

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

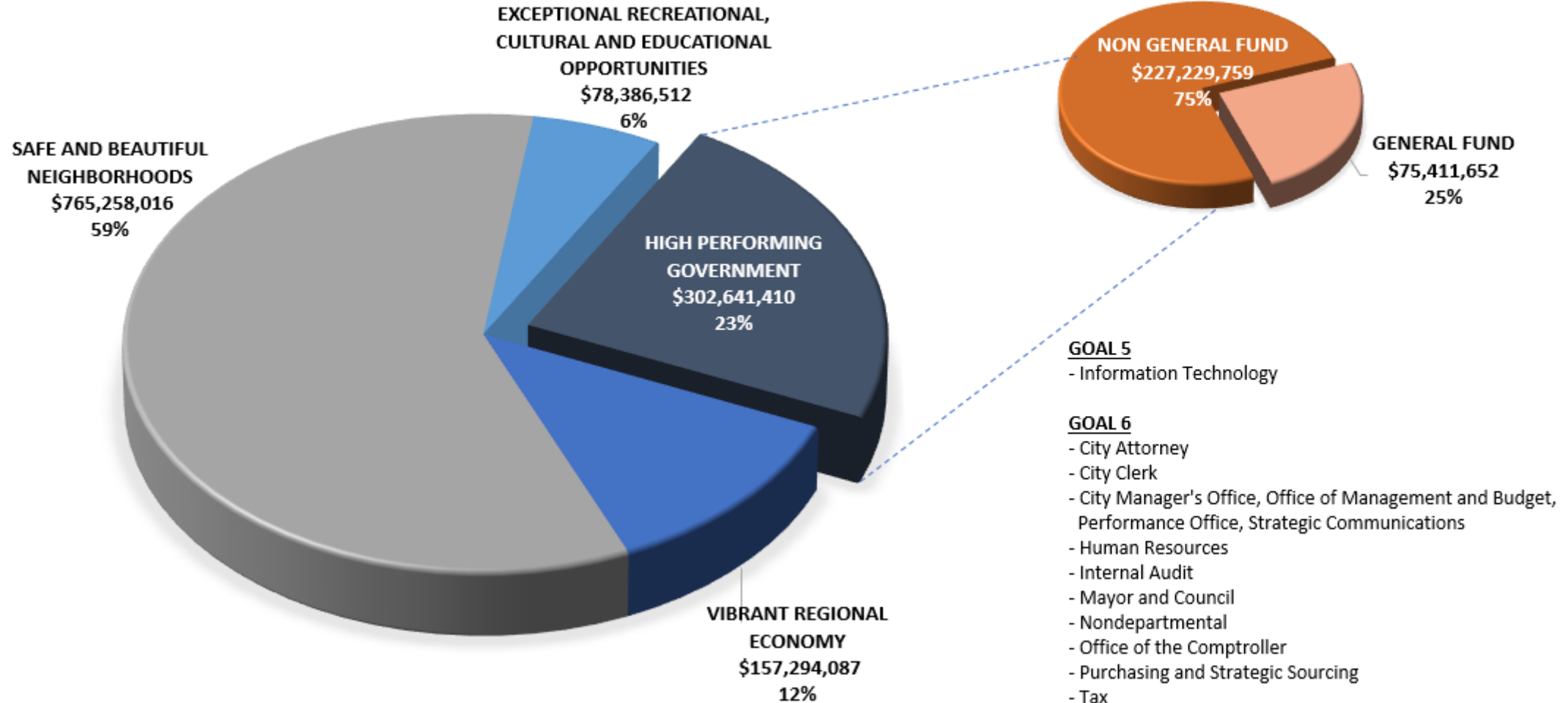
- 5.1 Set a climate of respect, collaboration and team spirit among Council, city staff and the community
- 5.2 Leverage and expand the use of current and new technology to reduce inefficiencies and improve communications
- 5.3 Promote a well-balanced customer service philosophy throughout the organization
- 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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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

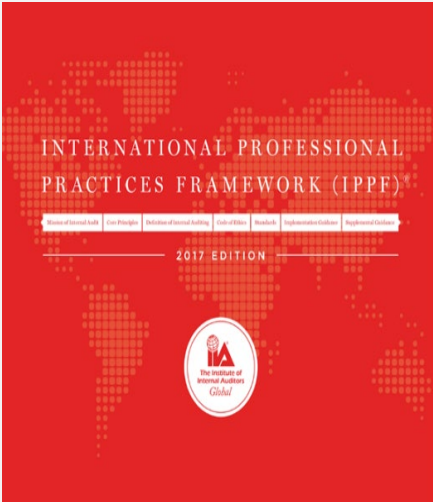
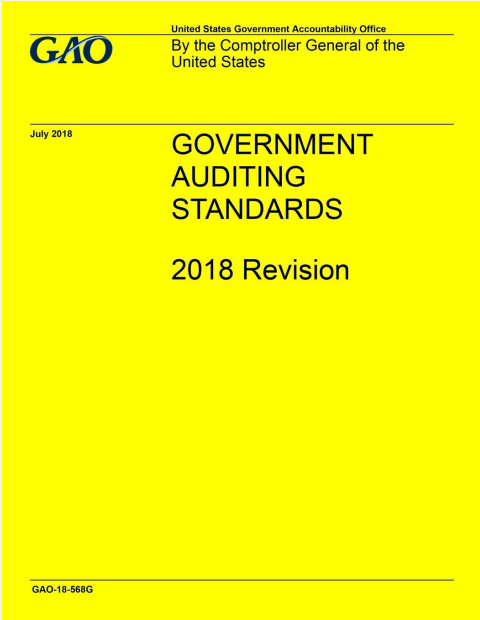


- **Began development of new safety compliance manuals and safety training program**
- **Conducting a review of transferrable contractual risks in collaboration with City Attorney's Office**
- **Performing an inventory of current insurance policies and broker services**
- **Launched a workers' compensation 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	<ul style="list-style-type: none">• Publish Virtual Training Videos• Disparity Study• 10th Consecutive Achievement in Excellence in Procurement award• 11th Annual Cooperative Purchasing Expo
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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

