

# Operational Overview

## Tommy Gonzalez

DECEMBER 2020

# **WHAT WE WILL COVER**

**1. Organizational Transformation**

**2. Community of Excellence**

**3. Agility (Response + Recovery)**



# El Paso @ a Glance



**682,669** residents

**6,500** employees

**6th** most populous city in Texas

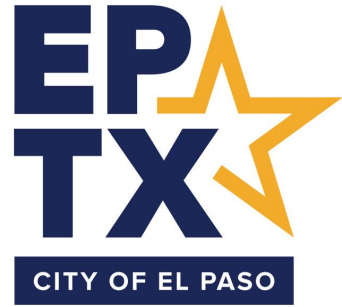
**22nd** largest in U.S.

- **Largest bi-national metroplex in the western hemisphere**
- **Mainstay of Top Safest City**

# Key Focus Areas

- **Implementing the blueprint**
- **Making priorities a priority**
- **Partnering for success**





# Organizational TRANSFORMATION

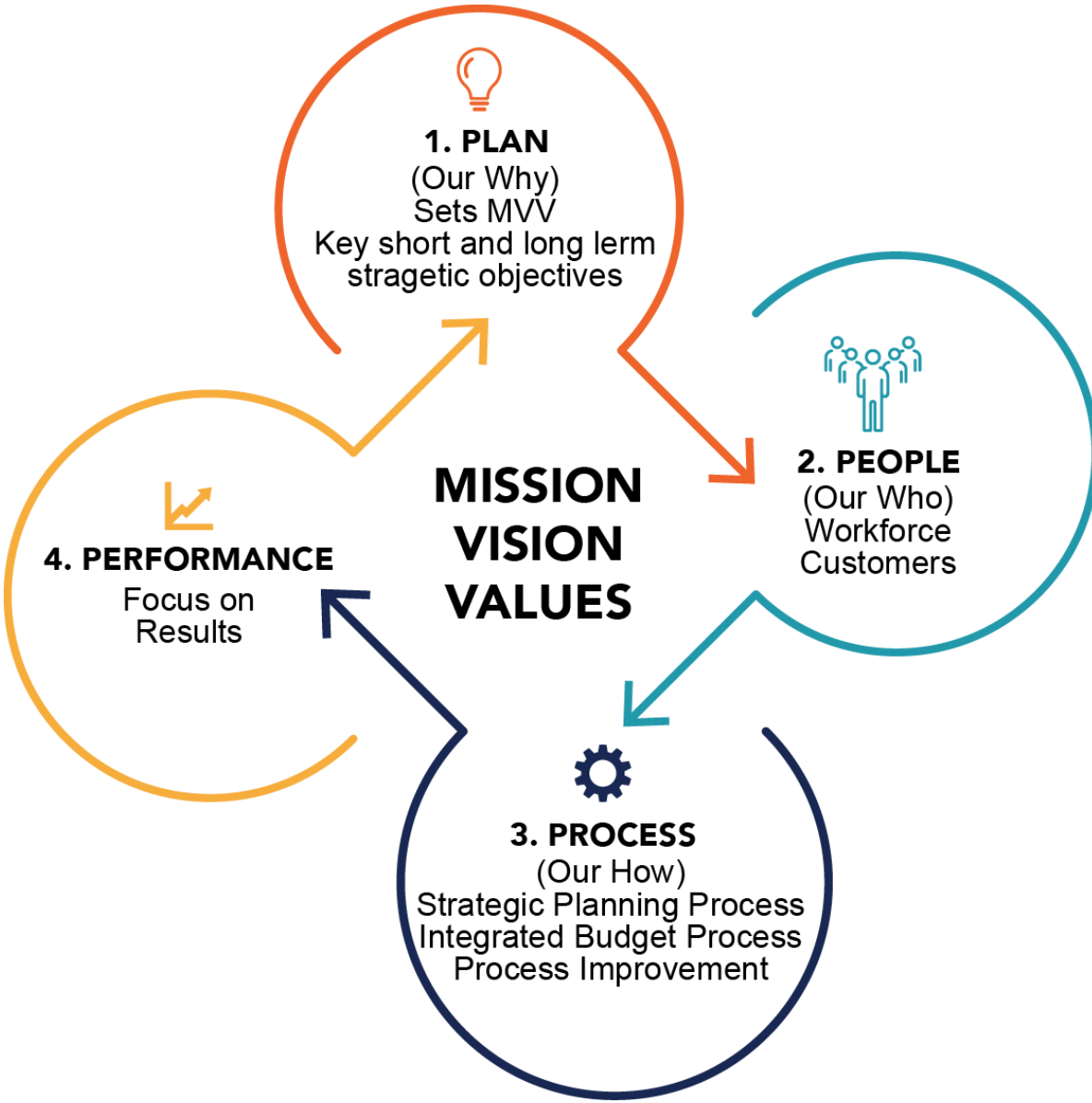
**Vision is the  
art of seeing  
what is  
invisible to  
others.  
~Swift**



# OUR BEACON OF LIGHT



**STRATEGIC PLAN +  
PROCESS/SYSTEMS =  
RESULTS**



*How we get there*

# FINANCIAL FOCUS



## ORGANIZATIONAL DISCIPLINE

FROM

**125%, OR \$41.6M** IN GENERAL FUND RESERVES THROUGH BUDGET DISCIPLINE (FROM **\$33.4M** TO **\$75M**) TO ADDRESS OUR PRIORITIES AND SHAPE LONG-TERM STRATEGY

**\$113M**

IN SAVINGS & EFFICIENCIES

**\$285.9M**

IN NEW REVENUE

**4**

CONSECUTIVE YEARS WITH  
**ZERO** AUDIT FINDINGS

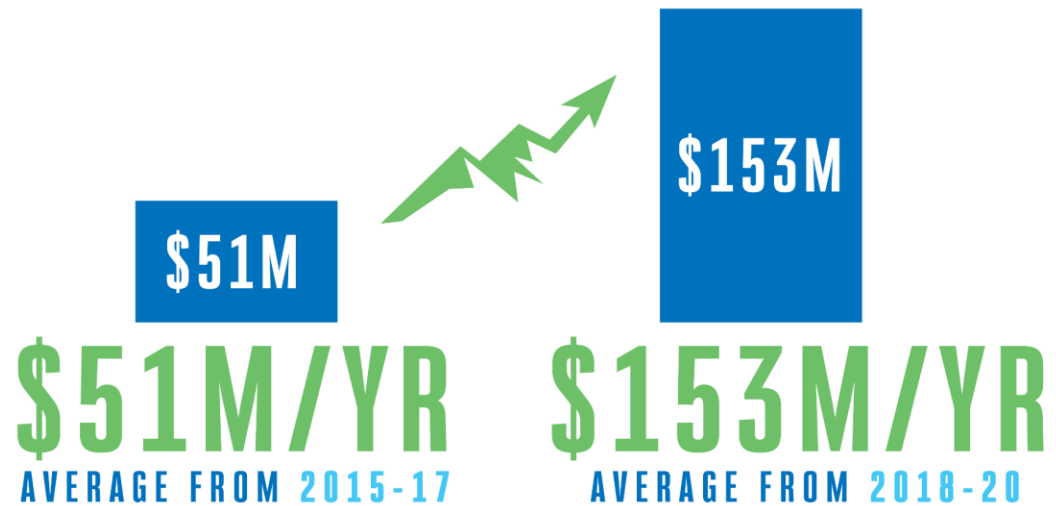
EXCELLENCE POWERED BY A HIGH PERFORMING GO



# CAPITAL INVESTMENTS 2015 - 2020

# \$572M

CAPITAL PROJECTS CONTRACTED  
OVER PAST 5 YEARS



TEXAS DEPARTMENT OF TRANSPORTATION  
RATING FOR EL PASO

# 312

CAPITAL PROJECTS COMPLETED  
FROM 2015 TO 2020

# FINANCIAL FOCUS

## ORGANIZATIONAL DISCIPLINE

“MAKING PRIORITIES A PRIORITY”

323



MARKED PATROL  
UNITS REPLACED WITHIN  
THE LAST 5 YEARS

\$2.7M



ANNUAL INVESTMENT  
IN FIRE EMERGENCY VEHICLES (FIRE  
DEPARTMENT RANKED IN 100 BEST  
FLEETS ACROSS THE GLOBE)

PURCHASED 18 NEW MOTORCYCLES WITH COST SAVINGS

# FINANCIAL FOCUS

## ORGANIZATIONAL DISCIPLINE

“MAKING PRIORITIES A PRIORITY”

PUBLIC SAFETY INVESTMENTS FROM (FY15) **\$218M** TO (FY21) **\$277M**

## POLICE DEPARTMENT STAFFING GROWTH PLAN

NET CHANGE OF **141** OFFICERS FROM FY17 TO FY20,  
EXCEEDS GOAL OF **120** (NET GAIN) BY 2020

# In the past five years...

Safe + Beautiful Neighborhoods



## 2019 Public Safety Bond



Police

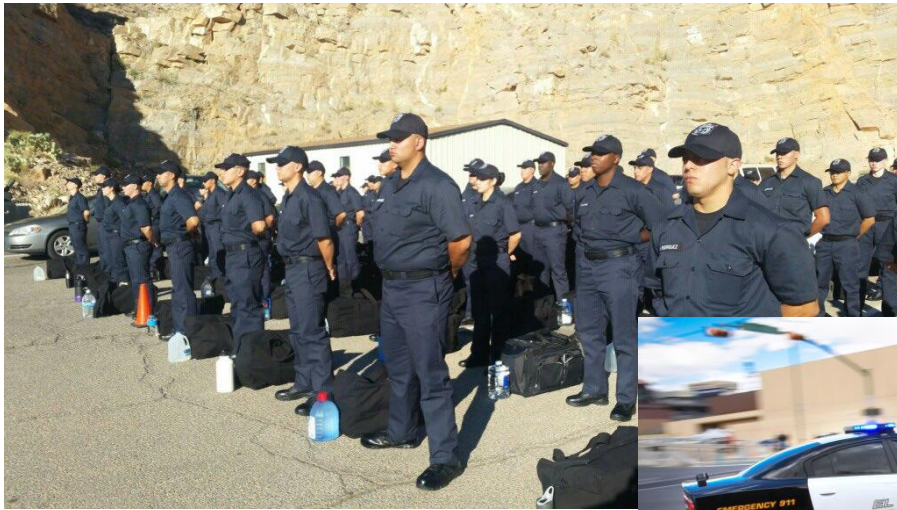
Voters approved **\$221.9M**

## 2019 Public Safety Bond



Fire

Voters approved **\$191.2M**



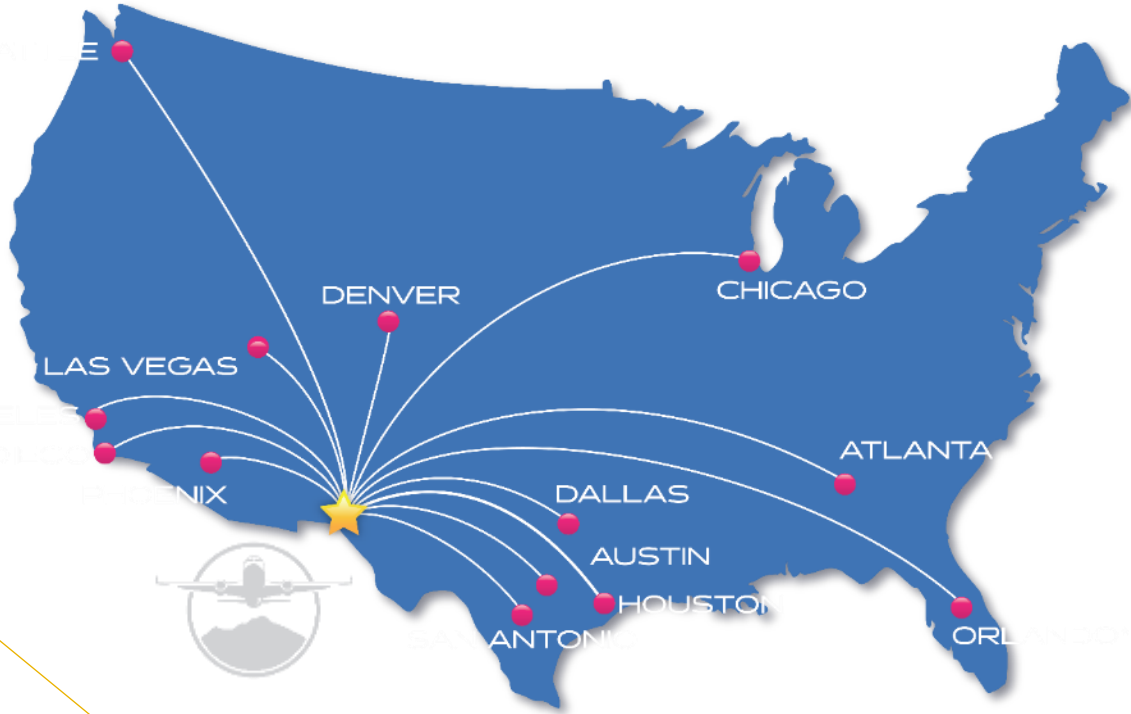
Emergency Management Accreditation Program (EMAP) while sustaining ISO



# Airport Development

Vibrant Regional Economy

20 IN 2020



13 CITIES NON-STOP

\*Pre-COVID19

20

ADDITIONAL  
ANNOUNCEMENTS  
SINCE 2015



**Second Year in a Row**  
2019 **Best Airport** by  
Size + Category- (2-5 Million  
passenger in North America  
among 54 total airports)

16

# In the past five years...

Vibrant Regional Economy

More than **66 companies/ organizations**

**5,000+** new jobs

Preservation of **8,600 jobs**

Private businesses have invested nearly **\$1.2 billion** in our region



## NEW BUSINESS & RETAIL CENTERS



**2,313 ACRE MASTER  
PLANNED COMMUNITY**  
LOCATED IN NORTHEAST



**9,500**  
Residential  
Units



**135 Acres**

Parkland & Open Space,  
Including Trails



**300 Acres**

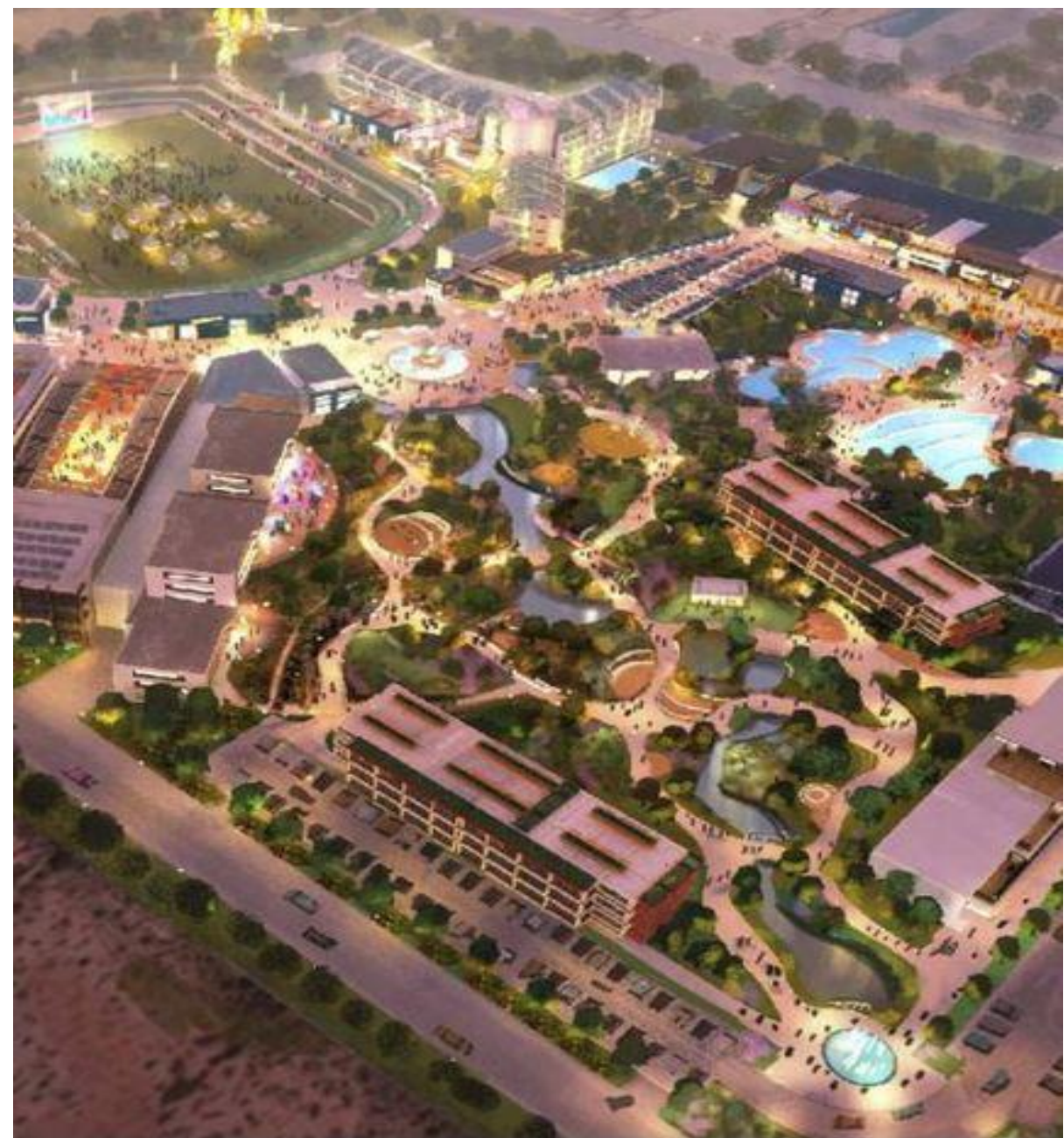
Commercial  
Development

AS EARLY AS  
**2021**  
START DATE

**ANGORA LOOP +  
NORTHEAST MASTER PLANNED COMMUNITY**



**THE BEAST URBAN PARK (EASTSIDE)**



**REIMAGINING COHEN**

# In the past five years...

Safe + Beautiful Neighborhoods

*“no lo digas,  
hazlo... We  
do what  
we say!*

Town Hall Meeting

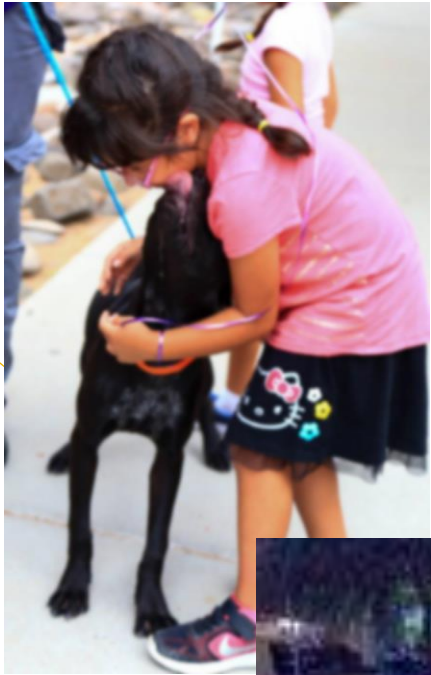
Suggestion: **We listened!**  
(ESD Thanksgiving Schedule)





# In the past five years...

Safe + Beautiful Neighborhoods



**85% Live Release Rate** and a consistent **90% Regional live saving rate**, *saving more pets than ever before!*



***Public Health*** was recognized for having the **highest HPV vaccination rates in Texas.**





# **GROWing SIGNATURE HOLIDAY ATTRACTIONS**



**20** IN 2020

# WINTERFEST 2017-18

FY2020 Attendance with expanded footprint

**391,600+**



**CREO.**  
communities of excellence



## **MISSION**

Ensuring El Paso's access to high quality resources and opportunities.

## **VISION**

Team EP will be a model for community collaboration to deliver high impact results.

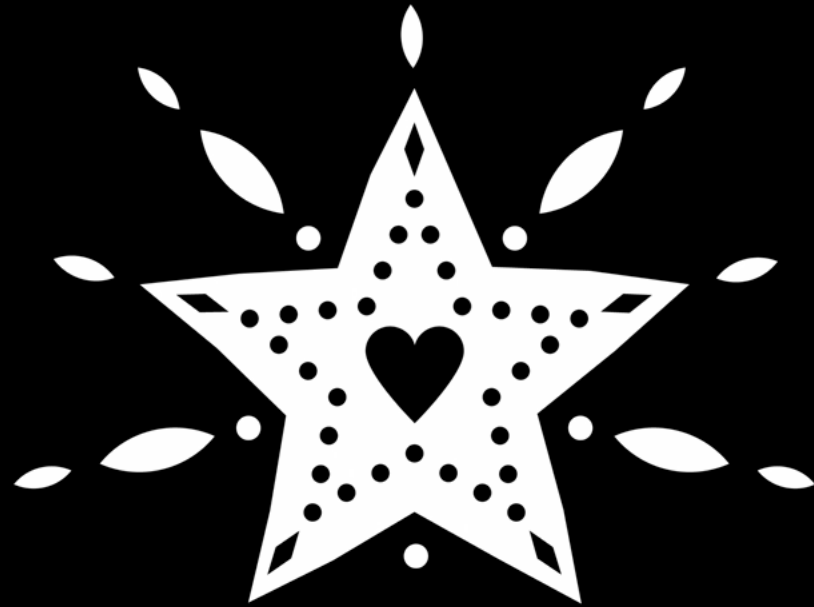
## **VALUES**

**C**ommunity  
**R**espect  
**E**xcellence  
**O**pportunity

***CREO en mí, CREO en ti, CREO en El Paso***



**CREO.**  
communities of excellence



**EL PASO**

**COMMUNITIES OF EXCELLENCE**

# PATH TO SERVICE EXCELLENCE



# PARTNERING FOR SUCCESS



# Sharing for Success





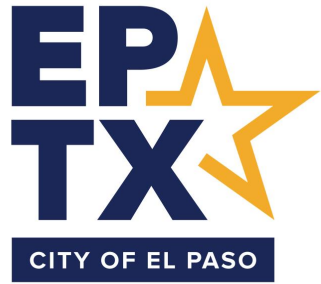
# Linking + Learning

- **Cross pollinate process improvement teams** including
  - **Lean Six Sigma**
  - **Kaizen Events**
- **Best Practices Symposium**
  - **Executive + practitioner levels**
- **Expand Youth Strategic Budget Advisory**



**2019 COMMUNITIES  
OF EXCELLENCE**

**Pioneer Level Application**



# RESPONSE + RECOVERY

# TEAM EIP TX

# **COVID-19 Response Cross-Functional Team**

- Mitigate and respond to COVID-19 in our region
- Maintain communication internal + external
- Develop strategies to ensure
  - the health and safety of El Paso
  - economic viability of our community
- Preparing for the long-term response

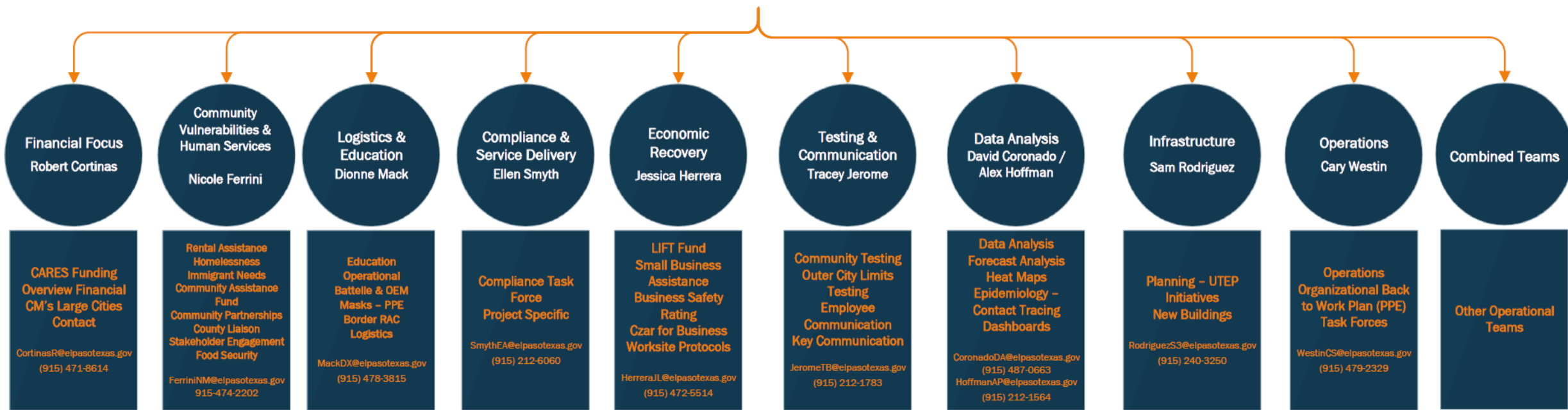
# 10 multidisciplinary teams

# 1 shared purpose

*From frontline to executives*

Tommy Gonzalez  
City Manager  
TGonzalez@elpasotexas.gov

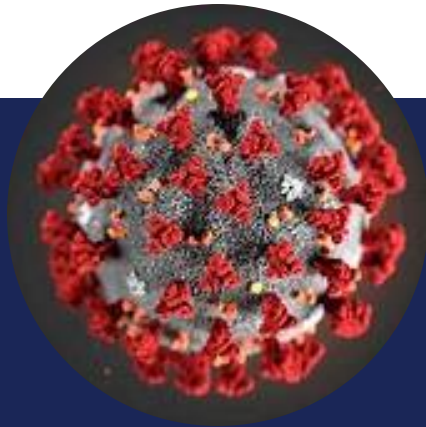
Chief D'Agostino  
Team Lead  
DagostinoMM@elpasotexas.gov  
(915) 240-3182



Cary Westin  
Senior Deputy City Manager  
Cross Functional Team Oversight  
WestinCS@elpasotexas.gov  
(915) 479-2329

# Financial Stewardship

- Focus on short- and long-term response
- Address community and economic response and recovery
- Addresses employee and customer safety



**PUBLIC HEALTH &  
SAFETY**

**\$84.2 MILLION**



**COMMUNITY RESPONSE +  
RECOVERY**

**\$15.4 MILLION**



**ECONOMIC RESPONSE &  
RECOVERY**

**\$19.4 MILLION**



### ✓ APPROPRIATE PPE

I pledge to provide the appropriate PPE to employees and available for customers.

### ✓ HAND SANITIZER

I pledge to provide hand sanitizer to employees and customers.

### ✓ COMPLY WITH REQUIREMENTS

I pledge to comply with all State and Local requirements.

### ✓ SOCIAL DISTANCE

I pledge to facilitate social distancing for employees and customers/clients.

### ✓ CLEANING PROTOCOLS

I pledge to follow CDC cleaning protocols and regularly disinfect frequently touched surfaces and objects.

### ✓ EMPLOYEE TRAINING

I pledge to provide general COVID-19 prevention training for all employees.

### ✓ SYMPTOMS CHECK

I pledge to screen and/or temperature check employees for COVID-19 symptoms.

### ✓ TECHNOLOGY

I pledge to utilize technology where possible to reduce the spread of COVID-19 (i.e. contactless payment, online menus, online shopping).

### ✓ BE RESPONSIVE TO CUSTOMER FEEDBACK

I pledge to encourage customers to contact the business with any concerns they have.



For more information and resources for your business visit [EPStrong.org](https://EPStrong.org)

# Pledge to Safety Program Overview

A voluntary program that asks El Paso-area businesses to commit to following nine safety protocols to prevent the spread of COVID-19 as our economy reopens.

- ❖ To date, **300+** area businesses have taken the pledge
- ❖ Linked to subrecipient agreements where possible





# Get Active.

The City of El Paso is proud to introduce Live Active EP, a free platform for the community to join together in a city-wide movement to promote better health and wellness by encouraging physical activity, improved nutrition, and strong mental health.

[LEARN MORE](#)



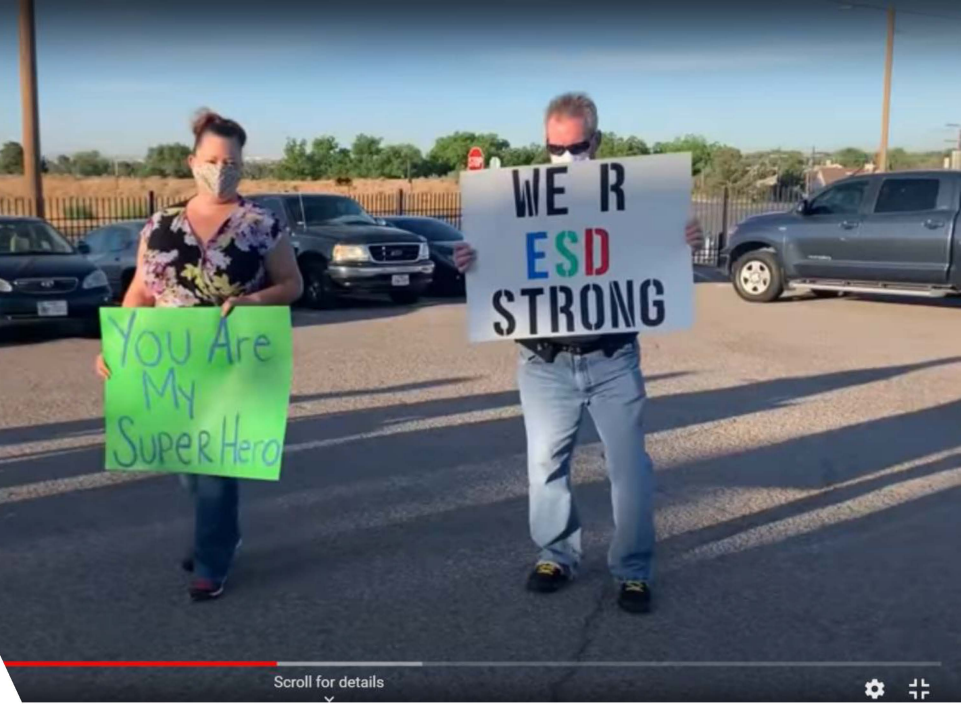
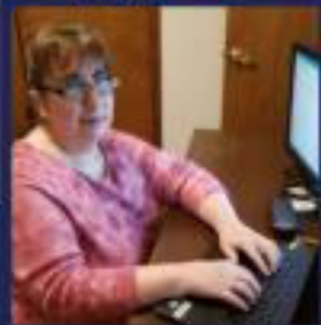
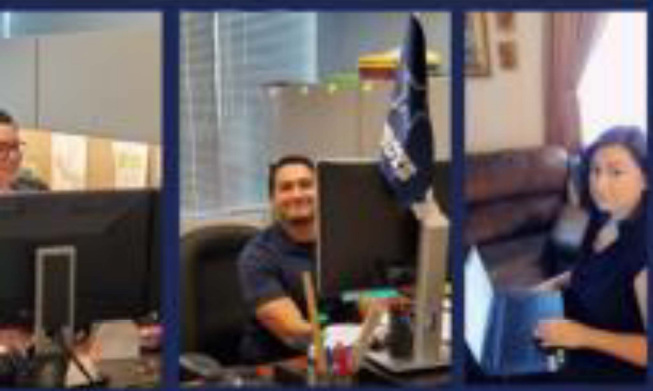
[ABOUT](#) [EVENTS](#) [LEARN](#) [PARTNERS](#) [RESOURCES](#)





# Working Through COVID-

Accounting & Finance  
PPE Order Processing  
Tracking COVID-19 expenses



Scroll for details

Working Shop  
School and pedestrian  
crosswalks

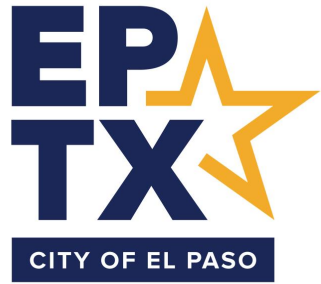


- ❖ Data Management
  - Service Desk & 311 Reque
  - Inspection Scheduling
  - Work order data entry & ven

NEWS4U July 2020



# THANK YOU



# POLICE CFT

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# El Paso Strong Resolution

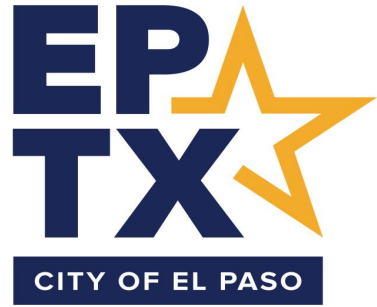
**Adopted: June 23, 2020**

*"El Paso Strong" resolution establishes new reporting to encourage elimination of racial disparities in arrests and other law enforcement resolution, calls for various methods for reporting use of force and deadly force incidents, the percent of officers with a history of sustained use of force incidents, and the number of complaints and provides report analyses prepared by City staff, adopting applicable recommendations and reforming policy in pursuit of racial justice.*

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# PD CFT Team Focus

- The Planned Project Outcomes of the PD CFT Charter #5 recommends “implementation of best practices in policing, in comparison to no less than five (5) cities of similar size and demographics and/or top ten (10) safest cities..”
  1. Best Practices and Comparisons
  2. Training Focus
  3. Racial Profiling Report
  4. El Paso Discipline Review Board and Shooting Review
  5. Use of Force and Deadly Force Incidents Reporting



Leading through...  
**STICKTOITIVENESS**

# Sticktoitiveness Explained

- a resolve for results
- character is most revealed when times are hard
- “no lo digas, hazlo...  
do what you say!



**WHY do the hard?**



# **WHAT WE COVERED**

**1. Organizational Transformation**

**2. Community of Excellence**

**3. Agility (Response + Recovery)**





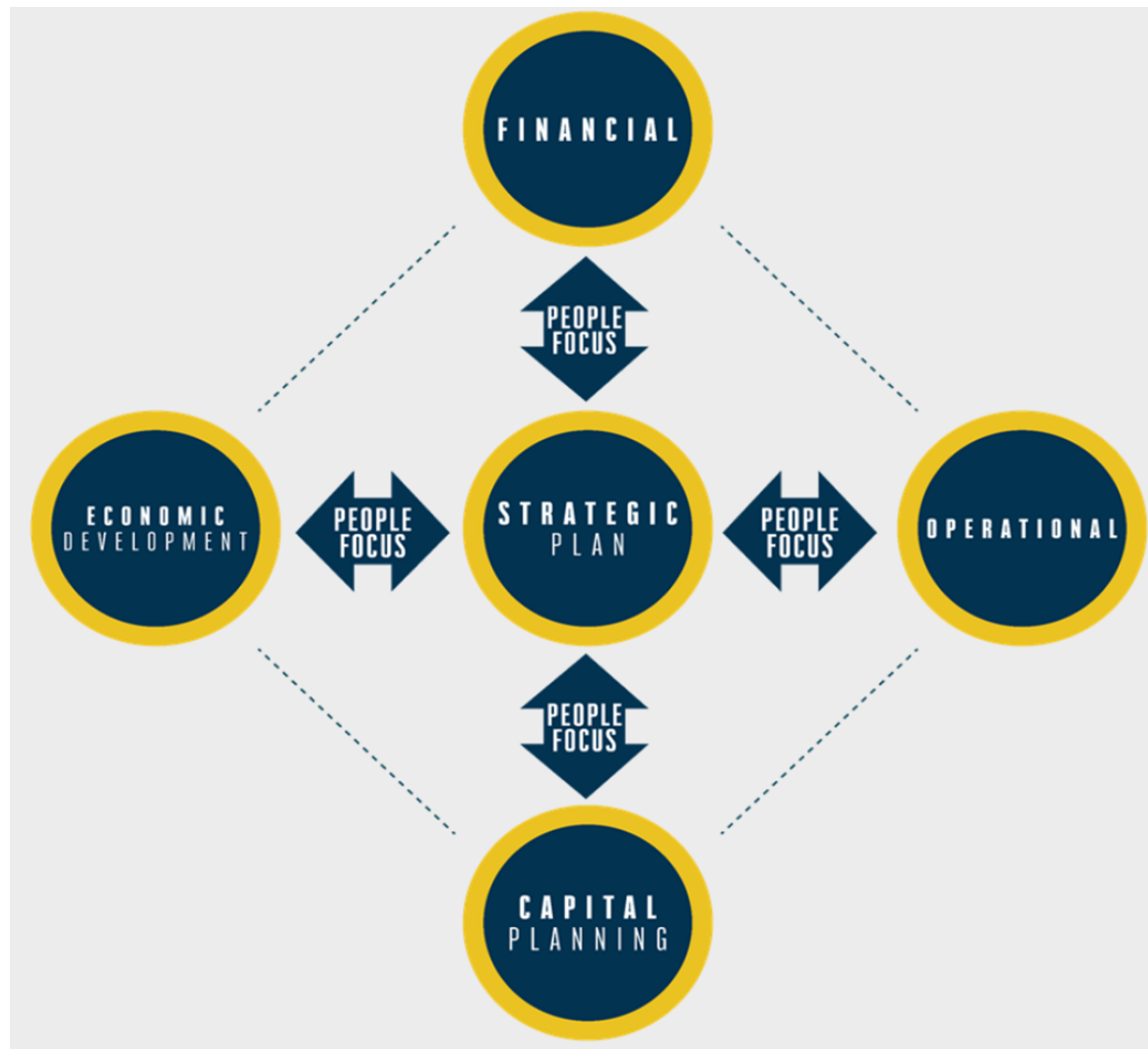


# Financial focus

**Robert Cortinas**  
**Chief Financial Officer**

# Our Vision

Develop a vibrant regional economy,  
safe and beautiful neighborhoods and  
exceptional recreational, cultural and  
educational opportunities powered by  
a high performing government.



# Strategic Plan – Financial Focus

- **Vision Block**

- High Performing Government

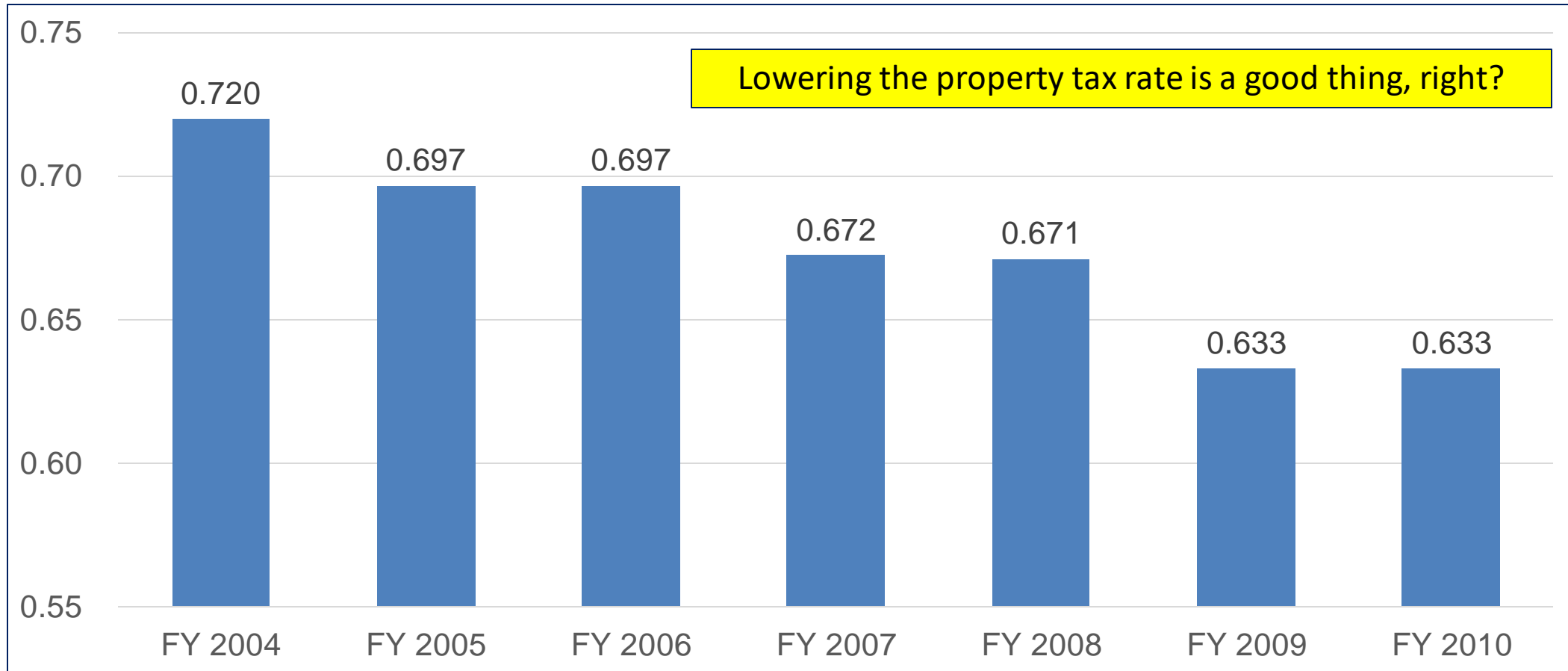
- **Goal**

- Set the Standard for Sound Governance and Fiscal Management

- **Strategy**

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

# A Look Back in Time.....Property Tax Rate



# Pre-Strategic Plan - Organizational Challenges...

- Declining fund balance – budget accuracy & discipline
- Declining police department staffing due to irregular/cancelled academies
- No regular schedule for maintenance
- Operating costs for Quality of Life projects not factored in
- No regular replacement cycle for public safety vehicles/equipment
- No regular investment in preventative maintenance for facilities
- No regular maintenance for support courts and
- No regular funding for ADA on-demand request projects
- Majority of funding for economic incentives was committed to one project
- No compensation adjustments and increasing healthcare

**Lowering the property tax rate was a good thing, right?**

# Powered by a High Performing Government

- As a **High-Performing Government**, we have implemented systems and processes focused on:
  - Integrated Budget Process
  - Annual External Audit Process
  - Internal controls
  - New revenue sources
  - Cost savings and efficiencies

# Integrated Budget Process

- Creation of the Strategic Plan 2015
- Budget accuracy and financial forecasts
- Year-round budget update presentations
- Increasing engagement - Chime In survey, focus groups, Youth Strategic Budget Advisory
- Budget presentations aligned directly to Strategic Plan, to include key deliverables for upcoming fiscal year

# External Audit Process

- Implemented **automation** to provide assurance that accounting systems and data are accurate and reliable
- Centralized **oversight** of Grants administration resulted in improved compliance and reporting
- **Cross-training** employees to prepare Annual Financial Report
- 12 employees have recently become **Certified** Government Financial Managers (CGFM) and five more in progress
- External audit has produced a clean audit with **no findings** for the last four years



# Internal Controls

- Accounts payable and receivable
- Grants and Procurement management
- Cash and asset management
- Debt Management and Investments
- Pcard and Travel
- Cybersecurity

# New Revenue Sources – Examples

- \$30 million in annual pay-go funding for priorities (streets, public safety, parks, economic development)
- \$207 million from El Paso Electric franchise (over life of agreement)
- Hotel occupancy tax audits
- Sales tax and franchise fee audits
- State funding – Bridges intelligent transportation projects, state campus hotel rebate program
- Bridges – Customs and Border Protection P3, cash differential fee

# Cost Savings and Efficiencies


Departments trained in LSS **100%**

Departments with LSS projects **81%**

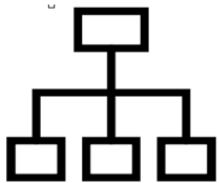
Employees engaged in PIP **500+**

**6σ** *LEAN* Lean Six Sigma Projects

 Kaizen Events

 Survey Analysis

**A3** A3 Projects

 Process Mapping

 Data Analysis

**\$32M**  
New Funding Secured

**\$6.4M**  
Cost Avoidance & Savings

**90+K**  
Capacity Hours Added

# Addressing Organizational Challenges...

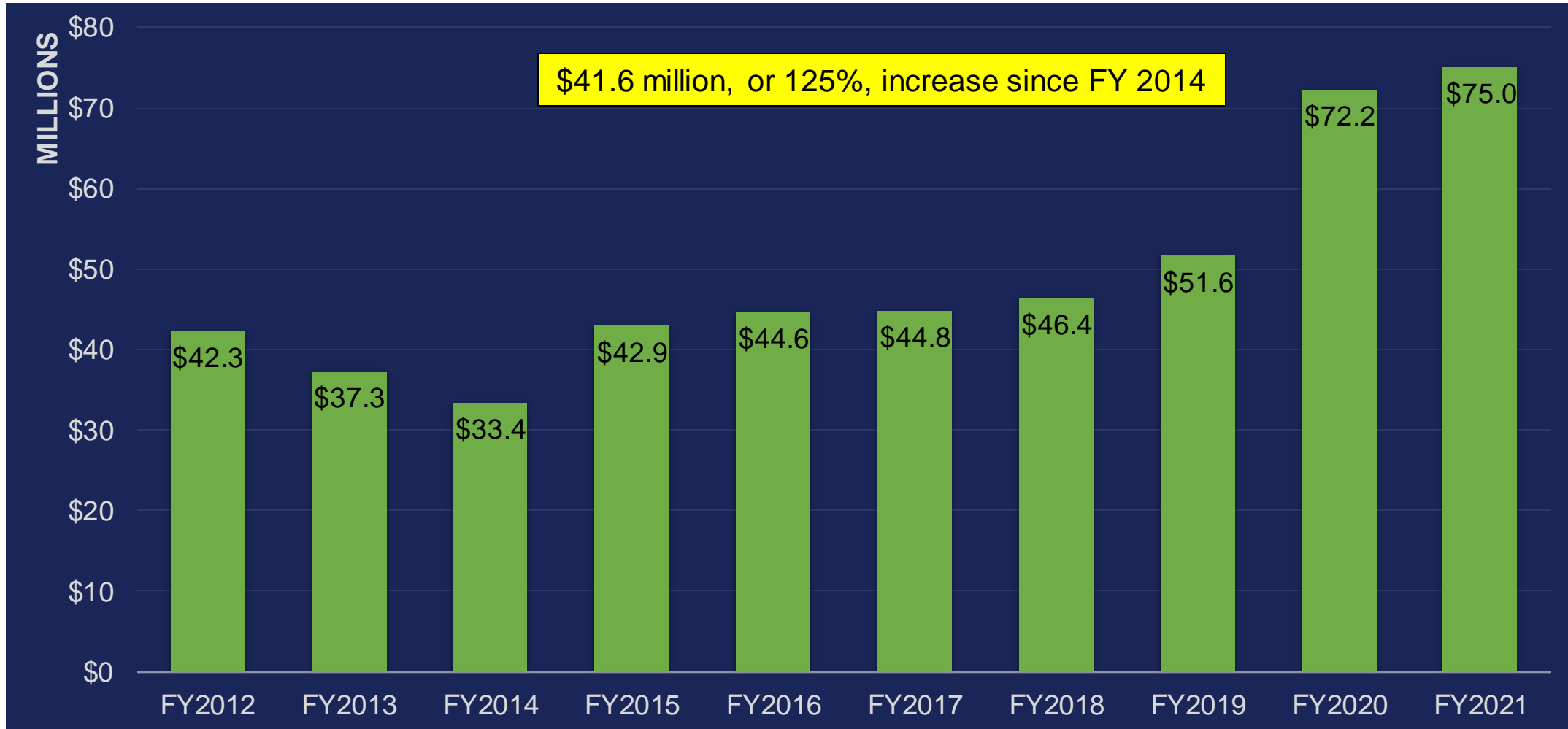
## Challenge

- Declining fund balance – budget accuracy & discipline
- Declining police department staffing due to irregular/cancelled academies
- No regular schedule for street maintenance projects
- Operating costs for Quality of Life projects not factored in
- No regular replacement cycle for public safety vehicles/equipment

## Result

- Increase of \$41.6 million and creation of budget stabilization fund
- 10 year staffing plan to add net increase of 300 officers (currently net increase of 145)
- \$10 million in annual pay-go funding for residential and collector street projects
- \$16 million built into annual budget over the last five years
- \$4 million in annual pay-go for public safety capital

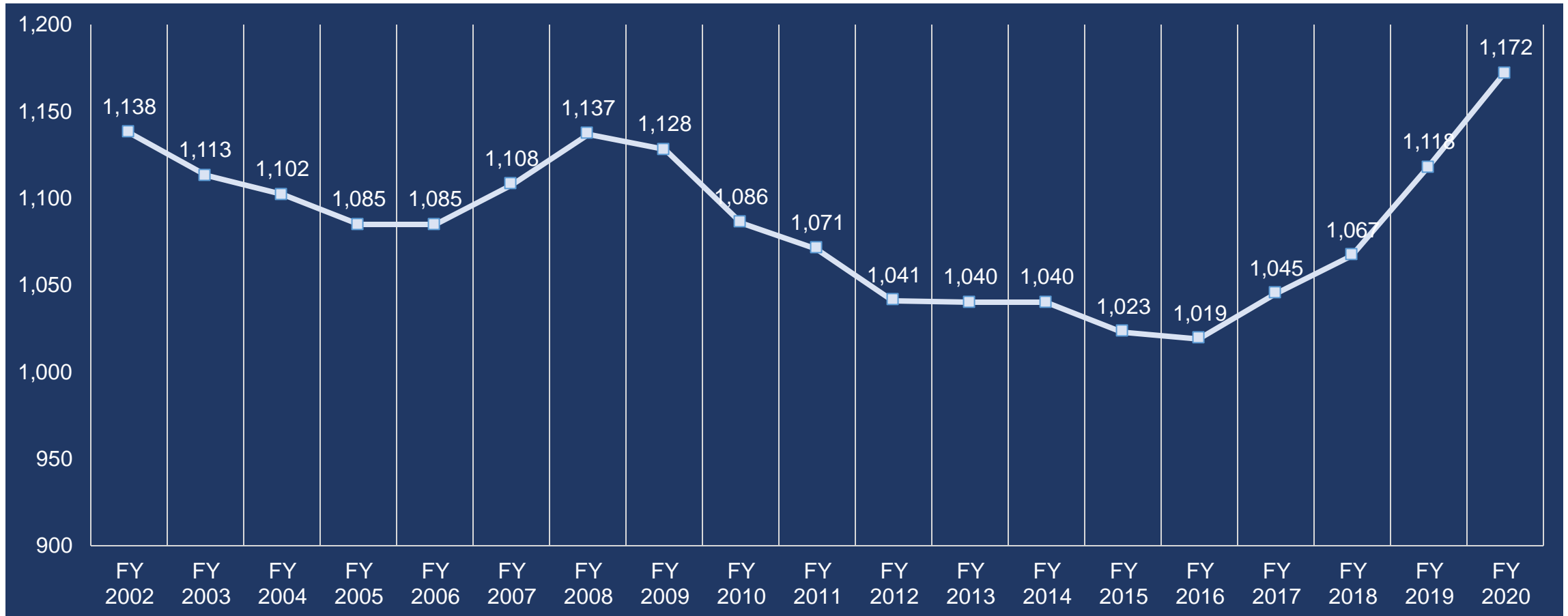
# General Fund Reserves



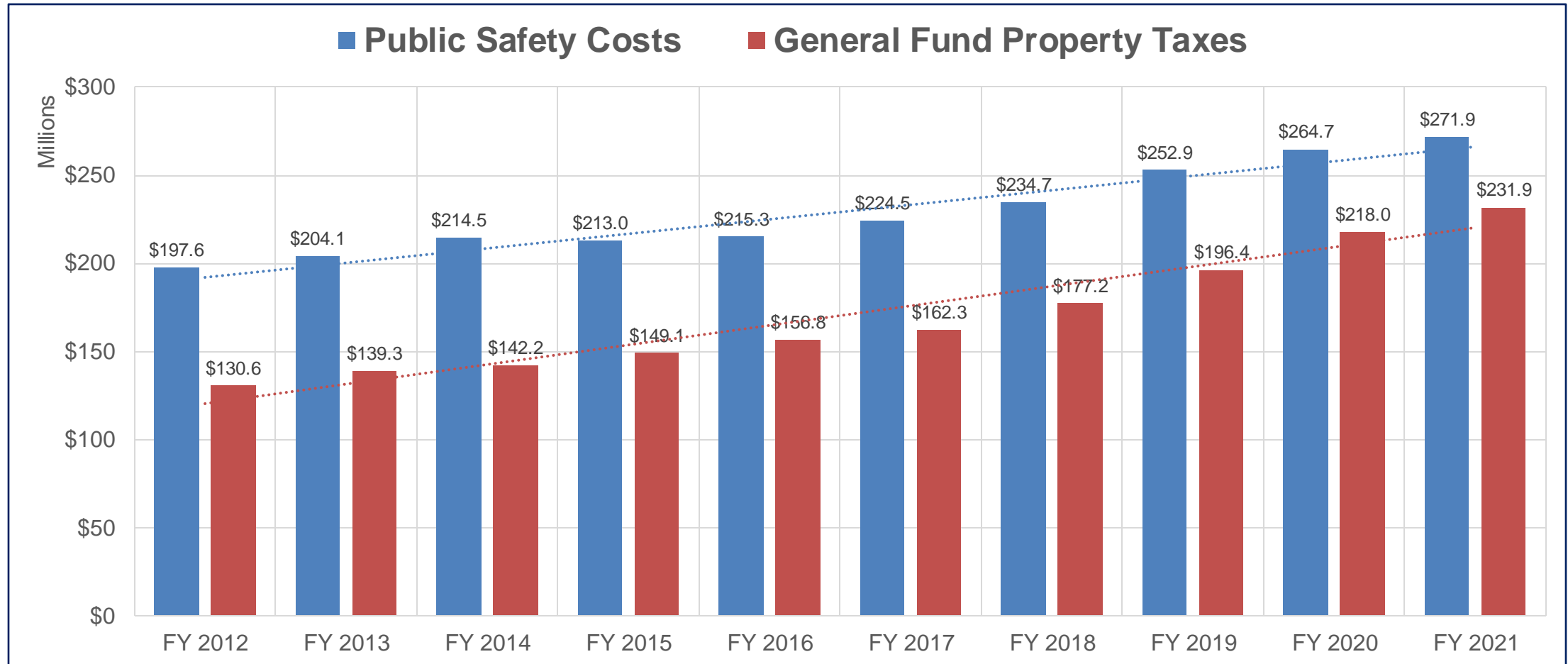
# Budget Stabilization Fund

- Originally recommended December 2015
- Approved by Council on March 3, 2020
- Reserve to be used with the purpose of:
  - Minimizing future tax rate impact
  - Protecting against raising charges for services and fees
  - Providing available funding for specific circumstances or state of emergencies as determined by City Council

# Uniform Police Staffing



# Property Taxes and Public Safety





# Addressing Organizational Challenges...

## Challenge

- No regular investment in preventative maintenance for facilities
- No regular maintenance for sport courts and complexes
- No regular funding for ADA on-demand request projects
- Majority of funding for Economic incentives was committed to one project
- No compensation adjustments and increasing healthcare

## Result

- \$1.5 million in annual pay-go funding for facility improvements
- \$1.9 million in annual pay-go for sport court resurfacing and complex maintenance
- \$500K in annual pay-go funding for ADA on-demand request projects
- \$10 million in additional annual funding dedicated for economic incentive projects
- Six consecutive years of compensation adjustments. No health care increases last year

# Departments by “Vision Block” and “Goal”

VIBRANT REGIONAL ECONOMY		SAFE AND BEAUTIFUL NEIGHBORHOODS		EXCEPTIONAL RECREATIONAL, CULTURAL & EDUCATIONAL OPPORTUNITIES		HIGH PERFORMING GOVERNMENT	
GOAL 1	AVIATION	GOAL 2	FIRE	GOAL 4	LIBRARY	GOAL 5	INFORMATION TECHNOLOGY
	DESTINATION EL PASO		MUNICIPAL COURT		MUSEUM AND CULTURAL AFFAIRS		
GOAL 3	ECONOMIC DEVELOPMENT	GOAL 7	POLICE	GOAL 6	PARKS AND RECREATION	GOAL 6	CITY ATTORNEY
	INTERNATIONAL BRIDGES		CAPITAL IMPROVEMENT DEPARTMENT		ZOO		
	PLANNING AND INSPECTIONS	STREETS AND MAINTENANCE	GOAL 8		ANIMAL SERVICES		
	SUN METRO	COMMUNITY AND HUMAN DEVELOPMENT		GOAL 6	HUMAN RESOURCES	MAYOR AND COUNCIL	
		ENVIRONMENTAL SERVICES	GOAL 6				NONDEPARTMENTAL
		PUBLIC HEALTH		GOAL 6	TAX		

# FY 2021 General Fund Budget

EXPENDITURES BY GOAL	FY 2020 Budget	FY 2021 Budget	\$ Variance	% Variance
Goal 1 Economic Development	1,867,069	1,826,045	(41,024)	-2%
Goal 2 Public Safety	268,876,571	277,071,145	8,194,573	3%
Goal 3 Visual Image	7,639,576	7,343,043	(296,534)	-4%
Goal 4 Quality of Life	51,796,682	42,734,506	(9,062,176)	-21%
Goal 5 Communication	19,410,907	18,953,219	(457,687)	-2%
Goal 6 Sound Governance	50,630,962	44,768,429	(5,862,533)	-16%
Goal 7 Infrastructure	49,835,877	41,792,085	(8,043,792)	-19%
Goal 8 Healthy, Sustainable Community	8,031,896	7,496,849	(535,048)	-8%
<b>TOTAL EXPENSES</b>	<b>\$458,089,541</b>	<b>\$441,985,321</b>	<b>(\$16,104,220)</b>	<b>-4%</b>

# FY 2021 General Fund Budget

REVENUE BY SOURCE	FY 2020 Budget	FY 2021 Budget	\$ Variance	% Variance
Property Taxes	214,383,503	226,894,834	12,511,331	7%
Sales Taxes	97,069,368	82,572,139	(14,497,229)	-16%
Franchise Fees	52,718,813	45,465,495	(7,253,318)	-13%
Charges for Services	33,741,955	32,267,367	(1,474,588)	-5%
Fines and Forfeitures	8,695,126	4,950,740	(3,744,386)	-41%
Licenses and Permits	13,414,986	10,640,778	(2,774,208)	-22%
Intergovernmental Revenues	984,329	984,329	0	0%
Interest	591,609	100,000	(491,609)	-246%
Rents and Other	2,821,945	1,954,438	(867,507)	-37%
Other Sources (Uses)	33,667,906	36,155,201	2,487,294	12%
<b>TOTAL REVENUES</b>	<b>\$458,089,541</b>	<b>\$441,985,321</b>	<b>(\$16,104,220)</b>	<b>-4%</b>

# FY 2021 Budget Summary

- COVID-19: Limited data and uncertainty creates challenges
- Protect residents and businesses by maintaining same tax rate
- Focused on the basics (police, fire, health, workforce)
- Unfunded all vacant non-essential positions
- Delayed opening of new amenities
- Deferred completion of capital projects (no debt issuance)
- Utilize CARES Act Federal funding

# FY 2021 Budget Summary

- Funding for one police academy (to maintain current level)
- Funding for one firefighter academy
- Collective bargaining agreement impacts (pay raises, incentives, healthcare rates)
- \$3 million for street resurfacing (collector roads)
- \$2 million for median maintenance
- \$200K for neighborhood traffic management program

# FY 2021 Budget Summary

- Phased-in partial reopening of parks, museums, and libraries
- 29 additional Quality of Life Bond projects expected to be completed
- Reinstating pay increases that were effective March 2020
- One-time lump sums - restore lost wages from reductions and additional lump sum for General Service and Professional job classes (excluded Executives)
- No healthcare increases for civilian employees
- Increase in number of Wellness Clinics from two to nine
- Shape It Up wellness and Health Savings Account programs

# FY 2021 Budget Summary

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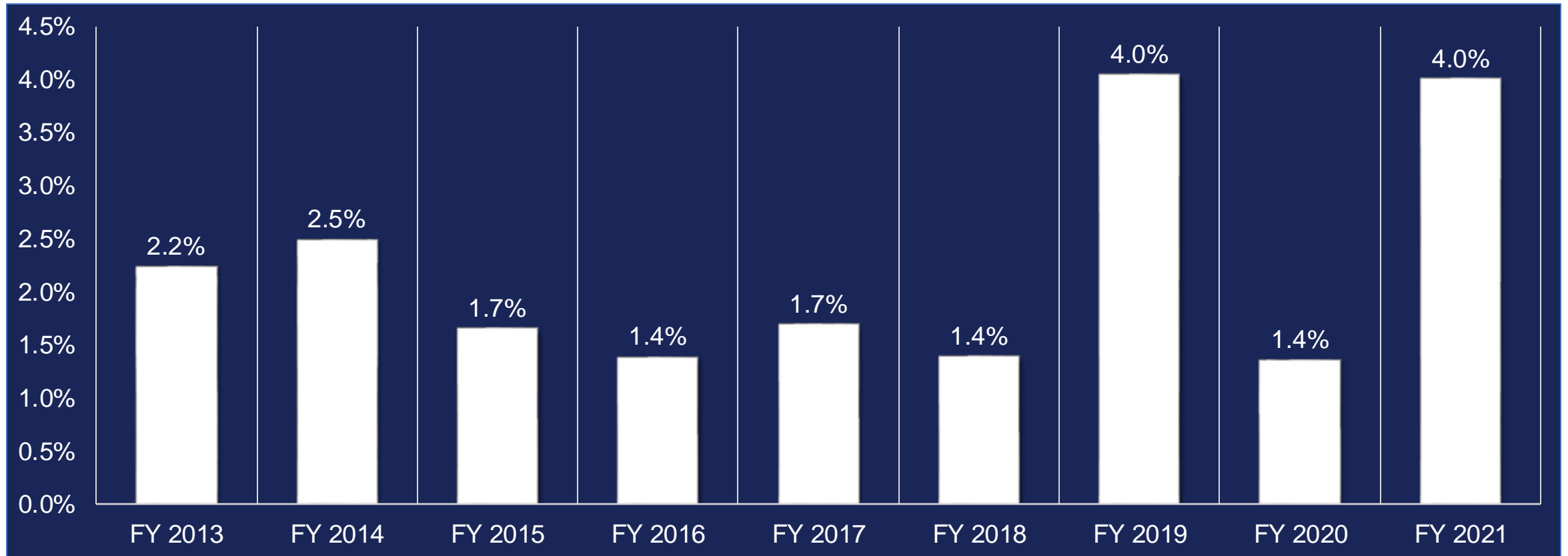


# Senate Bill 2

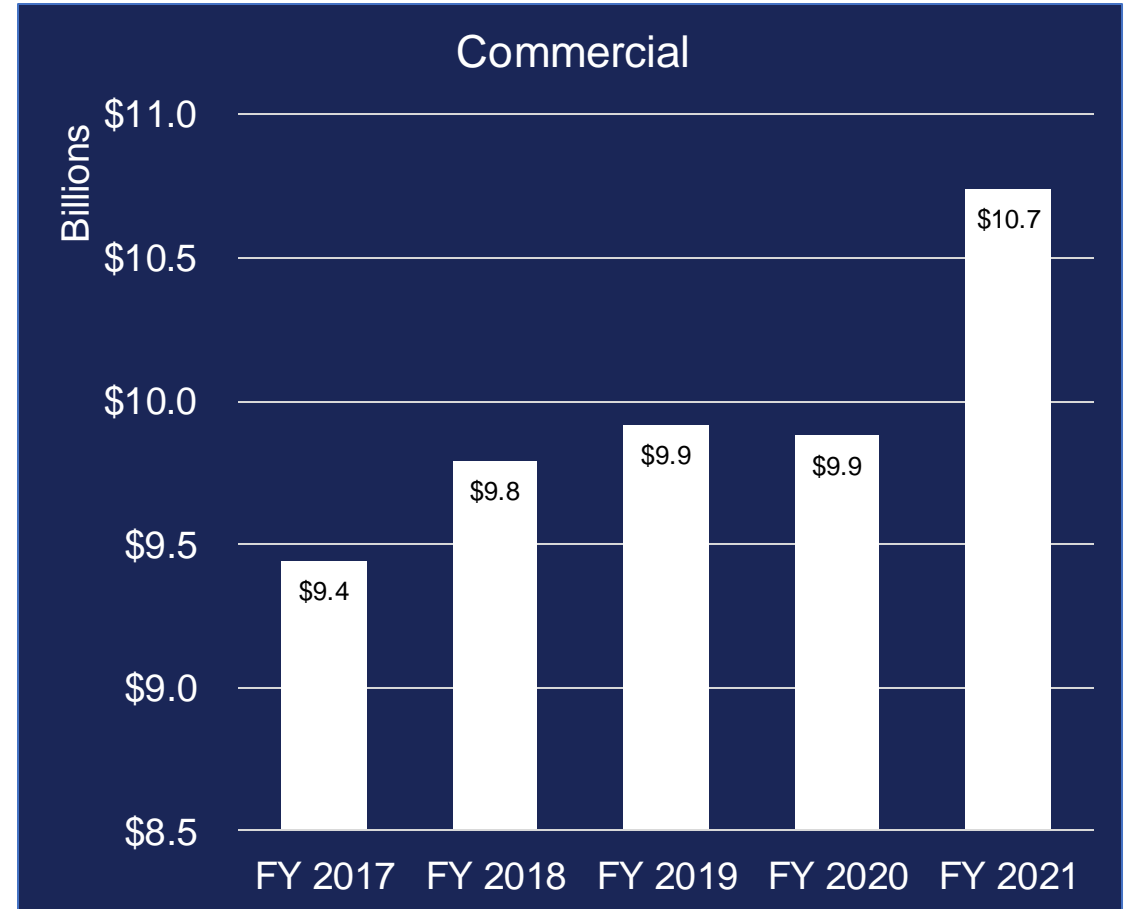
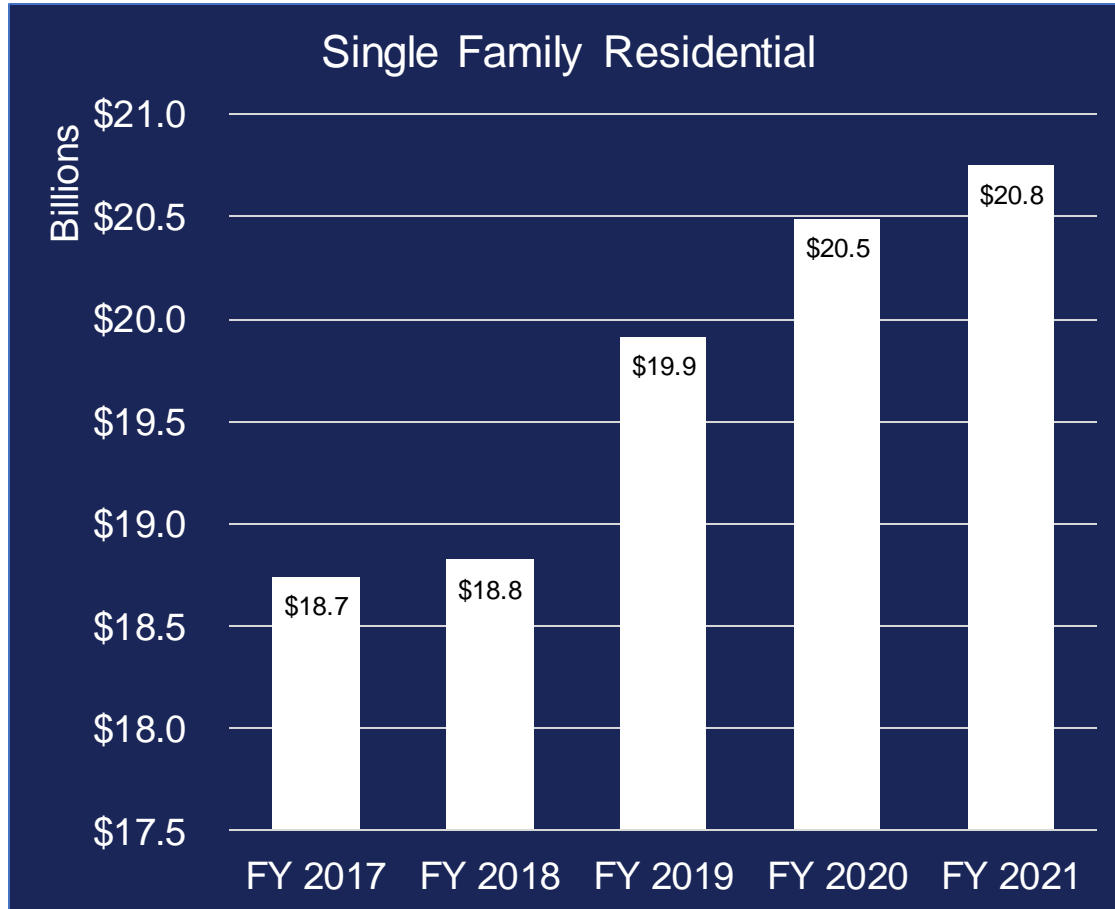
- Requires an automatic election if the City adopts a rate exceeding the 3.5% voter-approval rate
- 3.5% “cap” only applies to the maintenance & operations rate. Does not apply to debt rate
- Able to “bank” any unused amounts below the voter-approval rate to use for up to three years

Property Tax Rate	
FY 2021	
Adopted Rate	0.907301
Voter Approval Rate	0.913296

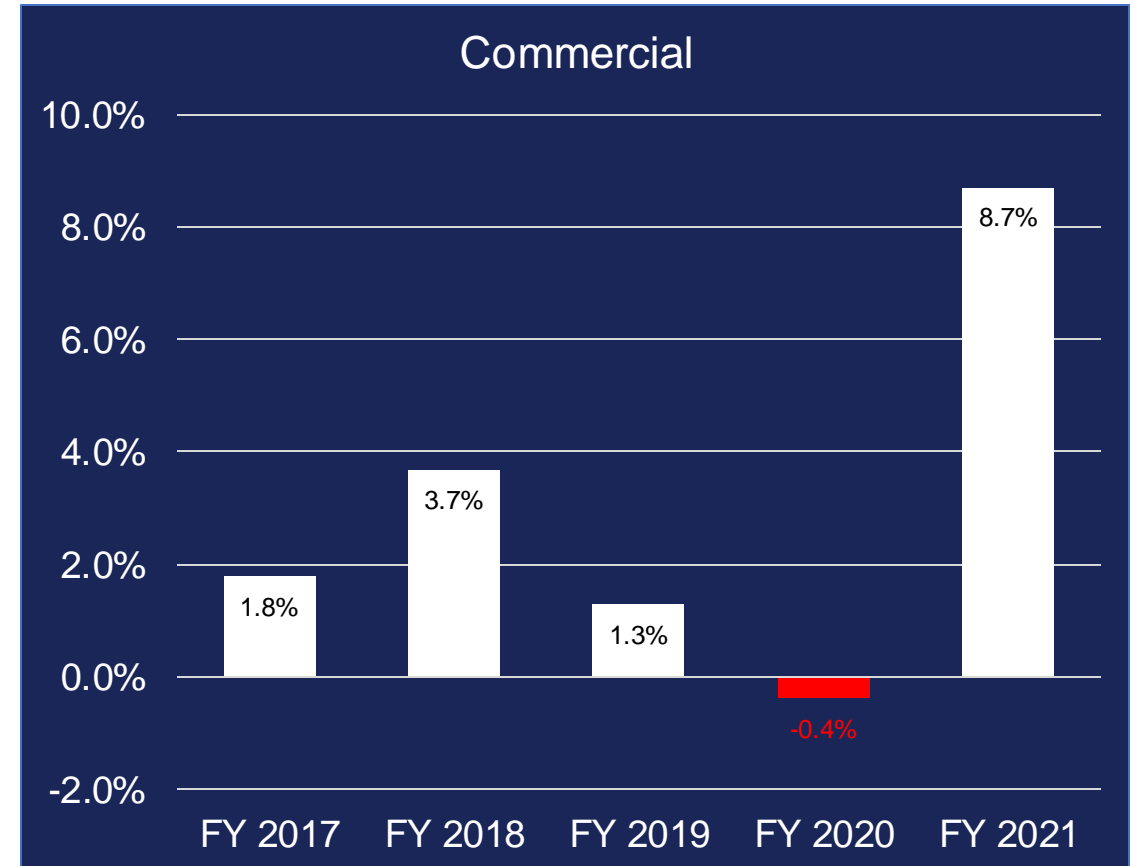
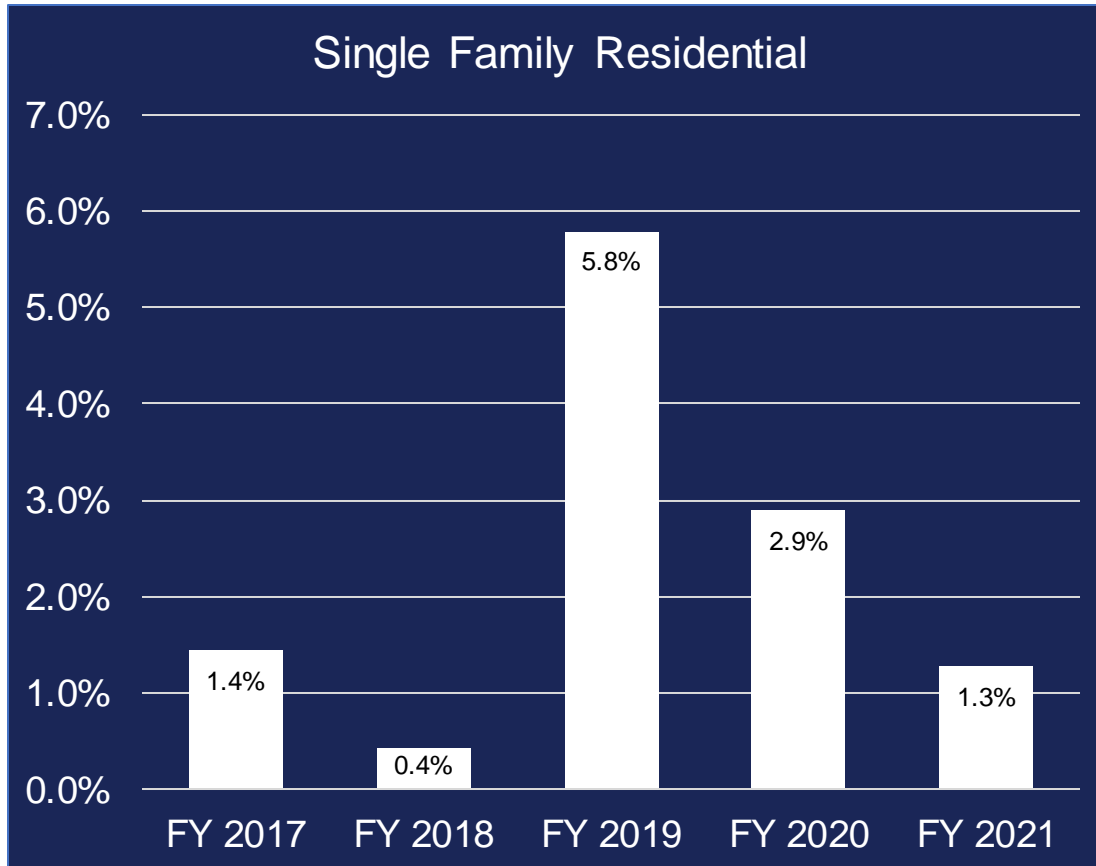
# Property Taxable Values



# Taxable Property Values

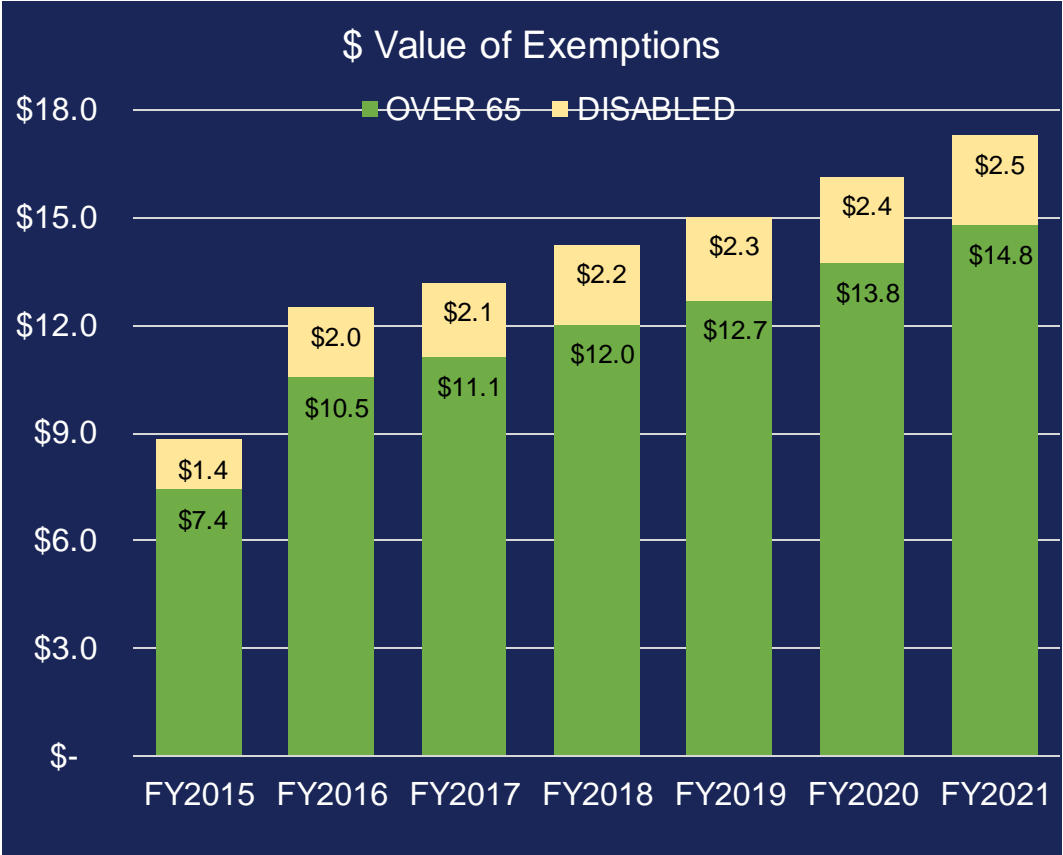
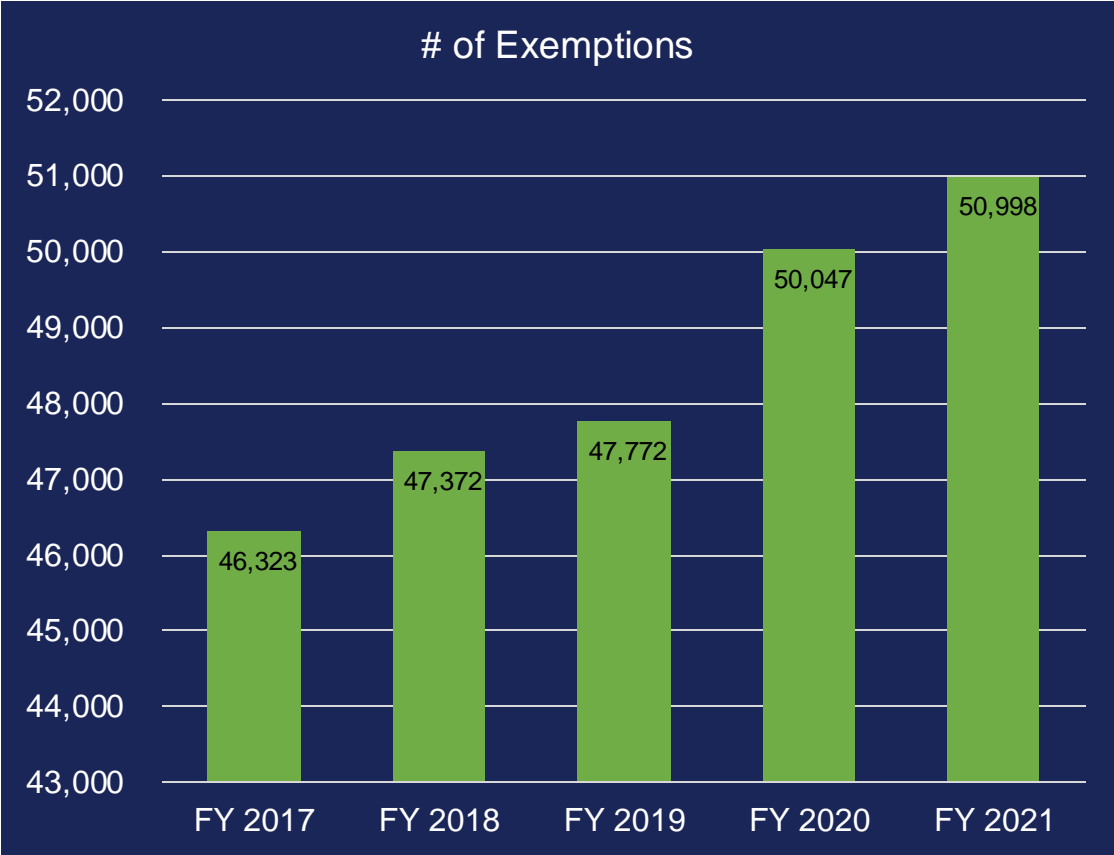


# Taxable Property Values - % Change from Prior Year



# Property Tax Relief

## Over 65 and Disabled - \$40K Exemption



# Best Practices and Capital Projects Funding

- *Refinancing existing debt*

- Structuring issuances with “call dates” for refunding opportunities
- \$47 million in savings since 2016

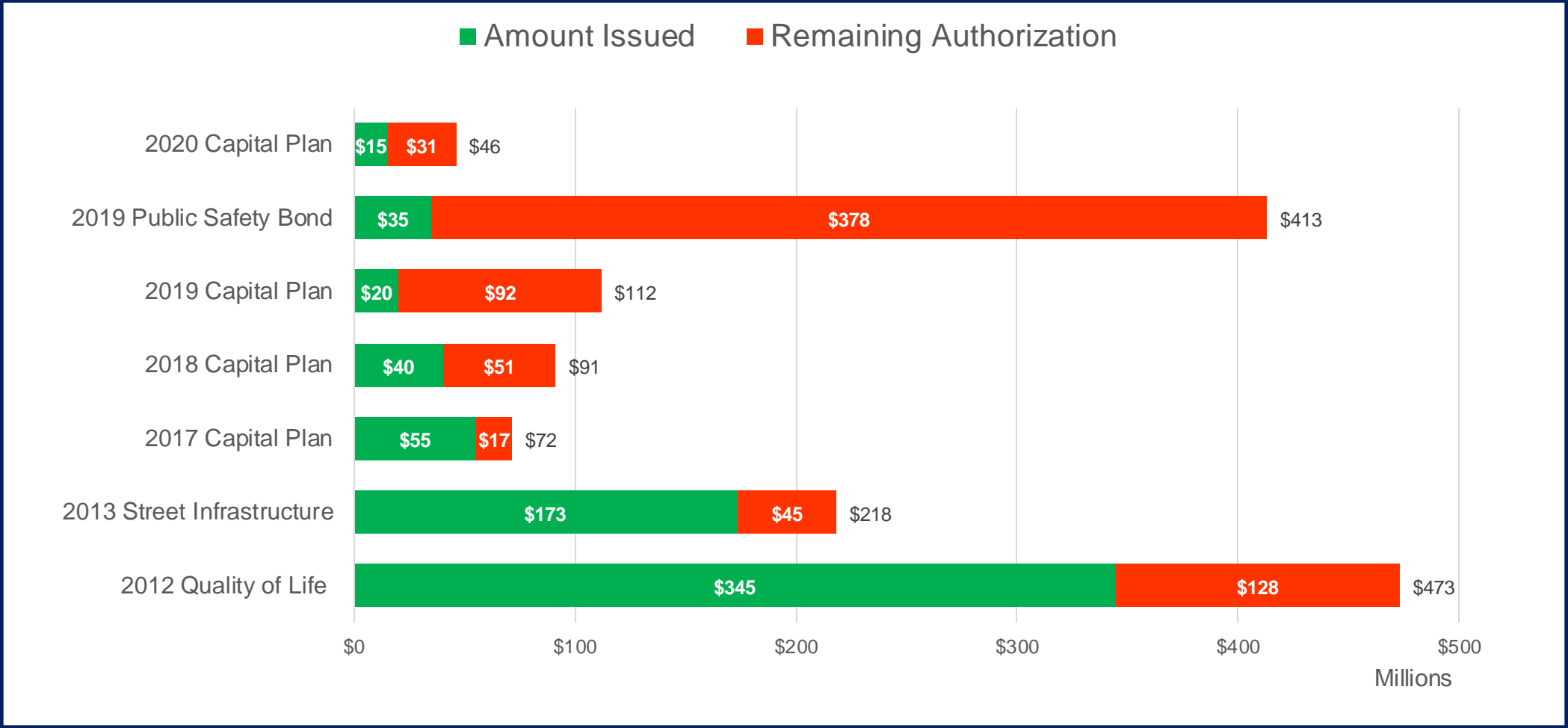
- *Investment Interest Revenue*

- Maximizing funds for projects
- \$29 million since 2017

- *Annual Pay-Go Funding*

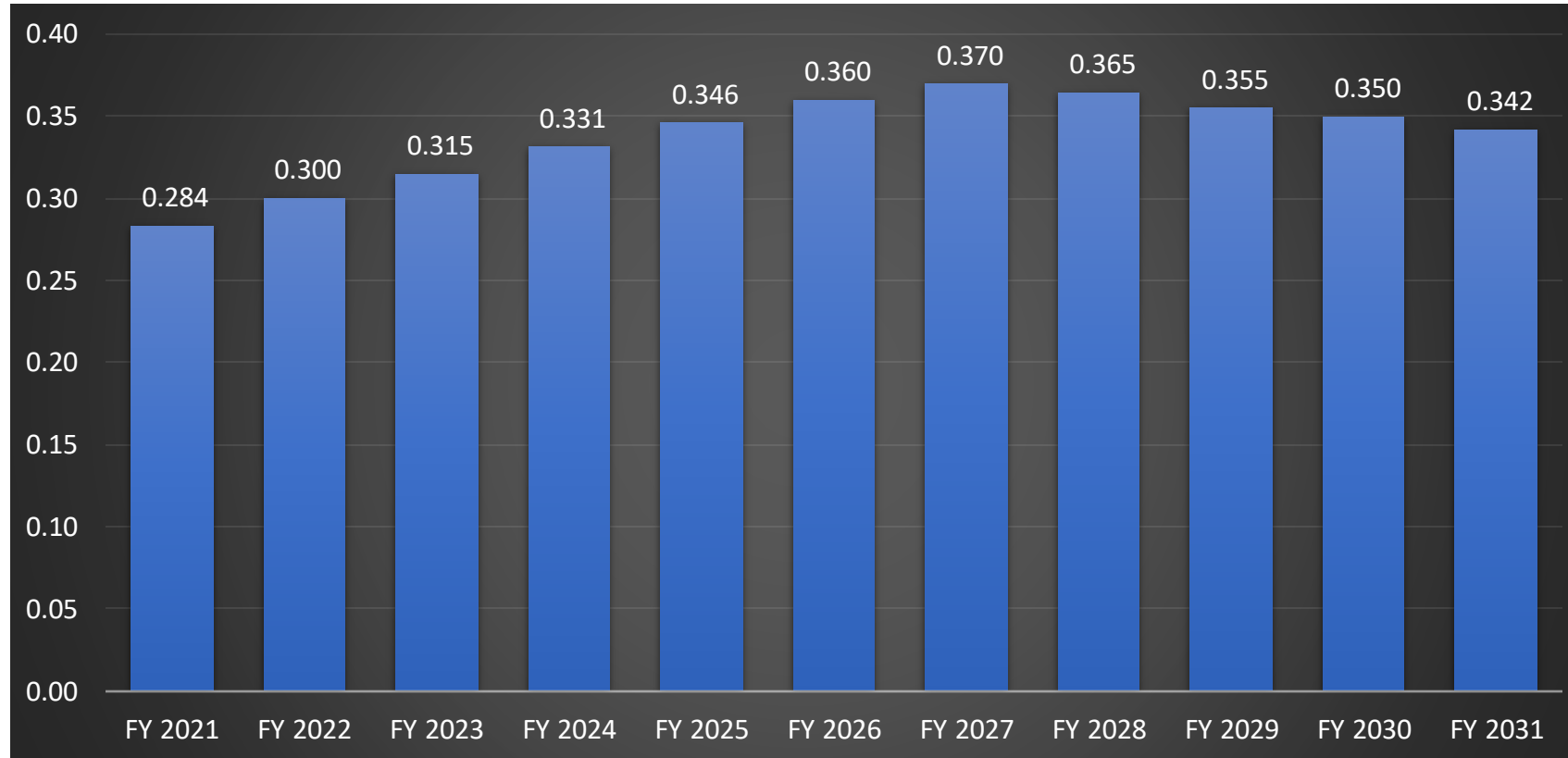
- Minimize use of debt and address Council and community priorities
- \$30 million annually since 2018

# Capital Projects Authorizations



# Projected Debt Service Tax Rate

Based on Planned Debt Issuances (Cents per \$100 valuation)



## Assumptions

- Stays below \$0.40 maximum debt rate per policy
- Taxable value growth rate
- Interest rates
- Planned authorizations amounts
- Length of debt
- Does not include future potential refunding opportunities
- Does not include potential future changes to federal tax law allowing tax-exempt advance refunding bonds



# Capital Improvement Plan Update

Strategic Plan Goal:

7) Enhance and Sustain El Paso's Infrastructure Network





# Capital Improvement Plan

Sam Rodriguez  
Chief Operations and  
Transportation Officer

- **Defer Projects Due to:**
  - **Cash Availability (did not borrow money)**
  - **Impact to operational costs**
- **Committed to PUBLIC SAFETY**
- **Committed to STREETS**
- **Financial Model – Timeline to start the Deferred Projects**
  - **Borrow Cash**
  - **Fund Operational Needs**

# COVID-19 RESPONSE

1

*Establish Available Resources*

2

*Confirm Existing Commitments*

3

*Complete Construction Contracts*

- **Covid - 19 Response:**  
*Operational funds may not be available to open facilities*
- *Complete design contracts*

4

*Align and integrate final recommendation with:*

- *Financial Capacity*
- *Operational Needs*
- *Strategic Plan*
- *Community Priorities*

- **\$1.4 Billion CIP**
- **60% (\$850M) Funds Streets, Public Safety and Basic Services**
- **\$471M Quality of Life Bond**
  - **\$353M Borrowed**
  - **\$224M Spent**
- **\$265M Street Investment from 2017-2023**

# Funding Community Priorities/Needs

**\$433 M (83%)** – Streets, Public Safety and Basic Services

**\$86M** - Parks

	Capital Plan						
PLAN YEAR	2012	2017	2018	2019	2020	Grand Total	Percent
Approval Date	6/26/2012	8/22/2017	12/18/2017	4/30/2018	12/13/2019		
Streets	210,000,000	13,300,000	45,273,236	64,258,539	18,185,209	351,016,984	67.6%
Infrastructure/Facility Improvements		7,450,000	10,224,860	9,301,827	11,280,110	38,256,797	7.4%
Public Safety		25,100,000				25,100,000	4.8%
Public Safety - Animal Services					11,608,064	11,608,064	2.2%
Public Safety IT-WiFi- Cyber Security			3,863,000			3,863,000	0.7%
Planning Documents					3,182,400	3,182,400	0.6%
Parks - Library - Children's Museum - Mexican American Cultural Center		22,900,000	28,954,700	34,198,440		86,053,140	16.6%
Grand Total	210,000,000	68,750,000	88,315,796	107,758,806	44,255,784	519,080,386	

# Street Investment Per year

# \$140 M

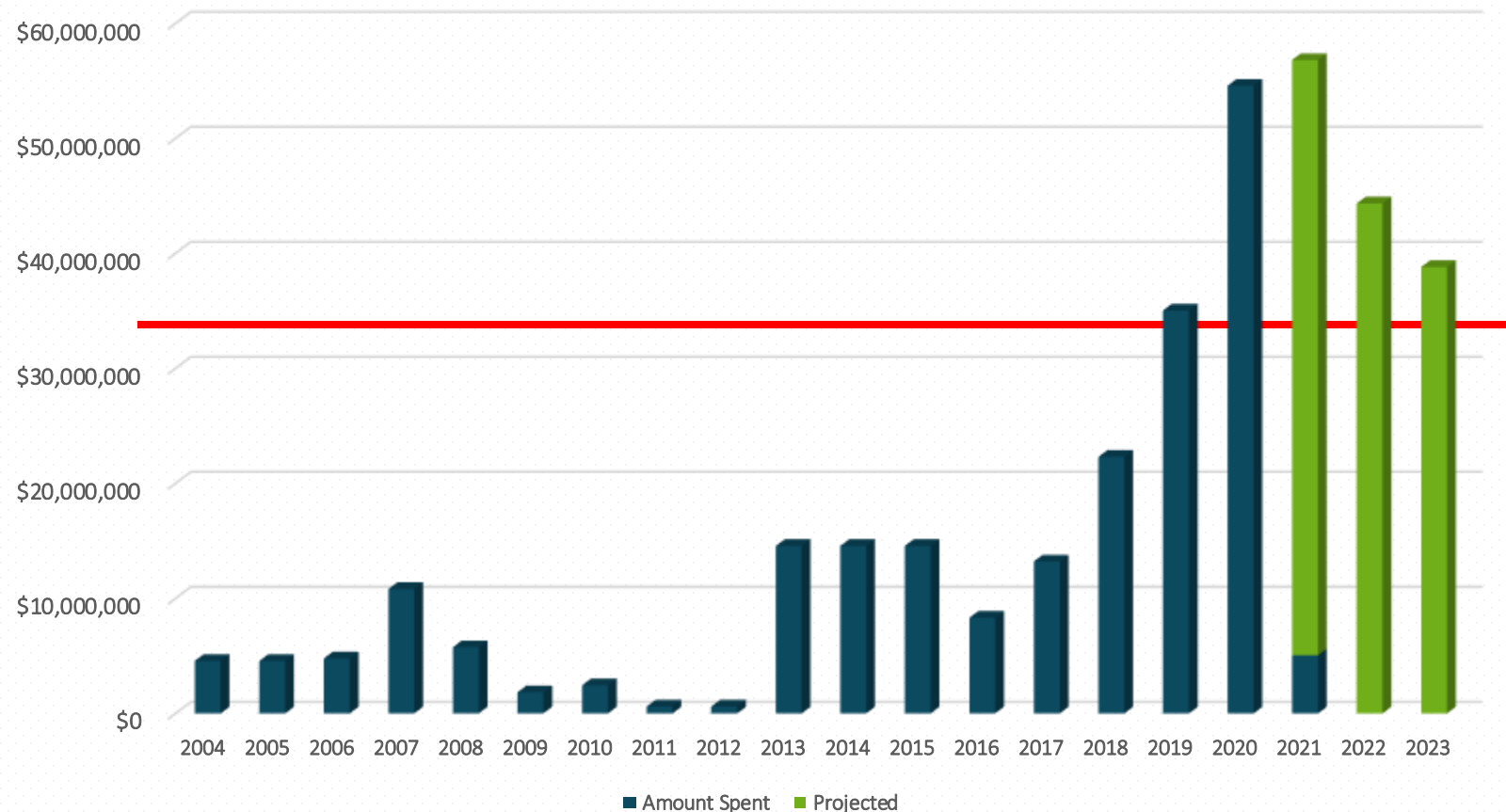
Projected Investment  
through FY23

Contract Year	Amount Spent	Projected
2004	\$4,572,142	
2005	\$4,572,142	
2006	\$4,787,607	
2007	\$10,827,025	
2008	\$5,761,805	
2009	\$1,846,445	
2010	\$2,462,740	
2011	\$608,775	
2012	\$608,775	
2013	\$14,572,091	
2014	\$14,572,091	
2015	\$14,572,091	
2016	\$8,329,959	
2017	\$13,218,725	
2018	\$22,321,672	
2019	\$35,039,139	
2020	\$54,586,408	
2021	\$5,068,633	\$51,755,167
2022		\$44,352,922
2023		\$33,823,800

**\$74M  
in 10  
years**

**\$265 M in 7 years  
510 % increase per  
avg year**

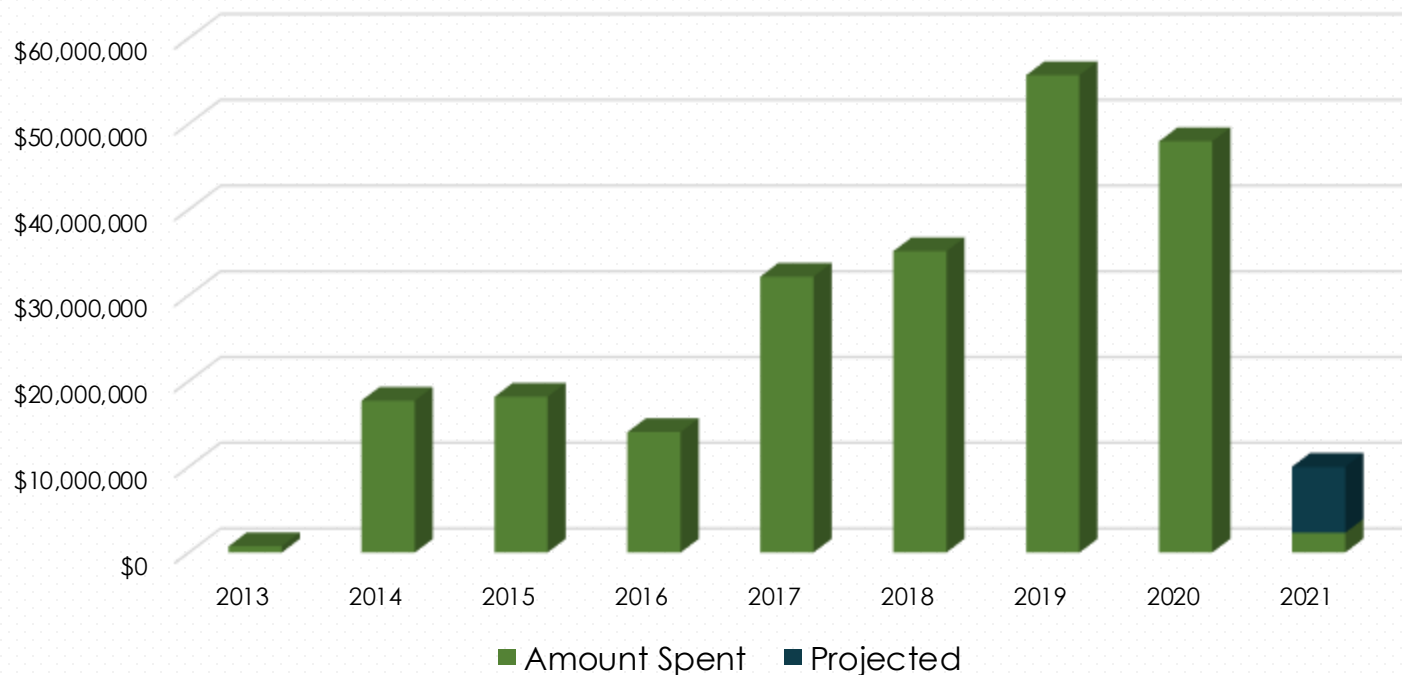
## Funds Expended Yearly on Streets



# Parks – Libraries – Zoo – Cultural Investment Per year

Contract Year	Amount Spent	Projected
2013	\$755,544	
2014	\$17,715,390	
2015	\$18,180,243	
2016	\$14,056,325	
2017	\$32,178,321	
2018	\$35,151,657	
2019	\$55,662,164	
2020	\$47,972,413	
2021	\$2,322,786	\$7,677,214

## Funds Expended Yearly on Quality of Life Projects



**\$ 7.7 M** Projected Expended Through FY21

FUNDING SOURCE	SUMMARY			COMMITMENTS	REMAINING	CASH BALANCE	CASH MINUS
	FUND	BUDGET	EXPENSES	PRE ENC & ENC	BALANCE	AS OF 12/2/2020	COMMITMENTS
2013 STREET INFRASTRUCTURE	4740	\$ 218,400,000.00	\$ 167,646,353.29	\$ 18,897,362.30	\$ 31,856,284.41	\$ 7,680,034.75	\$ (11,217,327.55)
2017 CAPITAL PLAN	4741	71,214,258.00	49,419,066.62	3,743,638.10	18,051,553.28	6,680,365.40	2,936,727.30
2018 CAPITAL PLAN	4743	76,735,148.00	24,640,445.73	18,718,565.98	33,376,136.29	9,703,746.30	(9,014,819.68)
EASTSIDE SPORTS COMPLEX PHASE II	4744	14,532,000.00	2,249,219.17	10,279,200.31	2,003,580.52	4,197,706.69	(6,081,493.62)
2019 CAPITAL PLAN	4745	112,069,158.00	11,795,538.44	12,952,990.41	87,320,629.15	8,556,146.04	(4,396,844.37)
2020 CAPITAL PLAN	4746	46,026,014.00	2,327,656.33	5,252,179.27	38,446,178.40	12,826,696.26	7,574,516.99
QOL PROP 1 (PARK/ZOO)	4800	249,051,104.00	178,833,840.08	16,111,788.40	54,105,475.52	31,114,667.40	15,002,879.00
QOL PROP 2 (LIB/MUS/MPC)	4800/05	230,901,697.00	45,496,330.89	9,606,054.33	175,799,311.78	98,529,780.09	88,923,725.76
PUBLIC SAFETY BOND	4820	413,100,000.00	4,104,673.48	4,417,747.53	404,577,578.99	31,492,599.88	27,074,852.35
<b>Total</b>		<b>\$ 1,432,029,379.00</b>	<b>\$ 486,513,124.03</b>	<b>\$ 99,979,526.63</b>	<b>\$ 845,536,728.34</b>	<b>\$ 210,781,742.81</b>	<b>\$ 110,802,216.18</b>

**Funds Available**  
**\$211 M**

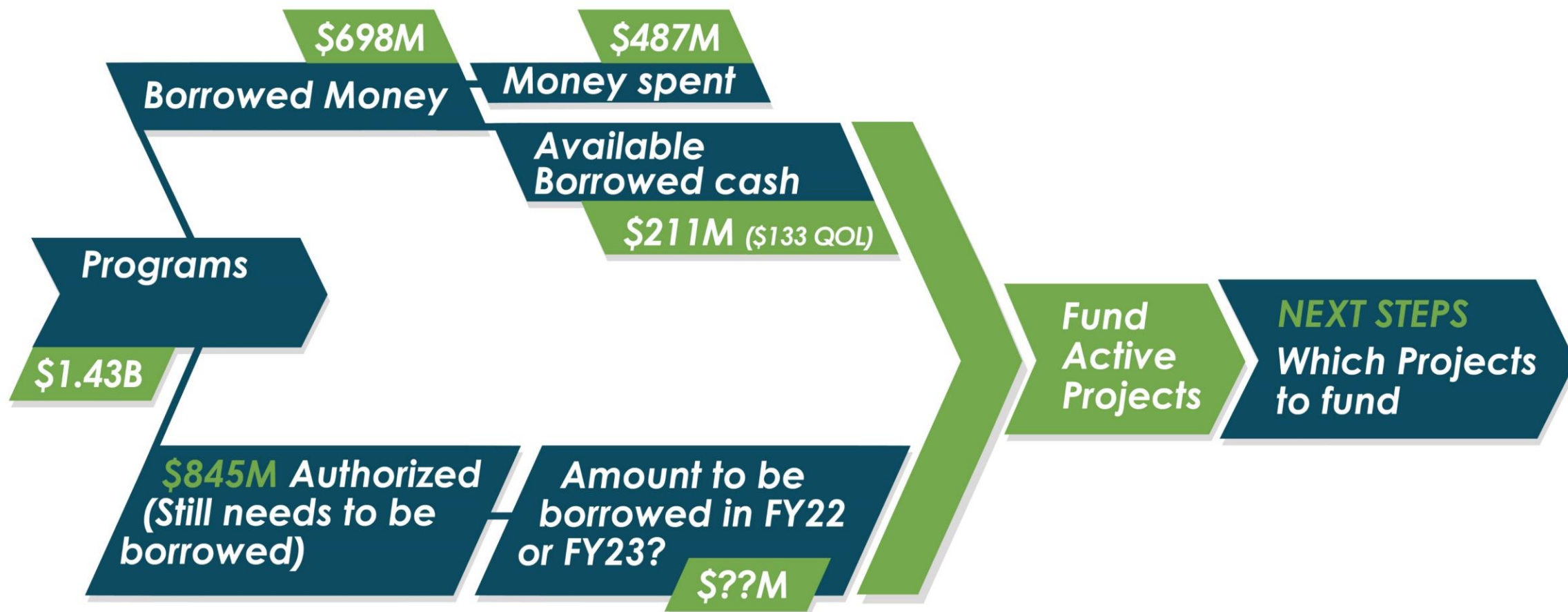
**STREETS**  
**\$46 M + FEDERAL**

**PUBLIC SAFETY**  
**\$32 M**

**PARKS – LIBRARIES –**  
**CULTURAL FACILITIES**  
**\$133 M**



## Next Steps: COVID Response / Impacts to CIP



# Deferred Projects?



# Immediate Priorities - Funding Allocation

- **2012 Street CIP – \$43M** (Unfunded Contracts + 6 Deferred Projects)
- **Public Safety Bond - \$70M** (FS 36/ERCC in design, FS Remodels and Design of PD/HQ, Academy and Central Command)
- **2012 QOL– No Cash Borrow –** (Continue with Projects account for increase operational costs)
- **Commitments/Federal Program (\$30M+\$15M Federal Match)**
- **Remaining Programs/Projects (\$??)**
  - **Administrative CIP Prioritization Policy**

# 2012 Street CIP Deferred Projects



# History

Little initial progress on CIP implementation; one project completed between 2012 and 2016.

- June 26, 2012: City Council approved \$218.4 M for street improvements
- March 8, 2016: City Council CIP recalibration
  - ✓ Observations and input from public
  - ✓ Dedicated funding for specific street improvements
  - ✓ Greater Council oversight of CIP implementation
- August 7, 2017: Council approved expediting arterial resurfacing (Transferred \$21.8 M from Reconstruction to Resurfacing Top 25 Arterials)
- December 18, 2017 Council approved expediting reconstruction projects

Status	3/8/16	12/18/17	2/14/19	6/1/19	10/1/19	2/25/20	7/23/20	8/28/20	9/30/20	12/11/20
Completed	2	10	18	21	21	27	35	35	37	38
Construction	6	7	25	27	34	36	24	24	22	20
Design	10	27	22	17	10	2	0	0	0	0
Programmed	47	21	0	0	0	0	0	0	0	0
Deferred	0	0	0	0	0	0	6+1NTMP	6+1NTMP	6+1NTMP	6+1NTMP
<b>TOTAL</b>	65	65	65	65	65	65	65	65	65	65

Recalibration

Expedite 21 Projects

# 2012 Street CIP Resurfacing

- Dist 1: **44** Complete
- Dist 2: **64** Complete
- Dist 3: **63** Complete / **2** In Progress
- Dist 4: **83** Complete
- Dist 5: **2** Complete
- Dist 6: **10** Complete
- Dist 7: **63** Complete
- Dist 8: **54** Complete / **2** In Progress

**Residential Street Resurfacing  
Program \$7 M Dedicated Funding  
Deferred to FY 2022**

**\$7 M Annual Dedicated Residential  
Resurfacing Program  
Deferred to FY 23/24**



# Public Safety Rollout

# Public Safety Bond – Covid-19 Response Revised Rollout Plan

	2021	2022	2023	2024	2025	2026	2027
Property		COVID IMPACT	Eastside RC	PD HQ	Mission Valley RC	Northeast RC	Westside RC
PD FLEET				Pebble Hills RC	New Academy	Central RC	Exist Academy

RED = COVID IMPACT

EL PASO POLICE DEPARTMENT												
Project	Total Project value with Issuance cost	CASH FOLLOW / YEAR										
		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
UPPER EAST MUNICIPAL COMPLEX (COMMAND CENTER )	\$38,600,000	\$1,000,000	\$2,860,000	\$19,300,000	\$15,440,000							
POLICE TRAINING ACADEMY*	\$19,900,000		\$1,990,000	\$2,985,000	\$9,950,000	\$4,975,000						
PD HEADQUARTERS	\$90,600,000		\$9,060,000	\$13,590,000	\$45,300,000	\$22,650,000						
PEBBLE HILLS RC RENOVATION	\$11,850,000			\$1,185,000	\$5,332,500	\$5,332,500						
MISSION VALLEY RC RENOVATION	\$11,350,000				\$1,135,000	\$5,107,500	\$5,107,500					
NORTHEAST RC RENOVATION	\$11,850,000					\$1,185,000	\$5,332,500	\$5,332,500				
WESTSIDE RC RENOVATION	\$9,850,000						\$985,000	\$4,432,500	\$4,432,500			
CENTRAL REGIONAL COMMAND (NEW)	\$24,600,000		\$3,690,000		\$2,460,000	\$8,610,000	\$9,840,000					
PD FLEET	\$3,300,000	\$1,000,000	\$2,300,000									
<b>TOTAL</b>	<b>\$221,900,000</b>	<b>\$2,000,000</b>	<b>\$19,900,000</b>	<b>\$37,060,000</b>	<b>\$79,617,500</b>	<b>\$47,860,000</b>	<b>\$21,265,000</b>	<b>\$9,765,000</b>	<b>\$4,432,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
*One project with FD Academy, Logistics and HQ (\$79M)												



# Public Safety Bond – Covid-19 Response Revised Rollout Plan

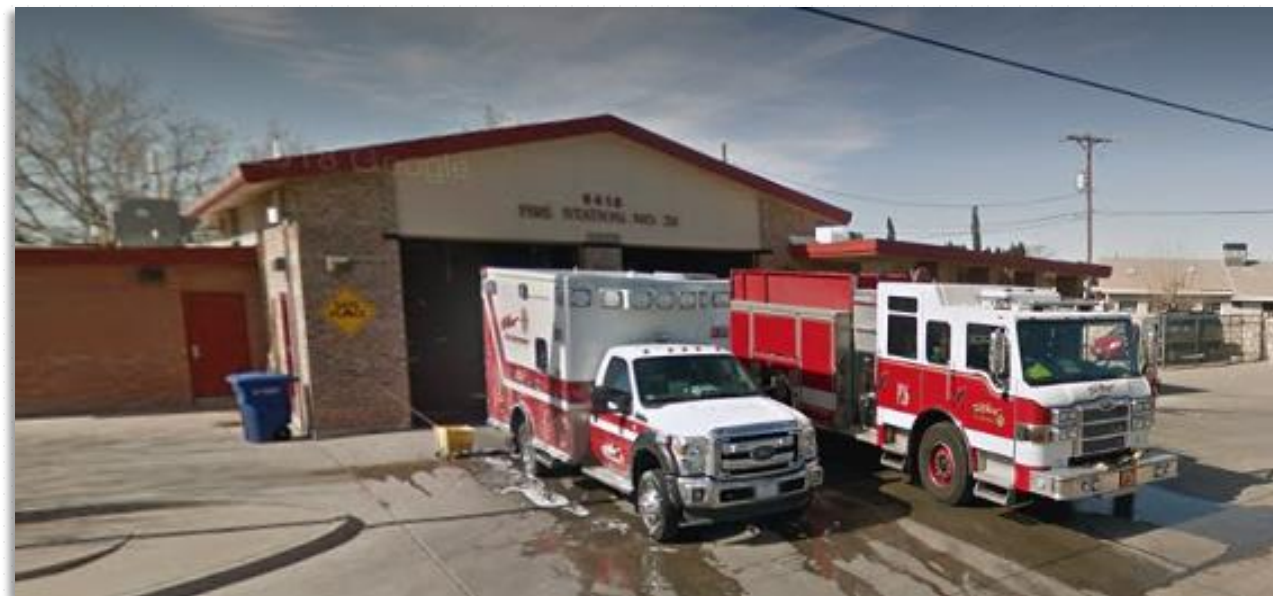
2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Renovations	Renovations	Renovations	Renovations	Renovations	Renovations	Renovations	Renovations	FS 40	
Roofs		FS 36	FS 38	Special Teams				FS 40	
Equipment	Equipment			Academy					
				HQ/Logistics					

RED = COVID IMPACT

EL PASO FIRE DEPARTMENT												
Project	Total Project value with issuance cost and 2% for the Arts	CASH FOLLOW / YEAR										
		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
FIRE STATION 36 (NEW)	\$11,300,000	\$300,000	\$830,000	\$6,780,000	\$3,390,000							
FIRE STATION 38 (NEW - Municipal Complex)	\$11,800,000			\$3,000,000	\$7,000,000	\$1,800,000						
FIRE STATION 1, 9, 11	\$17,100,000			\$1,710,000	\$6,840,000	\$6,840,000	\$1,710,000					
TRAINING ACADEMY & LOGISTICS*	\$29,650,000		\$2,965,000	\$4,447,500	\$14,825,000	\$7,412,500						
FIRE STATION 40 (NEW)	\$15,500,000								\$1,550,000	\$9,300,000	\$4,650,000	
FIRE HEADQUARTERS*	\$29,650,000		\$2,965,000	\$4,447,500	\$14,825,000	\$7,412,500						
FIRE STATION RENOVATIONS	\$74,400,000	\$1,720,000	\$11,160,000	\$13,160,000	\$11,160,000	\$7,440,000	\$7,440,000	\$7,440,000	\$7,440,000	\$7,440,000		
FD EQUIPMENT	\$1,800,000	\$800,000	\$1,000,000									
<b>TOTAL</b>	<b>\$191,200,000</b>	<b>\$2,820,000</b>	<b>\$18,920,000</b>	<b>\$33,545,000</b>	<b>\$58,040,000</b>	<b>\$30,905,000</b>	<b>\$9,150,000</b>	<b>\$7,440,000</b>	<b>\$8,990,000</b>	<b>\$16,740,000</b>	<b>\$4,650,000</b>	

\*One project with FD Academy, Logistics and HQ (\$79M)

# Fire Department Facilities



# Federal Program Commitments

# Active Management

Project Name	City Match
Downtown bicycle infrastructure	\$ 514,415.80
Traffic Management Center Ph I	\$ 732,065.80
Ysleta Middle School SRTS	\$ 199,990.60
Rojas Widening	\$ 2,551,079.13
PDN Trail Magoffin	\$689,417.00
Texas Campbell Piedras Bridges	\$390,000.00
Border West Expressway	\$ 227,660.00
Montana Widening Phase I ROW	\$ 748,311.86
Montana Widening Phase II ROW	\$ 748,311.86
<b>FY 2022</b>	<b>\$ 6,801,252.05</b>
Traffic Management Center Ph 2	\$ 1,133,995.20
Sean Haggerty Dr. Extension	\$ 4,734,000.00
Playa Drain (Padilla to Zaragoza)	\$ 1,198,359.00
Border West Expressway	\$ 227,660.00
Montana Widening Phase I ROW	\$ 748,311.86
Montana Widening Phase II ROW	\$ 748,311.86
<b>FY 2023</b>	<b>\$ 8,790,637.92</b>



**EVERY PROJECT STARTS WITH AN IDEA OR A NEED**



**TRAFFIC**

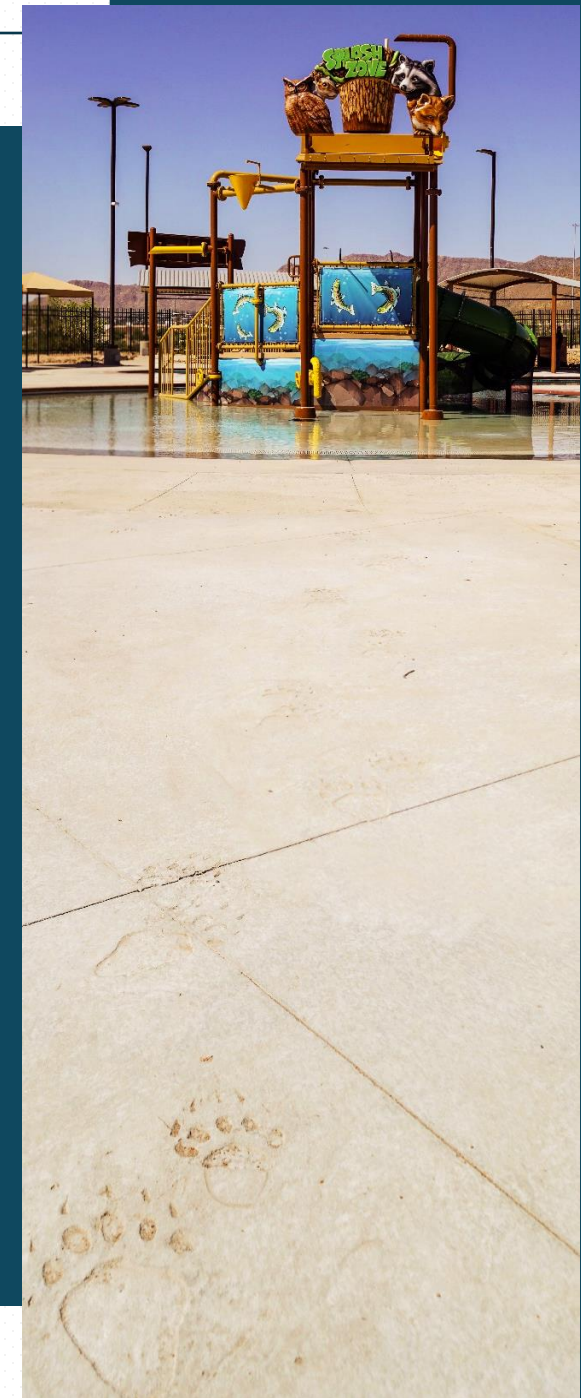


**POPULATION**



**ECONOMIC TRENDS**

# 2012 Quality Of Life Deferred Projects



# 18 Deferred and Shelved Projects

Project Name	District	Official Shelf Date
Alligator Exhibit	ZOO	04/13/20
Blackie Chesher Sports Maintenance Storage	6	11/2020
Chalio Acosta Sports Center	8	04/13/20
Education Discovery Improvements	ZOO	4/13/2020
Joey Barraza and Vino Memorial Park Phase 2	4	04/15/20
Joey Barraza and Vino Modular Play Structure	4	11/1/2020
Komodo Dragon Exhibit	ZOO	04/13/20
Manhattan Heights Historic Archway Illumination	2	05/05/20
MPC	DTWN	04/13/20

Project Name	District	Official Shelf Date
Pat O'Rourke Recreation Center	8	04/13/20
Penguin Exhibit and Life Support Project	ZOO	04/15/20
South American Pavilion Restrooms	ZOO	4/15/2020
Sun City Lights -	5	04/13/20
Vet Service Road - Support Elements	ZOO	4/15/2020
Veterans Recreation Center	4	8/1/2020
Wainwright and NE basin Park Improvements	2,4	9/10/2020
Westside Community Park Soccer Field Lighting	1	8/1/2020

# 21 to be Deferred Projects

Project Name	District
Blackie Chesher Sports Maintenance Storage	6
Eastside Regional Park Phase 2	5
Eastside Regional Phase 2 Modular Play Structure	5
Lower Beaumont Recreational Facility	2
Mexican American Cultural Center	DTWN
Paved Trails - Tierra Del Este, Sunset Terrace Park Trail Extension	1,5
Paved Trails - Carolina to Emerson	7
Paved Trails - Donald to Dyer	4
Paved Trails - Ellis lateral Connection	1
Paved Trails - Montana to I-10 Segment A	3,7

Project Name	District
Paved Trails - Montana to I-10 Segment B	3,7
Paved Trails - Montana to I-10 Segment C	3,7
Paved Trails - Montana to I-10 Segment D	3,7
Paved Trails - Rio Grande Trail North and Valley Creek Access	1
Paved Trails - Skyline to Loma Real Segment A	2,4
Paved Trails - Skyline to Loma Real Segment B	2,4
Paved Trails - Skyline to Loma Real Segment C	2,4
Paved Trails - Skyline to Loma Real Segment D	2,4
Paved Trails- Mountain to River Trails System	1

# Items to consider:

- **Cost of Service**
- **Most Expensive Facilities to Operate**
- **Innovate our service models – Consolidation of Services and Facilities**
- **Demographics - ROI**
- **Research and Deploy new cost effective technologies (Streets, traffic safety and facility operation)**





# Economic Development

Jessica Herrera  
Economic and  
International Development



# TOTAL IMPACT AND RESULTS

## 2015-2022

Over **56,023 Total Jobs Supported**

216% Increase from 2014-2016

Over **\$1.72 Billion Invested**



# Creating Smart Partnerships

## Economic Development Impact & Results

### 2015-2020:

**13,800 Jobs & \$1.17 Billion Invested**

#### JOBS

Nearly **13,800 jobs** directly supported

- Over 5,200 jobs created
- Nearly 8,600 jobs retained
- A 79% increase over previous 5 years

#### INVESTMENT

Nearly **\$1.17 billion** in actual capital investment

- A 25% increase over agreement obligation
- A 66% increase over previous 5 years

### 2006-2014:

**8,197 Jobs & \$806.2 Million Invested**

#### JOBS

**8,197 jobs** directly supported

- 3,824 jobs created
- 4,373 jobs retained

#### INVESTMENT

**\$806,214,000** in actual capital investment

# Capital Improvement Plan

## Economic Development Impact and Results

**2015-2021:**

**42,223 Jobs & \$553 Million Invested**

### JOBS

### INVESTMENT

- Over **42,223** total direct, indirect & induced jobs
- Nearly **28,149 jobs** directly supported
- Over **14,074** indirect and induced jobs

**\$553.3 Million** in capital investments

**2012-2014:**

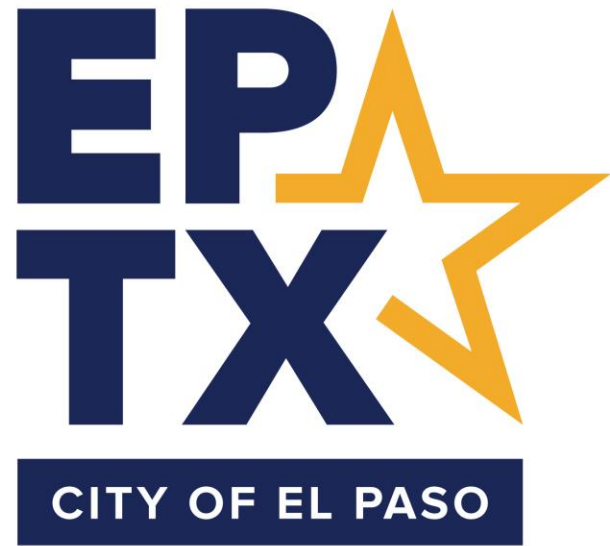
**8,197 Jobs & \$233 Million Invested**

### JOBS

### INVESTMENT

- **9,537 total direct, indirect & induced jobs**
- **6,358 jobs** directly supported
- **3,179** Indirect and Induced jobs

**\$311.7 M** in capital investments



# Operational Overview

## Tommy Gonzalez

DECEMBER 2020