

# 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**

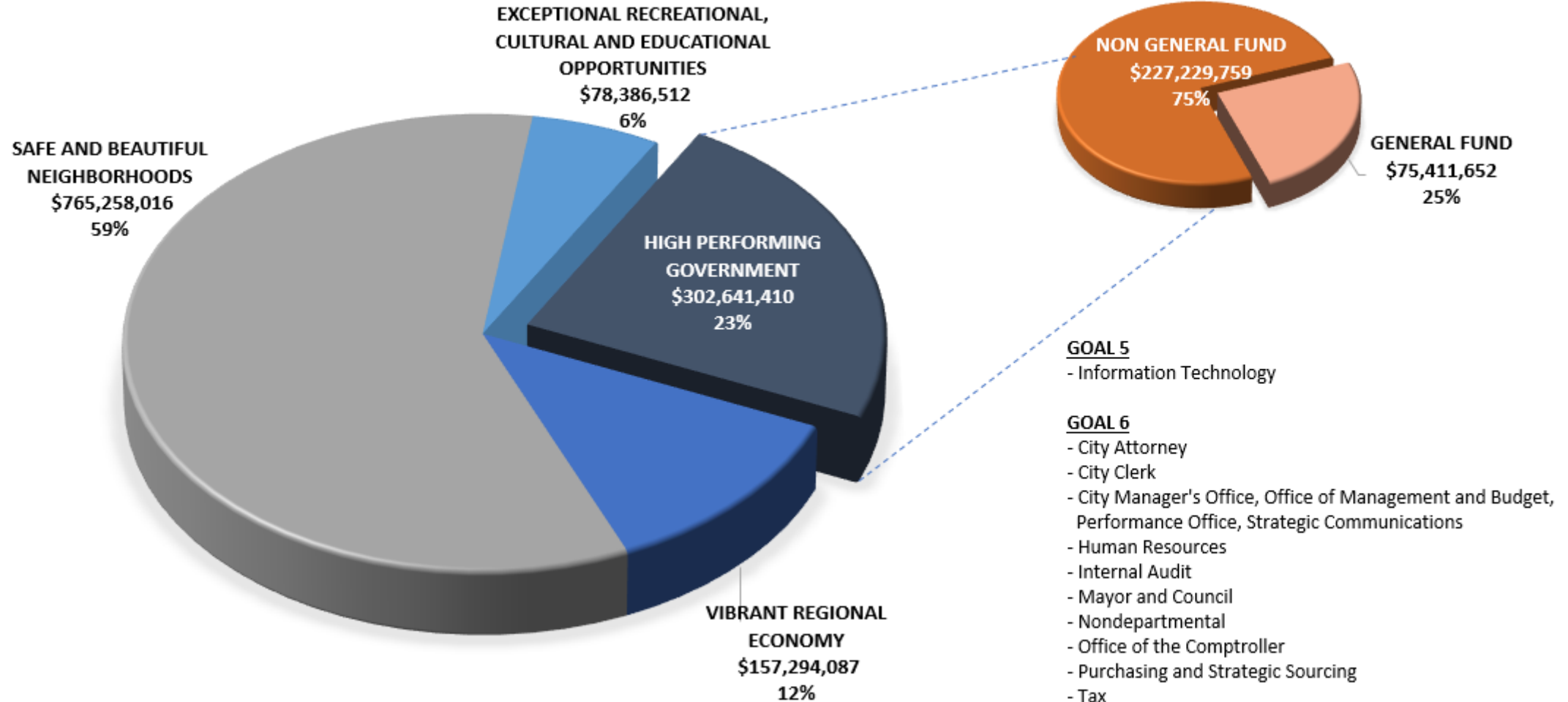
- **5.1 Set a climate of respect, collaboration and team spirit among Council, city staff and the community**
- **5.2 Leverage and expand the use of current and new technology to reduce inefficiencies and improve communications**
- **5.3 Promote a well-balanced customer service philosophy throughout 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
<b>Goal 5</b>	INFORMATION TECHNOLOGY	24,676,524	-	-	-	-	-	-	24,676,524
<b>COMMUNICATIONS TOTAL</b>		<b>24,676,524</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>24,676,524</b>
<b>Goal 6</b>	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
<b>SOUND GOVERNANCE TOTAL</b>		<b>50,735,128</b>	<b>50,638</b>	<b>122,084,150</b>	<b>102,662</b>	<b>27,065,254</b>	<b>2,614,462</b>	<b>75,312,591</b>	<b>277,964,887</b>
<b>VISION BLOCK TOTAL</b>		<b>75,411,652</b>	<b>50,638</b>	<b>122,084,150</b>	<b>102,662</b>	<b>27,065,254</b>	<b>2,614,462</b>	<b>75,312,591</b>	<b>302,641,410</b>

# 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%
<b>COMMUNICATIONS TOTAL</b>		<b>21,442,986</b>	<b>22,916,444</b>	<b>24,676,524</b>	<b>1,760,079</b>	<b>7.7%</b>
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%
<b>SOUND GOVERNANCE TOTAL</b>		<b>41,569,626</b>	<b>46,151,523</b>	<b>50,735,128</b>	<b>4,583,605</b>	<b>9.9%</b>
<b>VISION BLOCK TOTAL</b>		<b>63,012,612</b>	<b>69,067,967</b>	<b>75,411,652</b>	<b>6,343,684</b>	<b>9.2%</b>

### 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%
<b>TOTAL EXPENDITURES</b>	<b>63,012,612</b>	<b>69,067,967</b>	<b>75,411,652</b>	<b>6,343,684</b>	<b>9.2%</b>

**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%
<b>SOUND GOVERNANCE TOTAL</b>		<b>202,856,202</b>	<b>222,676,251</b>	<b>227,229,759</b>	<b>4,553,508</b>	<b>2.0%</b>
<b>VISION BLOCK TOTAL</b>		<b>202,856,202</b>	<b>222,676,251</b>	<b>227,229,759</b>	<b>4,553,508</b>	<b>2.0%</b>

**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	-	-
<b>TOTAL EXPENDITURES</b>	<b>202,856,202</b>	<b>222,676,251</b>	<b>227,229,759</b>	<b>4,553,508</b>	<b>2.0%</b>

**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
<b>Goal 5</b>	INFORMATION TECHNOLOGY	82.00	91.00	95.00	4.00
<b>COMMUNICATIONS TOTAL</b>		<b>82.00</b>	<b>91.00</b>	<b>95.00</b>	<b>4.00</b>
<b>Goal 6</b>	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	-	
<b>SOUND GOVERNANCE TOTAL</b>		<b>268.00</b>	<b>294.50</b>	<b>304.50</b>	<b>10.00</b>
<b>VISION BLOCK TOTAL</b>		<b>350.00</b>	<b>385.50</b>	<b>399.50</b>	<b>14.00</b>

**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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# FY24 PRIORITIES & PLANNED ACCOMPLISHMENTS

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## GOAL 5 (COMMUNICATION)

# GOAL 5 FY 2024 PRIORITIES

- Cybersecurity
- IT Equipment Upgrades
- Leverage Cloud Platforms



# FY2024 PLANNED ACCOMPLISHMENTS – GOAL 5

## Information Technology

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





# FY24 PRIORITIES & PLANNED ACCOMPLISHMENTS

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## 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**

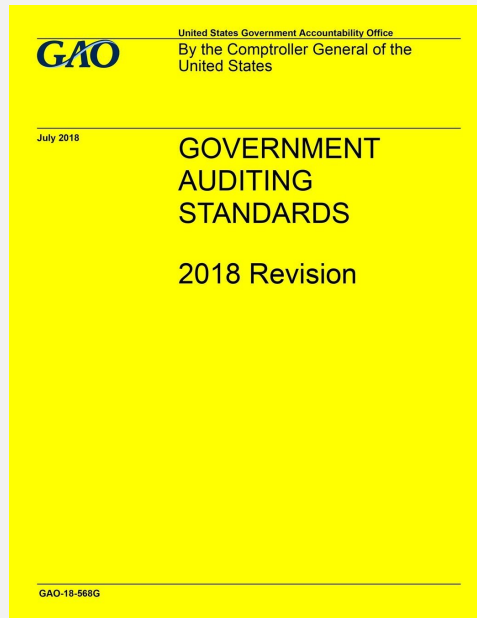


- **Began development of new safety compliance manuals and safety training program**
- **Conducting a review of transferrable contractual risks in collaboration with City Attorney's Office**
- **Performing an inventory of current insurance policies and broker services**
- **Launched a workers' compensation 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

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

 Identify potential new revenue streams

 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](http://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](http://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

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**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
<b>Total</b>		<b>\$ 1,631,758</b>

# 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**

