

Maria Zuniga



Business Improvement & Performance Administrator, Bernalillo County, New Mexico

Maria Zuniga has 16 years of experience in county government, including budget management, leading large-scale enterprise resource planning (ERP) implementation and management, and conducting performance management and strategic planning. She led the implementation of Bernalillo County's transparency and performance management initiative using the OpenGov platform, including developing dashboards for each of the county's 35 departments and featuring approximately 300 performance measure graphs.



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Case Study: Bernalillo County, New Mexico

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About Bernalillo County

- Located in central New Mexico
- Incorporates the City of Albuquerque
- Population 662,562
- Employs ~2,500 full time employees
- 5 Commissioners – elected by district
- 5 Elected Officials – Assessor, Clerk, Probate Judge, Sheriff, and Treasurer are elected countywide
- 35 county departments that range from animal services to zoning



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The Challenge

Specific Challenges

- Public budget hearings
 - › Creating PDF report for each of 35 departments
 - Extract data from system, validate, create graphs and tables in Excel
 - Replicate same process each year
 - Manual
 - Potential for errors
 - › Difficult to provide both high-level and detailed info

Specific Challenges

- Old – PDF to Commissioners created in Excel

- New – PPT with links & graphs in OpenGov



Treasurer

Position Counts	
FTE	38
Terms	2
Frozen Positions	(2)
TOTAL POSITIONS FUNDED IN FY16	38

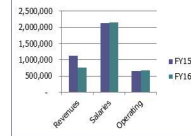
Department FT Positions Compared to Overall General Fund Positions



Revenues	
Income	\$752,385
Appropriations Requested	
Salary and Benefits	\$2,218,418
Frozen Positions	(\$73,100)
Operating	\$666,138
Operational Savings Identified	(\$0)
Total FY16 Budget	\$2,811,456

*Salary and benefits increase due to budgeting vacancies at midpoint

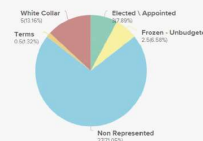
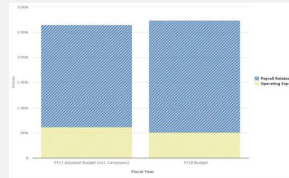
Comparison of FY15 to FY16 - Revenues and Expenditures



Treasurer

REVENUES	
Investment and Interest Income	\$50,000
Other Income	10,000
TOTAL TREASURER REVENUES	\$660,000

EXPENDITURES	
Treasurer	
Salaries	1,506,468
Taxes & Benefits	719,174
Overtime	4,300
Total Payroll	2,229,942
Total Non-payroll	511,969
Total Treasurer FY16 Budget	\$ 2,740,711



Treasurer Positions	
Elected \ Appointed	3.00
Non Represented	27.00
White Collar	5.00
Terms	0.50
Frozen - Unbudgeted	2.50
Totals:	38.00

Specific Challenges

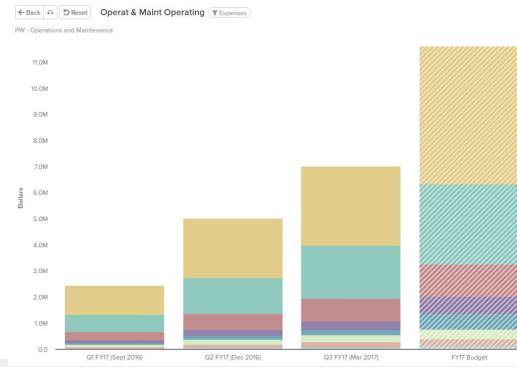
- Quarterly budget reviews with departments
 - › Time-consuming to extract data and prepare reports
 - › Standard report templates extracted, formatted, validated by analysts each quarter
 - 4-5 budget analysts, 35 reports, 4 times per year
 - Approx. 2 working days per analyst spent on this task each quarter (internal cost ~ \$11k per year)

Specific Challenges

- Quarterly Hearings - Excel

QUARTERLY A&E REPORT O&M- General Fund (11001)				
Funded Prog/Fund Ctr	Budget	Actuals Qtr 1	Actuals Qtr 2	Actuals Qtr 3
531600 Membership Fees	34,047.10	5,517.92	6,376.28	8,383.78
531605 Parking Fees			100.00	
531610 Bank Fees				
531625 Permit Fees	10,000.00	10,075.00		27.00
531650 Landfill Fees	21,494.11	6,179.37	11,655.60	7,376.48
531805 Freight Expense	700.00	70.44		350.12
531860 Snow & Ice Remova	60,000.00		20,251.29	46,732.64
531870 Duplic Printing S		9.20	39.18	
541000 Inventory Oper. B	50,000.00			
541100 Equipment Supplie	2,500.00	39.94	1,147.94	617.46
541105 Electrical Suppli				
541110 Elec Comm Supplie	1,054.88	1,054.88	703.44	1,360.91
541120 Automotive Suppli	1,000.00			22.95
541130 Sign & Signal	176,616.64	106,276.35	25,075.78	50,270.84
541135 Computer Supplies	1,500.00		17.99	1,200.00
541140 Small Tool Purcha	27,928.00	2,896.41	5,216.26	5,374.47
541200 Office Supplies		75.63	241.57	273.57
541203 Postage				
541210 Janitorial Supplie	18,127.50	15,294.35	320.59	105.46
541225 Laundry Clean Sup				
541235 Safety Supplies	7,000.00	4,938.45	1,669.07	3,782.92
541245 Clothing Supplie	15,950.00	400.00	792.10	200.00
541250 Meals & Food Supp				

- Quarterly – OpenGov Reports & Saved Views



Specific Challenges

- Performance measures
 - › Performance book with tables of data
 - › Department participation lackluster
 - › Data validation difficult
 - › Difficult to illustrate alignment to strategic plan


Specific Challenges

- Old - Performance Book

COMMUNICATIONS DEPARTMENT
 Phone: (505) 759-7000 Fax: (505) 759-7006
 10402 Holly Ave. NE, Albuquerque, NM 87122
www.berneo.gov/emergency-communications

MISSION STATEMENT

To enhance the quality of life by handling all 9-1-1 and other calls for service—dispatch necessary emergency services in a prompt, courteous, professional and correct manner; saving lives, protecting property, stopping crimes and preventing injuries; while maintaining accurate information for our user agencies.



Services (What we do):

- The department's trained and certified personnel receive 9-1-1 and non-emergency calls for service, dispatch law enforcement and fire and rescue to the citizens in the unincorporated areas of Bernalillo County twenty-four hours, seven days a week.
- Accept calls for service relative to other Bernalillo County departments that are not available after hours, such as calls related to the Public Works Department; assist, provide assistance, and make appropriate contact for these types of calls.
- Citizens can access Emergency Communications on the internet at www.berneo.gov. There is a link on the site to "Communications Department" to view performance percentages.

Department of Finance (DFA) Guidelines for Public Safety and Law Enforcement: Local Government Law Enforcement Agencies, ENHANCED 911 REQUIREMENT – 88662.10.6.2

Performance Measures

Performance Measure	Actuals Qtr. 1	Actuals Qtr. 2	Actuals Qtr. 3	Actuals Qtr. 4	YTD Actuals	2014 Target
Answer 911 calls within 6 seconds	100%	100%			100%	95%
Calls per operator (all calls)	481.33	577.67			629.50	500 EA
Cost per call (all calls)	\$12.75	\$16.69			\$28.84	\$11 VAL
Compliance with NAED protocols	96.67%	97.47%			97.07%	99%

- New – Dashboards & Web Pages

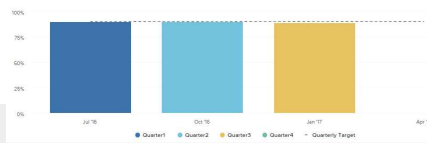
EMERGENCY COMMUNICATIONS



PI34: Answer 911 calls within ten seconds (%)

Strategic Plan Goal:	Public Safety	Business Strategy:	Increased Efficiency
Reporting Frequency:	Quarterly	Where Does the Data Come From?:	Airtius Aurora System; Aurora reports

PI34 - Answer 911 Calls Under 10 seconds (%)



The Strategies

The Strategies We Use

- Transparency & accountability
 - › Proactively share information with the public
- Make it easy to understand & access information
 - › On-demand access
 - › Data flexibility: high-level and detailed
 - › Templatize recurring documents

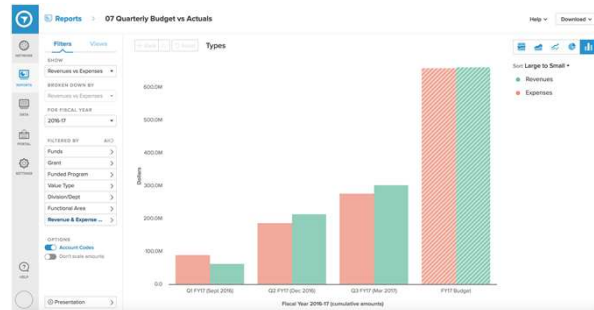
Templatize Recurring Documents

- Each dept has OpenGov report
- Dynamic views enable drill-downs
- Saved views update automatically
- Insert views into budget presentation & provide online URL
- Merges traditional presentation w/ dynamic data



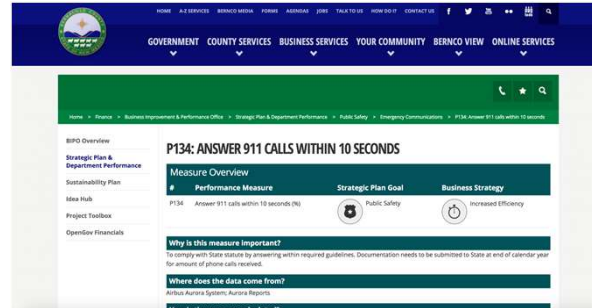
Provide On-Demand Access to Information

- No longer emailing reports back and forth
- 35 department reports centralized
- Single data source instead of numerous spreadsheet
- Reports update automatically



Proactively Share External Information

- Performance management dashboards
- Track and explain Key Performance Indicators (KPIs)
- Easier than data tables
- Provides internal insights into effectiveness
- Real-time access to interactive data



Report Walkthrough

Takeaways

- Traditional PDF reports and presentations aren't going away
 - › Create static reports faster by automating chart creation
 - › Augment them with dynamic, visual reports
- Centralize data and reports – reduces duplication and eases access
- Embrace and communicate performance metrics