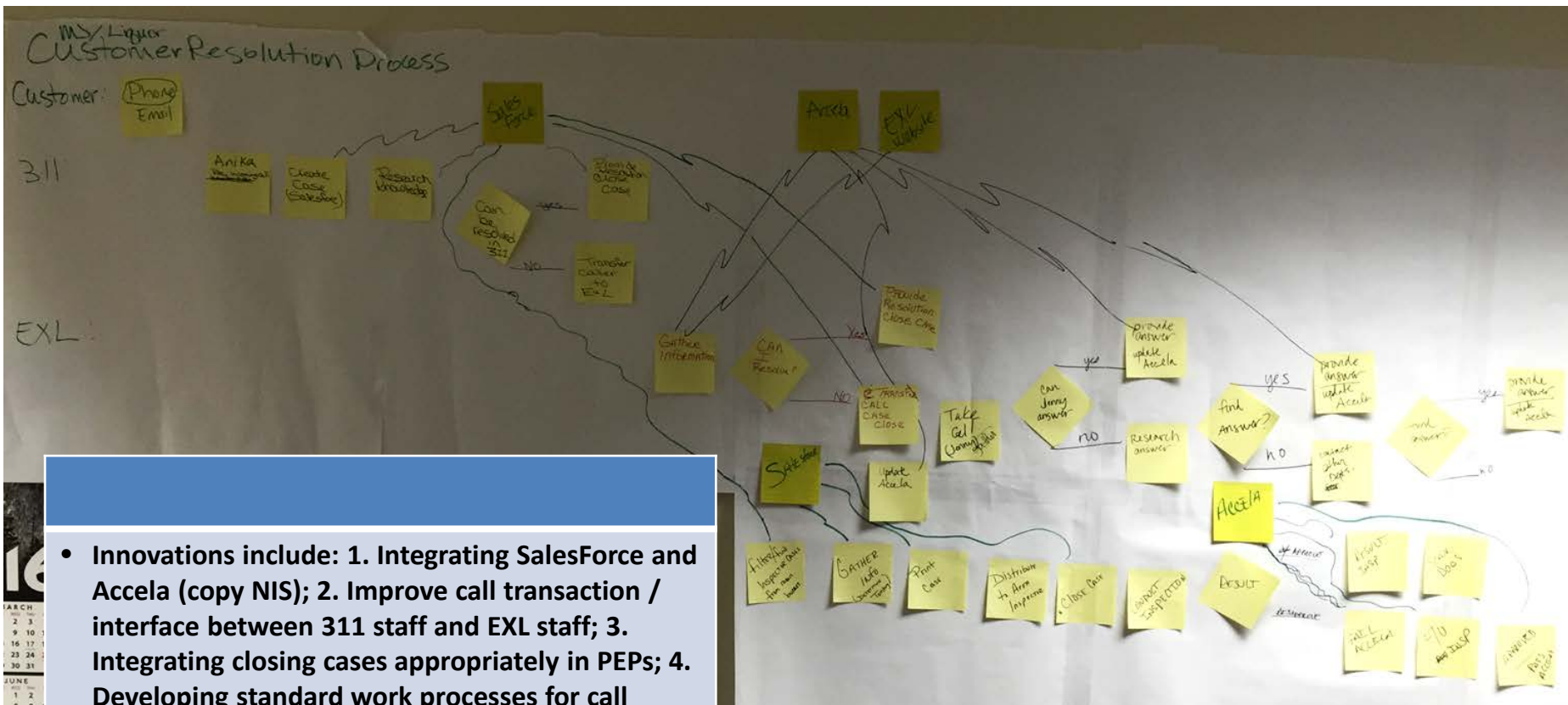
- Develop an operations manual that will alleviate some of the workload burden placed on supervisors so that they can move out of performing tactical tasks and into a more strategic role
- We are taking a comprehensive approach to career development for staff within the department by: 1. Implementing Leader Development and Development Planning for EXL Leadership utilizing the OPQ assessment tool; 2. Holding a foundational coaching workshop for EXL Leadership; 3. Providing a Conflict Resolution workshop through DiSc for all EXL staff; and 4. Conducting employee assessment and development planning utilizing the StrengthFinder 2.0 book for all EXL staff.

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Innovations – Merchant Guard, Herdic Ordinance & Short Term Rental Customer Outreach

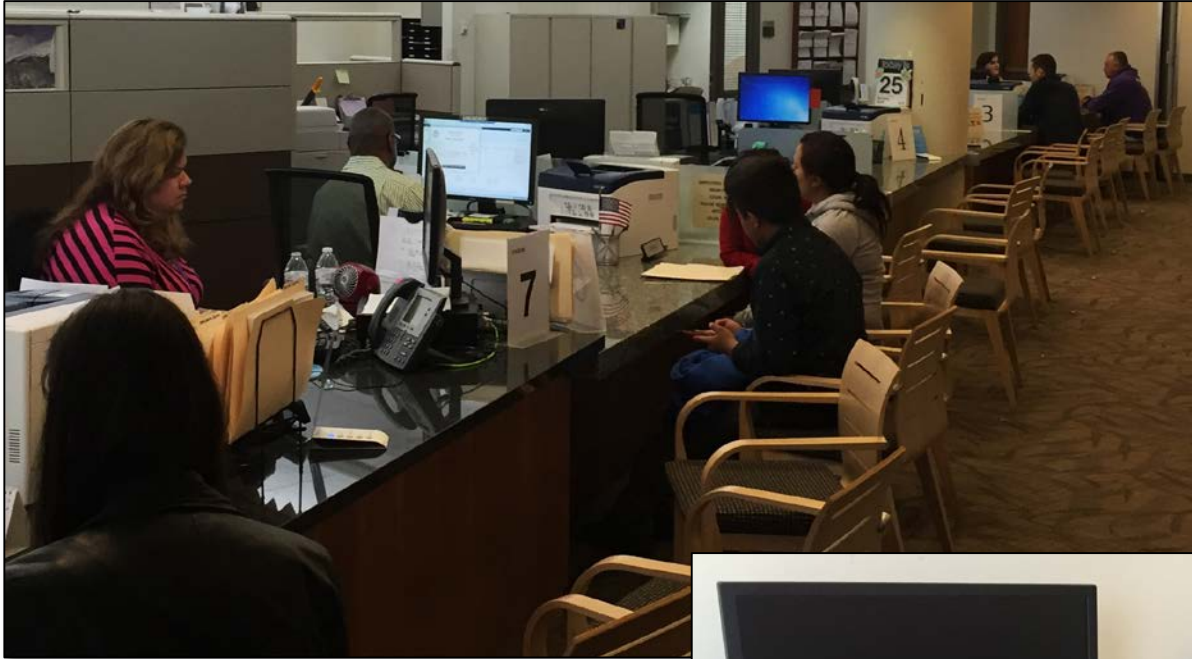


Innovation Plan – Streamline 311 Processes



- Innovations include: 1. Integrating Salesforce and Accela (copy NIS); 2. Improve call transaction / interface between 311 staff and EXL staff; 3. Integrating closing cases appropriately in PEPs; 4. Developing standard work processes for call forwarding and case resolution among EXL staff; 5. Eliminating and consolidating unnecessary steps and then automating processes between Salesforce and Accela; 6. 311 and EXL staff Gemba walk process to identify redundancies and develop standard work processes

Innovation Plan – Improve Transaction Times



- Staff A3 projects for 2016 will target transaction times.
- Staff is working together in groups to improve the completion rate of A3 projects over last year
- Taxi Testing will be computer-based rather than paper based

