

Goal 5 + 6

FY24 Budget

Presentation

GOAL 5

*Promote Transparent And Consistent
Communication Amongst All
Members Of The Community*

GOAL 6

*Set The Standard For Sound Government
And Fiscal Management*

HIGH PERFORMING GOVERNMENT



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STRATEGIC ALIGNMENT



VISION BLOCK

**HIGH PERFORMING
GOVERNMENT**

**STRATEGIC
GOALS**

**GOAL 5 - Promote Transparent & Consistent Communication
Amongst All Members of the Community**

**GOAL 6 - Set the Standard for Sound Governance
& Fiscal Management**

DEPARTMENTS
ORGANIZATIONAL ALIGNMENT

**CITY ATTORNEY'S OFFICE + CITY CLERK'S OFFICE +
CITY MANAGER'S OFFICE + HUMAN RESOURCES +
INFORMATION TECHNOLOGY + OFFICE OF THE COMPTROLLER
+ PURCHASING & STRATEGIC SOURCING + TAX OFFICE**

GOAL 5

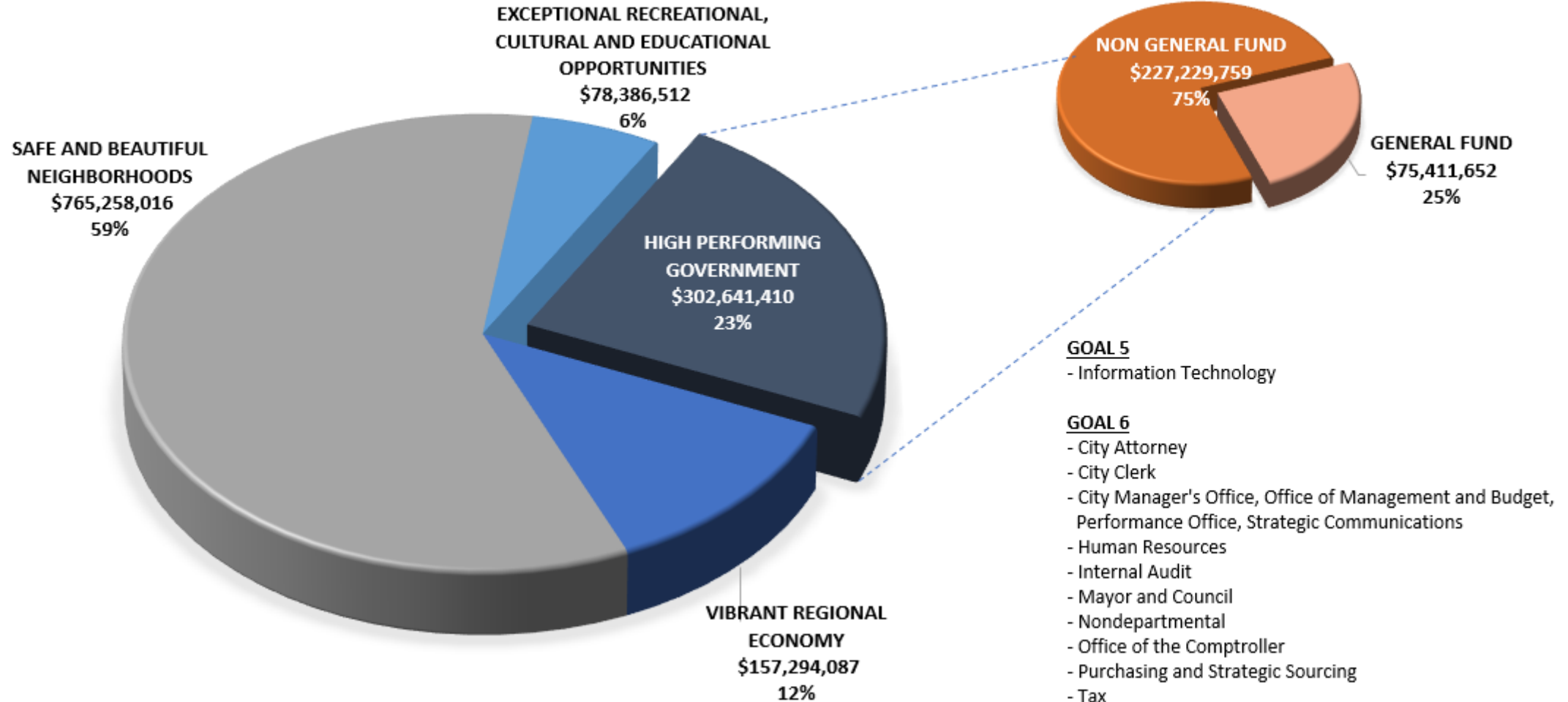
- 5.1 Set a climate of respect, collaboration and team spirit among Council, city staff and the community
- 5.2 Leverage and expand the use of current and new technology to reduce inefficiencies and improve communications
- 5.3 Promote a well-balanced customer service philosophy throughout the organization
- 5.4 Enhance internal communication and employee engagement
- 5.5 Advance two-way communication of key messages to external customers
- 5.6 Strengthen messaging opportunities through media outlets and proactive community outreach

GOAL 6

- 6.1 Recruit and retain a skilled and diverse workforce
- 6.2 Implement employee benefits and services that promote financial security
- 6.3 Implement programs to reduce organizational risks
- 6.4 Implement leading-edge practices for achieving quality and performance excellence
- 6.5 Deliver services timely and efficiently with focus on continual improvement
- 6.6 Ensure continued financial stability and accountability through sound financial management, budgeting and reporting
- 6.7 Deliver effective and efficient processes to maximize value in obtaining goods and services
- 6.8 Support transparent and inclusive government
- 6.9 Maximize City Clerk's efficiency and enhance customer experience through technology
- 6.10 Enhance the quality of decision making with legal representation and support
- 6.11 Provide efficient and effective services to taxpayers
- 6.12 Maintain city fleet to ensure safe and reliable vehicles and equipment
- 6.13 Maintain systems integrity, compliance, and business continuity

HIGH PERFORMING GOVERNMENT

FY 2024 ALL FUNDS BUDGET \$1,303,580,025



SOURCE OF FUNDING

| | | GF | NGF | | | | | | |
|-------------------------------|-----------------------------------|-------------------|---------------|--------------------|------------------|-------------------|------------------|-------------------|--------------------|
| DEPARTMENT | | GENERAL FUND | CDBG | DEBT SERVICE | CAPITAL PROJECTS | SPECIAL REVENUE | ENTERPRISE | INTERNAL SERVICE | ALL FUNDS |
| Goal 5 | INFORMATION TECHNOLOGY | 24,676,524 | - | - | - | - | - | - | 24,676,524 |
| COMMUNICATIONS TOTAL | | 24,676,524 | - | - | - | - | - | - | 24,676,524 |
| Goal 6 | CITY ATTORNEY | 6,089,120 | 50,638 | - | - | - | - | - | 6,139,758 |
| | CITY CLERK | 922,507 | - | - | - | - | - | - | 922,507 |
| | CMO, OMB, PO, SC | 3,220,658 | - | - | - | - | - | - | 3,220,658 |
| | HUMAN RESOURCES | 4,041,014 | - | - | - | - | - | 75,312,591 | 79,353,605 |
| | INTERNAL AUDIT DEPARTMENT | 1,061,620 | - | - | - | - | - | - | 1,061,620 |
| | MAYOR AND COUNCIL | 2,322,075 | - | - | - | 80,000 | - | - | 2,402,075 |
| | NON-DEPARTMENTAL | 27,585,612 | - | 122,084,150 | - | 26,985,254 | - | - | 176,655,016 |
| | OFFICE OF THE COMPTROLLER | 3,447,858 | - | - | 102,662 | - | - | - | 3,550,520 |
| | PURCHASING AND STRATEGIC SOURCING | 2,044,665 | - | - | - | - | - | - | 2,044,665 |
| | TAX | - | - | - | - | - | - | 2,614,462 | 2,614,462 |
| SOUND GOVERNANCE TOTAL | | 50,735,128 | 50,638 | 122,084,150 | 102,662 | 27,065,254 | 2,614,462 | 75,312,591 | 277,964,887 |
| VISION BLOCK TOTAL | | 75,411,652 | 50,638 | 122,084,150 | 102,662 | 27,065,254 | 2,614,462 | 75,312,591 | 302,641,410 |

MAJOR VARIANCES

GOAL 5

- **Information Technology** – Increase due to compensation and Schedule E – IT maintenance contracts

GOAL 6

- **City Attorney** – Increase due to compensation and additional positions
- **City Clerk** – Decrease due to non-election year
- **Tax Office** – Increase due to compensation, indirect costs and lease agreement
- **Human Resources** – Increase due to compensation, the Tuition Assistance Program (TAP), and increases in the Self-Insurance Fund
- **Internal Audit** - increase in compensation and cybersecurity contract
- **Office of the Comptroller** – Increase due to compensation
- **Purchasing and Strategic Sourcing** – Increase due to compensation
- **Non-departmental** – Increase in general liability insurance, Camino Real Regional Mobility Authority (CRRMA) interlocal agreements (TRZ 2 & 3), appraisal services, and transfer to Animal Services

EXPENSES - GENERAL FUND

| DEPARTMENT | | FY 2022 Adopted | FY 2023 Adopted | FY 2024 Preliminary | Variance | Percent |
|-------------------------------|-----------------------------------|--------------------|--------------------|------------------------|------------------|-------------|
| Goal 5 | INFORMATION TECHNOLOGY | 21,442,986 | 22,916,444 | 24,676,524 | 1,760,079 | 7.7% |
| COMMUNICATIONS TOTAL | | 21,442,986 | 22,916,444 | 24,676,524 | 1,760,079 | 7.7% |
| Goal 6 | CITY ATTORNEY | 4,593,071 | 4,917,866 | 6,089,120 | 1,171,253 | 23.8% |
| | CITY CLERK | 778,110 | 1,315,254 | 922,507 | (392,748) | -29.9% |
| | CMO, OMB, PO, SC | 2,989,074 | 3,089,473 | 3,220,658 | 131,186 | 4.2% |
| | HUMAN RESOURCES | 2,577,080 | 2,989,834 | 4,041,014 | 1,051,180 | 35.2% |
| | INTERNAL AUDIT | 796,251 | 905,122 | 1,061,620 | 156,498 | 17.3% |
| | MAYOR AND COUNCIL | 1,669,697 | 2,198,547 | 2,322,075 | 123,528 | 5.6% |
| | NON-DEPARTMENTAL | 23,452,826 | 25,637,760 | 27,585,612 | 1,947,852 | 7.6% |
| | OFFICE OF THE COMPTROLLER | 2,969,707 | 3,241,823 | 3,447,858 | 206,035 | 6.4% |
| | PURCHASING AND STRATEGIC SOURCING | 1,743,811 | 1,855,844 | 2,044,665 | 188,822 | 10.2% |
| SOUND GOVERNANCE TOTAL | | 41,569,626 | 46,151,523 | 50,735,128 | 4,583,605 | 9.9% |
| VISION BLOCK TOTAL | | 63,012,612 | 69,067,967 | 75,411,652 | 6,343,684 | 9.2% |

Variance Highlights:

- **Information Technology** – Increase in compensation & IT Maintenance Contracts
- **City Attorney** – Increase in compensation and staffing
- **City Clerk** – No election budgeted in FY 2024
- **City Manager** – Increase in compensation
- **Human Resources** – Increase compensation & Tuition Assistance Program
- **Internal Audit** – Increase in compensation and cybersecurity contract
- **Mayor and Council** – Increase in compensation
- **Non-Departmental** – Increase in appraisal services, health and general liability insurance and transfer to Animal Services
- **Office of the Comptroller** – Increase in compensation
- **Purchasing and Strategic Sourcing** – Increase in compensation

EXPENSES - GENERAL FUND

| CATEGORY | FY 2022 Adopted | FY 2023 Adopted | FY 2024 Preliminary | Amount | Percent |
|----------------------------|--------------------|--------------------|------------------------|------------------|-------------|
| PERSONAL SERVICES | 25,032,700 | 28,990,582 | 32,238,782 | 3,248,200 | 11.2% |
| CONTRACTUAL SERVICES | 17,066,282 | 20,916,768 | 22,393,906 | 1,477,138 | 7.1% |
| MATERIALS AND SUPPLIES | 641,986 | 645,186 | 722,622 | 77,436 | 12.0% |
| OPERATING EXPENDITURES | 5,369,823 | 8,207,053 | 6,722,416 | (1,484,637) | -18.1% |
| NON-OPERATING EXPENDITURES | 1,449,688 | 1,449,688 | 1,449,688 | - | - |
| OTHER USES | 13,452,133 | 8,858,690 | 11,884,237 | 3,025,548 | 34.2% |
| TOTAL EXPENDITURES | 63,012,612 | 69,067,967 | 75,411,652 | 6,343,684 | 9.2% |

Variance Highlights:

- **Personal Services** – Increase in compensation and staffing adjustments
- **Contractual Services** – Increase in Schedule E – IT maintenance contracts and appraisal services
- **Materials and Supplies** – Increase in Human Resources (HR) one time office purchase
- **Operating Expenditures** – Decrease in salary reserve due to appropriation of compensation increases within the departments, increase in general liability insurance, and Tuition Assistance Program (TAP)
- **Other Uses** – Transfer out to Animal Services and 380 Agreements payments

EXPENSES - NON-GENERAL FUND

| Department | | FY 2022 Adopted | FY 2023 Adopted | FY 2024 Preliminary | Variance | Percent |
|-------------------------------|---------------------------|--------------------|--------------------|------------------------|------------------|-------------|
| Goal 6 | CITY ATTORNEY | 80,280 | 65,243 | 50,638 | (14,605) | -22.4% |
| | HUMAN RESOURCES | 67,939,133 | 73,142,156 | 75,312,591 | 2,170,436 | 3.0% |
| | MAYOR AND COUNCIL | 80,000 | 80,000 | 80,000 | - | 0.0% |
| | NON-DEPARTMENTAL | 132,354,459 | 146,974,946 | 149,069,404 | 2,094,458 | 1.4% |
| | OFFICE OF THE COMPTROLLER | 71,789 | 89,608 | 102,662 | 13,054 | 14.6% |
| | TAX | 2,330,540 | 2,324,297 | 2,614,462 | 290,165 | 12.5% |
| SOUND GOVERNANCE TOTAL | | 202,856,202 | 222,676,251 | 227,229,759 | 4,553,508 | 2.0% |
| VISION BLOCK TOTAL | | 202,856,202 | 222,676,251 | 227,229,759 | 4,553,508 | 2.0% |

Variance Highlights:

- **City Attorney** – Reduction in funding from Community Development Block Grants (CDBG)
- **Human Resources** – Increase in workers compensation benefits and prescription benefits
- **Non-Departmental** – Decrease in Debt Service requirement, increase in Camino Real Regional Mobility Authority (CRRMA) Transportation Reinvestment Zone (TRZ) 2 and 3
- **Office of the Comptroller** – Increase in compensation for Property Control
- **Tax Office** – Increase in compensation, indirect costs and contractual increases

EXPENSES - NON-GENERAL FUND

| CATEGORY | FY 2022 Adopted | FY 2023 Adopted | FY 2024 Preliminary | Amount | Percent |
|----------------------------|--------------------|--------------------|------------------------|------------------|-------------|
| PERSONAL SERVICES | 7,181,592 | 7,276,851 | 8,045,985 | 769,134 | 10.6% |
| CONTRACTUAL SERVICES | 69,782,459 | 75,584,366 | 79,483,803 | 3,899,437 | 5.2% |
| MATERIALS AND SUPPLIES | 686,524 | 674,380 | 691,380 | 17,000 | 2.5% |
| OPERATING EXPENDITURES | 2,026,774 | 1,950,418 | 2,121,174 | 170,756 | 8.8% |
| NON-OPERATING EXPENDITURES | 114,957,286 | 126,583,331 | 124,748,892 | (1,834,439) | -1.4% |
| OTHER USES | 8,101,567 | 10,459,810 | 11,991,430 | 1,531,620 | 14.6% |
| CAPITAL OUTLAY | 120,000 | 147,094 | 147,094 | - | - |
| TOTAL EXPENDITURES | 202,856,202 | 222,676,251 | 227,229,759 | 4,553,508 | 2.0% |

Variance Highlights:

- **Personal Services** – Increase in compensation, additional staffing, and contribution to Health Savings Account (H.S.A.)
- **Contractual Services** – Increase in workers compensation benefits, prescription benefits, and increase in Camino Real Regional Mobility Authority (CRRMA) Transportation Reinvestment Zone (TRZ) 2 and 3
- **Materials and Supplies** – Increase in fuel costs
- **Operating Expenditures** – Increase in indirect costs and property insurance
- **Non-Operating Expenditures** – Decrease in debt service requirement
- **Other Uses** – Increase in transfer to capital for Convention Center, increase in transfer to fund balance for TRZ 2, and elimination of transfer to fund balance in Self Insurance Fund (SIF)

STAFFING - ALL FUNDS

| DEPARTMENT | | FY 2022 Adopted | FY 2023 Adopted | FY 2024 Preliminary | Variance |
|-------------------------------|-----------------------------------|--------------------|--------------------|------------------------|--------------|
| Goal 5 | INFORMATION TECHNOLOGY | 82.00 | 91.00 | 95.00 | 4.00 |
| COMMUNICATIONS TOTAL | | 82.00 | 91.00 | 95.00 | 4.00 |
| Goal 6 | CITY ATTORNEY | 43.50 | 45.50 | 48.50 | 3.00 |
| | CITY CLERK | 8.00 | 8.00 | 8.00 | - |
| | CMO, OMB, PO, SC | 30.00 | 32.00 | 32.50 | 0.50 |
| | HUMAN RESOURCES | 55.00 | 61.00 | 67.00 | 6.00 |
| | INTERNAL AUDIT | 9.00 | 9.50 | 10.00 | 0.50 |
| | MAYOR AND COUNCIL | 24.00 | 28.00 | 28.00 | - |
| | NON-DEPARTMENTAL | 7.00 | 19.00 | 19.00 | - |
| | OFFICE OF THE COMPTROLLER | 38.00 | 38.00 | 38.00 | - |
| | PURCHASING AND STRATEGIC SOURCING | 29.00 | 29.00 | 29.00 | - |
| TAX | 24.50 | 24.50 | 24.50 | - | |
| SOUND GOVERNANCE TOTAL | | 268.00 | 294.50 | 304.50 | 10.00 |
| VISION BLOCK TOTAL | | 350.00 | 385.50 | 399.50 | 14.00 |

Variance Highlights:

- **Information Technology** – Addition for Body Worn Camera program and cybersecurity
- **City Attorney** – Increase of 3 City Attorney I
- **City Manager** – Increase for an Undergraduate Intern
- **Human Resources** – Creation of Risk Management and ADA Coordinator
- **Internal Audit** – Increase for an Auditor I

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• **Unfunded Priorities**





FY24 PRIORITIES & PLANNED ACCOMPLISHMENTS

GOAL 5 (COMMUNICATION)

GOAL 5 FY 2024 PRIORITIES

- Cybersecurity
- IT Equipment Upgrades
- Leverage Cloud Platforms



FY2024 PLANNED ACCOMPLISHMENTS – GOAL 5

Information Technology

| | |
|-----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Leverage and expand the use of current and new technology to reduce inefficiencies and improve communications</p> | <p>Improved availability, accessibility, and security with software cloud migrations and mobile-ready initiatives.</p> <ul style="list-style-type: none"> • HR + Financial System Cloud migrations <p>Modernized software solutions to enhance customer experience.</p> <ul style="list-style-type: none"> • EP311 mobile app – improved Service Request communications to residents |
| <p>Maintain Systems integrity, compliance and business continuity</p> | <p>Cybersecurity</p> <ul style="list-style-type: none"> • Expansion of Security Awareness Program Offerings • Continued reduction of employee phishing failure rates thru communication initiatives and education • Vulnerability Management program reducing cybersecurity risk footprint • Enhancements of Internet Security layer |



FY24 PRIORITIES & PLANNED ACCOMPLISHMENTS

GOAL 6 (SOUND GOVERNANCE)

GOAL 6 FY 2024 PRIORITIES

- Staffing Levels
- Expand Volunteer + Internship Programs
- HR4VETS
- Design and deliver new customer experience learning + innovation programs (frontline focus)
- Rollout of 88th Legislative Session Changes
- Comprehensive Legal support for Advanced Manufacturing and Design Centers
- Tax Office Lobby Renovation
- Phase 1 of LSS Green Belt Project to standardize Boards and Commissions Agendas and Minutes
- Adapt Internal Audit Charter and Departmental Policies & Procedures to conform with new City Charter Amendment regarding the Chief Internal Auditor's Reporting Structure



FY2024 PLANNED ACCOMPLISHMENTS – GOAL 6

City Attorney

Support transparent and inclusive government

State and Federal Legislative Program



Enhance the quality of decision making with legal representation and support

- **Rollout of 88th Legislative Session and successive special sessions**
 - **Superpreemption legislation**
 - **Property Tax Relief**
 - **Open Government Public Information**
 - **Election/Redistricting**
 - **Land Development**
 - **Purchasing**
 - **Economic Development**
 - **Employment**
- **Create a specialized team of lawyers and staff to support the Advanced Manufacturing Development at the Airport.**
- **Focus on Workforce Development + Customer Service**
 - **Attract, retain, and develop municipal lawyers**
 - **Continue to develop specialties in municipal law**
 - **Utilities**
 - **Civil Rights**
 - **Further develop onboarding program for new lawyers**
 - **Attend State and National Associations**

FY2024 PLANNED ACCOMPLISHMENTS – GOAL 6

City Clerk

Support transparent and inclusive government



- Complete Phase 1 of LSS Green Belt Project to standardize Boards and Commissions Agendas and Minutes
- Launch and complete Phase 2 of LSS Green Belt Project to deploy Board Liaison Training and provide monthly training for incoming liaisons



38 Boards, 400 Board Seats



FY2024 PLANNED ACCOMPLISHMENTS – GOAL 6

Enterprise Risk & Safety

Implement programs to reduce organizational risk

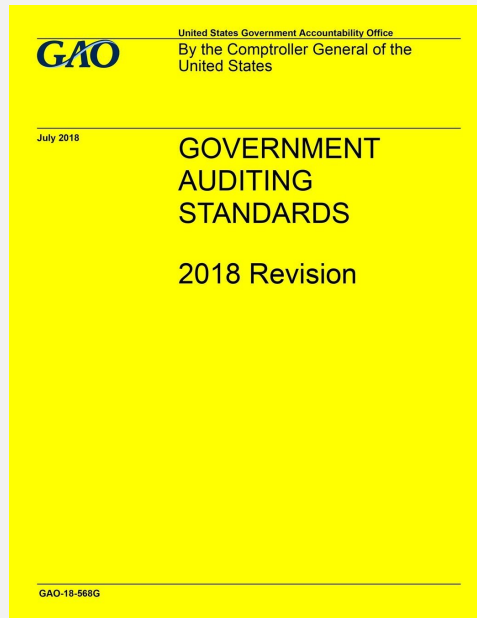


- **Began development of new safety compliance manuals and safety training program**
- **Conducting a review of transferrable contractual risks in collaboration with City Attorney's Office**
- **Performing an inventory of current insurance policies and broker services**
- **Launched a workers' compensation claims review process**
- **Developing process improvement to the incident management process to enhance reporting efficiencies and reduce incidents**
- **Developing Enterprise Risk Management (ERM) frameworks to address CoEP organizational resiliency**
- **Launched a new Enterprise Risk & Safety Oversight Committee CY23 Q3**

FY2024 PLANNED ACCOMPLISHMENTS – GOAL 6

Internal Audit

Support transparent and inclusive government



- **Adapt Internal Audit Charter and Departmental Policies & Procedures to conform with new City Charter Amendment regarding the Chief Internal Auditor's Reporting Structure.**
- **Identify and Engage the next round of 20 Hotel Occupancy Tax (HOT) Audits.**
- **Identify and Engage the next Utility company to conduct a Franchise Fee Audit on.**
- **Co-Source City Cyber Security Audit with an outside firm.**
- **Encourage staff to sit for Internal Audit Professional Certification exams**

FY2024 PLANNED ACCOMPLISHMENTS – GOAL 6

Office of the Comptroller

Ensure continued financial stability and accountability through sound financial management, budgeting and reporting

30 Create and implement a plan to address long-term liabilities and sustain the City's Bond Rating

30 Identify potential new revenue streams

30 Establish Bond Election

- Update policies and procedures and develop trainings through EP-learners for all City departments
- Complete the FY23 audit with no financial findings
- Submit the 2023 ACFR to GFOA for 26th award
- Submit the PAFR to GFOA for 3rd award
- Implement A/R collection process citywide



FY2024 PLANNED ACCOMPLISHMENTS – GOAL 6

Purchasing & Strategic Sourcing

Deliver effective and efficient processes to maximize value in obtaining goods and services

- **Publish Virtual Training Videos**
- **Disparity Study**
- **10th Consecutive Achievement in Excellence in Procurement award**
- **11th Annual Cooperative Purchasing Expo**

FY2024 PLANNED ACCOMPLISHMENTS – GOAL 6

Human Resources

Recruit and retain a skilled and diverse workforce

 **Plan and implement dynamic and broadly partnered talent management strategies**

- **Centralized Employee Service Request System**
- **Service Recognition Program Updates**
- **Expanded Volunteer + Internship Program**

FY2024 PLANNED ACCOMPLISHMENTS – GOAL 6

Transformation Office

Implement leading-edge practices for achieving quality and performance excellence



Expand workforce development and organizational focus on continuous improvement through targeted training, activating partnerships and growing best practices



Become a model for activating interagency and multi-sector partnerships and demonstrate results under the Communities of Excellence framework

Community Focus

- Deliver innovation projects co-created with youth
- New customer experience training
- Make www.eplearners.com accessible to public
- Champion Opportunity Youth/Young Adult program launch with Libraries + UTEP (Collaborative for Academic Excellence) and core partners



Workforce Focus

- Deliver new in-house Innovation training
 - Focus on our frontline
 - Available across all City departments and City partners
- Expand www.eplearners.com features, improve ease of use
- Leadership Development
 - New LEaD Program (Lead, Empower and Develop)
 - Deliver new coaching and mentoring program

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• **Unfunded Priorities**





UNFUNDED PRIORITIES

GOAL 5 (COMMUNICATION)
GOAL 6 (SOUND GOVERNANCE)

FY 2024 UNFUNDED AND UNDERFUNDED PRIORITIES

HIGH PERFORMING GOVERNMENT

| Dept | Item | Est. Cost |
|------------------------|-------------------------------------------|---------------------|
| Information Technology | Equipment Replacement and Cyber Security | \$ 1,381,758 |
| City-wide | Municipal ID | \$ 250,000 |
| City-wide | Office of Equity (June 20th Council Item) | TBD |
| Total | | \$ 1,631,758 |

Goal 5 + 6

FY24 Budget

Presentation

GOAL 5

*Promote Transparent And Consistent
Communication Amongst All
Members Of The Community*

GOAL 6

*Set The Standard For Sound Government
And Fiscal Management*

HIGH PERFORMING GOVERNMENT

