



FY 2025 Budget Overview

July 2024



Agenda

FY 2025

- Budget Development Approach
- FY 2025 Budget Highlights
- FY 2025 Revenue
- FY 2025 Expenditures
- Budget Calendar



Budget Summary – City Manager Intro

- FY 2025 Challenges – What’s different from last year?
- Recommended Property Tax Rate – How we balanced the budget?
- What are the long-term budget challenges?
- How will this budget impact next year and beyond?

FY 2024 – 2025 Budget Approach

Minimizing the Impact of Inflation and Economic Pressures on Our Community

Impacts



- Property Valuations
- Housing Costs
- Utility bills
- Inflation impacts (fuel, groceries, etc)
- Economic Slowdown

Recommended Actions

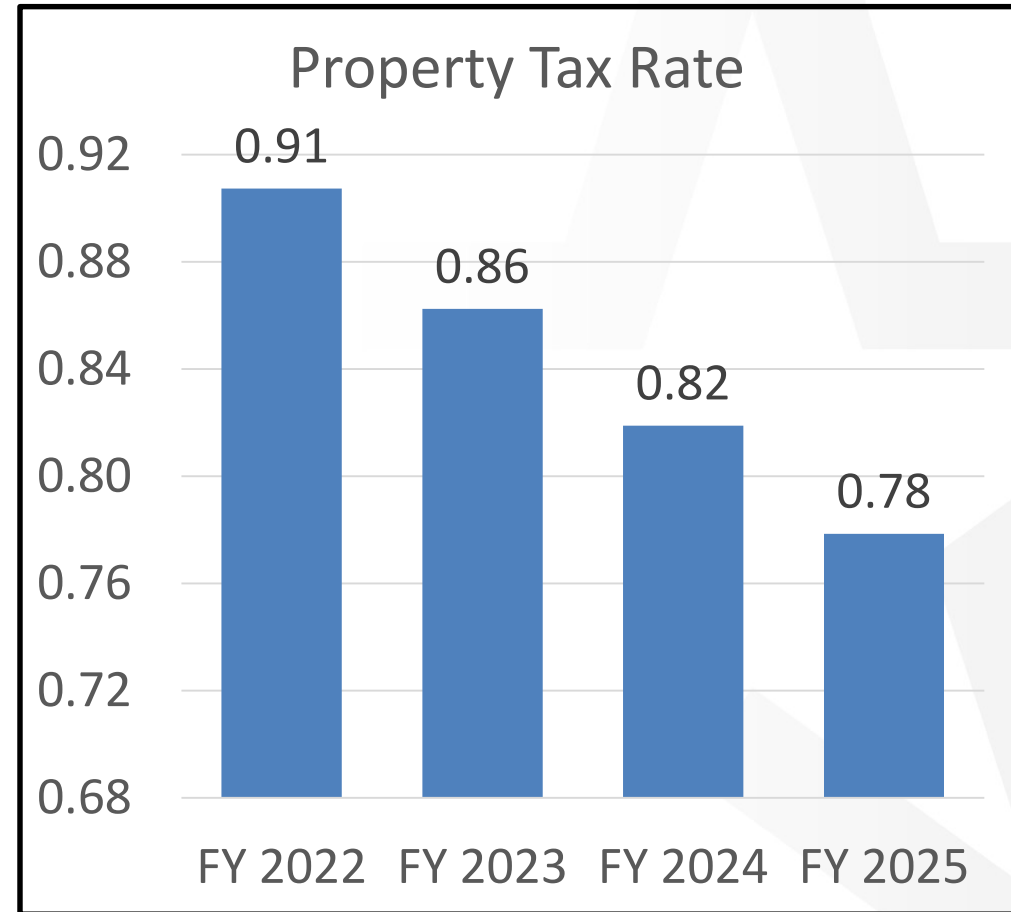
- Lower Property Tax Rate 4 cents
- Previous year's savings
- No debt issuance
- Maintains investment in public safety, streets, and workforce

FY 2025 Challenges – What's different from last year?

- Less new revenue
 - Sales tax revenue is only increasing by \$3.0 million, compared to \$24.5 million increase last year
 - Franchise fee revenue is decreasing by \$1.1 million, compared to \$10.4 million increase last year
- Increase in fixed costs
 - City contribution for healthcare costs increasing by \$4.2 million
 - November 2024 citywide election cost of \$2.2 million
 - Appraisal Service cost increase of \$1.0 million (Central Appraisal District)
- Other significant cost increases
 - Animal Services increase cost of \$2.3 million for staff and Morehead
 - Information Technology contracts increase of \$1.1 million

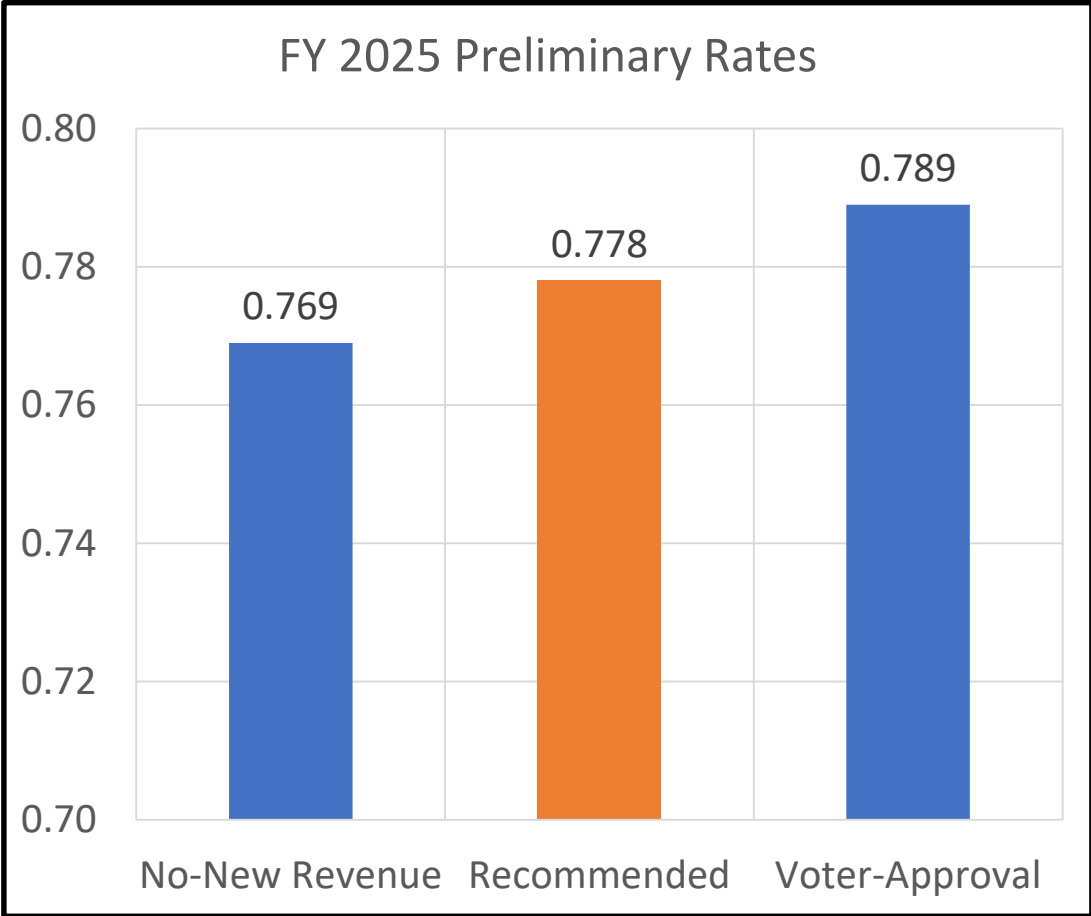
Recommended Preliminary Property Tax Rate

- FY 2025 preliminary property tax rate of 77.8 cents, which is a **four cent reduction** from the current tax rate
- Equals an almost **13 cent reduction in the last three years**, lowest tax rate since 2016
- Preliminary **debt service** tax rate of 23.6 cents is the **lowest since 2013**



Estimated Property Tax Rates

Certified Property Tax Values will be received on July 25, 2024



SB2 - Texas Property Tax Reform and Transparency Act of 2019

No-New-Revenue Tax Rate -

The tax rate that would generate the same amount of revenue in the current tax year as was generated in the preceding tax year.

Voter-Approval Tax Rate – 3.5% cap

The highest tax rate a taxing unit may adopt before requiring voter approval at an election.

How we achieved the 4 cent reduction

- Forward thinking decisions made last year (eliminating/modifying the TRZ #2 and 10A, creating the pay-for-futures fund and sales tax slowdown forecast)
- 10% increase estimated in property valuations, reduced O&M tax rate by 2 cents
- No debt issuance in FY 2025 and savings from refinancing
- Use of \$5 million from Pay-for-Futures Fund (one-time revenue from reserves)
- Civilian pay raises split September and March 2025 (last increase was Sep. 2023)
- Increased savings from vacancies by \$6.6 million from prior year
- Reduced annual pay-go by \$3 million for vehicles and facilities

Budget Focus

- 1) Utilizing multi-year outlook on ***City Council and Community priorities*** to minimize impact to taxpayers by lowering the property tax rate, while maintaining City services
- 2) Investing aggressively in ***public safety*** to maintain the standing as one of the nation's top safest cities by,
 - a. Continue to fund training academies for Police Officers and Firefighters
 - b. Retaining existing Police Officers and Firefighters through competitive compensation and incentives
 - c. Opening of new facilities through the voter approved 2019 public safety bond program

Budget Focus

- 3) Maintaining current levels of investment in improving ***street infrastructure*** through the annual pay-go and voter approved Community Progress Bond
 - a. Resurfacing and reconstruction on segments of the most-traveled arterials
 - b. Annual allocation for resurfacing residential and collector streets
 - c. Improving street connectivity
 - d. Increasing traffic safety initiatives to include new traffic signal intersections

Budget Focus

- 4) Continuing our commitment to providing ***exceptional recreational and cultural opportunities*** through investments in new amenities, for example:
 - a. La Nube (Children's Museum) - August 2024
 - b. Mexican American Cultural Center - August 2024
 - c. 100% of Libraries will be open in FY 2025 (all capital projects completed)
- 5) Investment in the ***retention and recruitment*** of our workforce,
 - a. Increasing the entry wage from \$13.11 to \$14.11 an hour with \$0.50 in September 2024 and \$0.50 in March 2025 (all civilian employees will receive a \$1.00 per hour)
 - b. No healthcare cost increases passed on to civilian employees for the sixth year

Workforce Focus

City Council's continued support for our employees by increasing the minimum wage from \$11.11 to \$13.11 or a \$2,080 annual increase resulted in:

As of date Salary Plan	9/1/2021 Average	9/1/2022 Average	9/1/2023 Average	Increase %
GS	30,893	33,195	35,653	14.34%
PM	52,192	54,736	57,458	9.62%
EX	\$118,700	\$122,310	\$126,668	6.51%

Healthcare

- Projects a \$7.5 million all funds or \$4.2 million General Fund increase in healthcare due to new contract in January 2025, CBAs and rising costs.
- **6 consecutive years** with no healthcare cost increase for civilian employees (City covering the increase)
- Includes an increase in healthcare costs for employer only due to:
 - Rising costs in healthcare claims due to inflationary pressures and the number of claims paid
- Continue funding Health Savings Account - \$500 to \$1,000 annually (for Consumer Driven Healthcare Plan participants)
- Continue funding the Shape-it-Up wellness program - \$600 to \$1,800 annually

Key Investments – Annual Pay-Go Funding

Description	FY 2023 Adopted	FY 2024 Adopted	FY 2025 Preliminary	Variance
PD Capital Replacement	3,000,000	4,200,000	4,200,000	-
FD Capital Replacement	4,000,000	5,200,000	5,200,000	-
ADA Curb Cuts	500,000	750,000	750,000	-
Parks Amenities	1,000,000	1,000,000	1,000,000	-
Residential Streets Resurfacing	7,000,000	7,000,000	7,000,000	-
Collector Street Resurfacing	3,000,000	3,000,000	3,000,000	-
Citywide Facility Renovations	1,000,000	6,000,000	4,400,000	(1,600,000)
Citywide Vehicle Replacement	1,000,000	2,000,000	1,500,000	(500,000)
SAM Heavy Equipment Replacement	-	3,000,000	2,100,000	(900,000)
	\$ 20,500,000	\$ 32,150,000	\$29,150,000	\$ (3,000,000)

*\$9 million included as part of the dissolution of TRZ #2 and 10A

Longer-term Budget Challenges – Our Need for Continued Investment

- No increased allocation in current annual pay-go funding
 - Streets - 50% of streets rank in the fair to very poor condition
 - Facilities - 2/3rd of existing facilities (250+) are more than 30 years old
 - Vehicles/equipment - 23% or 460 of light duty vehicles have surpassed their useful life
 - Parks - 25 “D” rated and more reaching end of useful life
- No annual funding for City grant match (MPO and city-wide grant program)
- No annual funding for critical Information Technology capital replacement

Importance of Multi-Year Outlook

Long-term planning

- Plan and prioritize financial resources to align with long-term goals and objectives

Stability & predictability

- Improves planning and decision-making

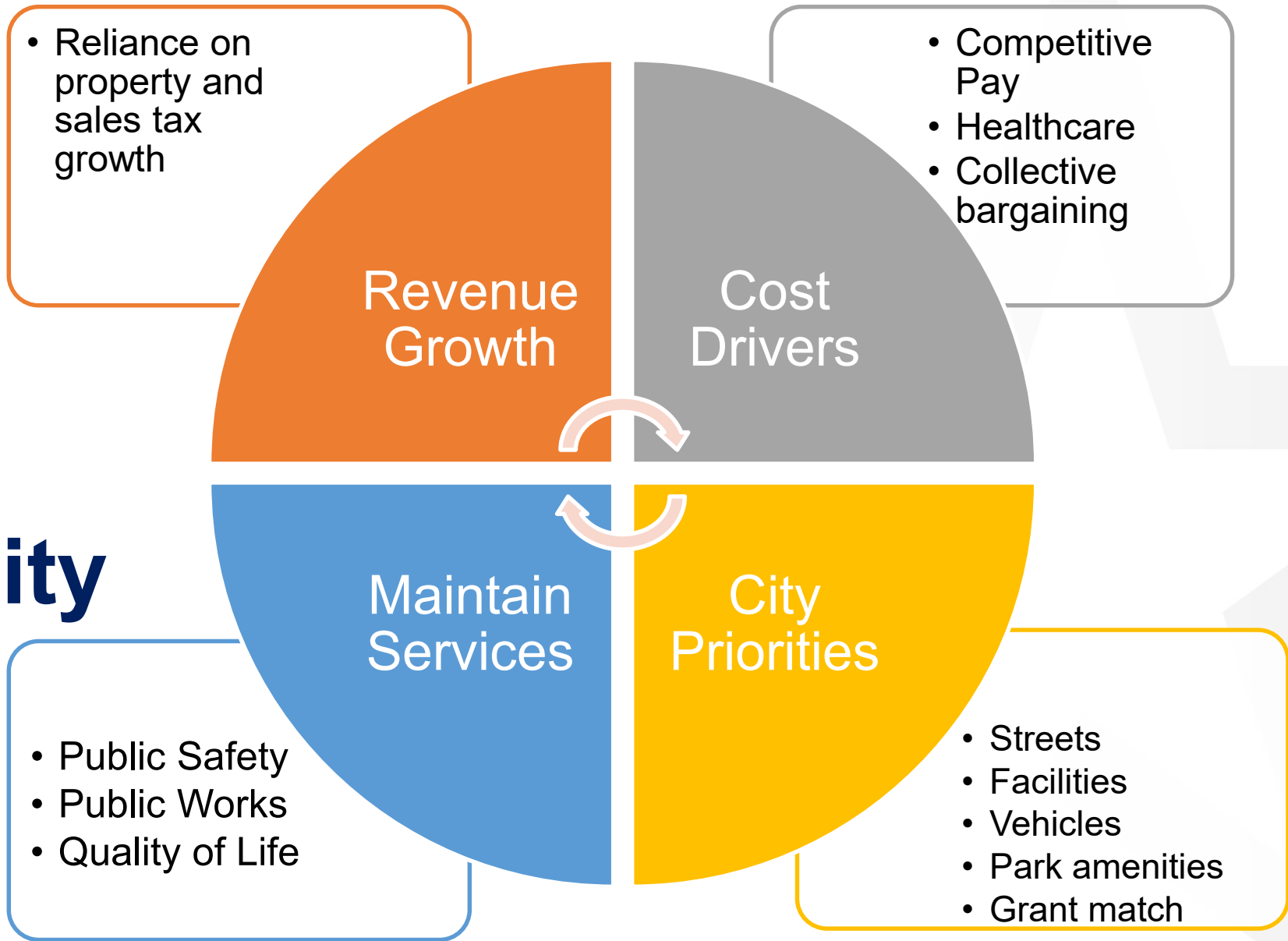
Improved financial management

- identifies potential fiscal challenges in advance and develop strategies to mitigate risk and maintain fiscal sustainability

Transparency & accountability

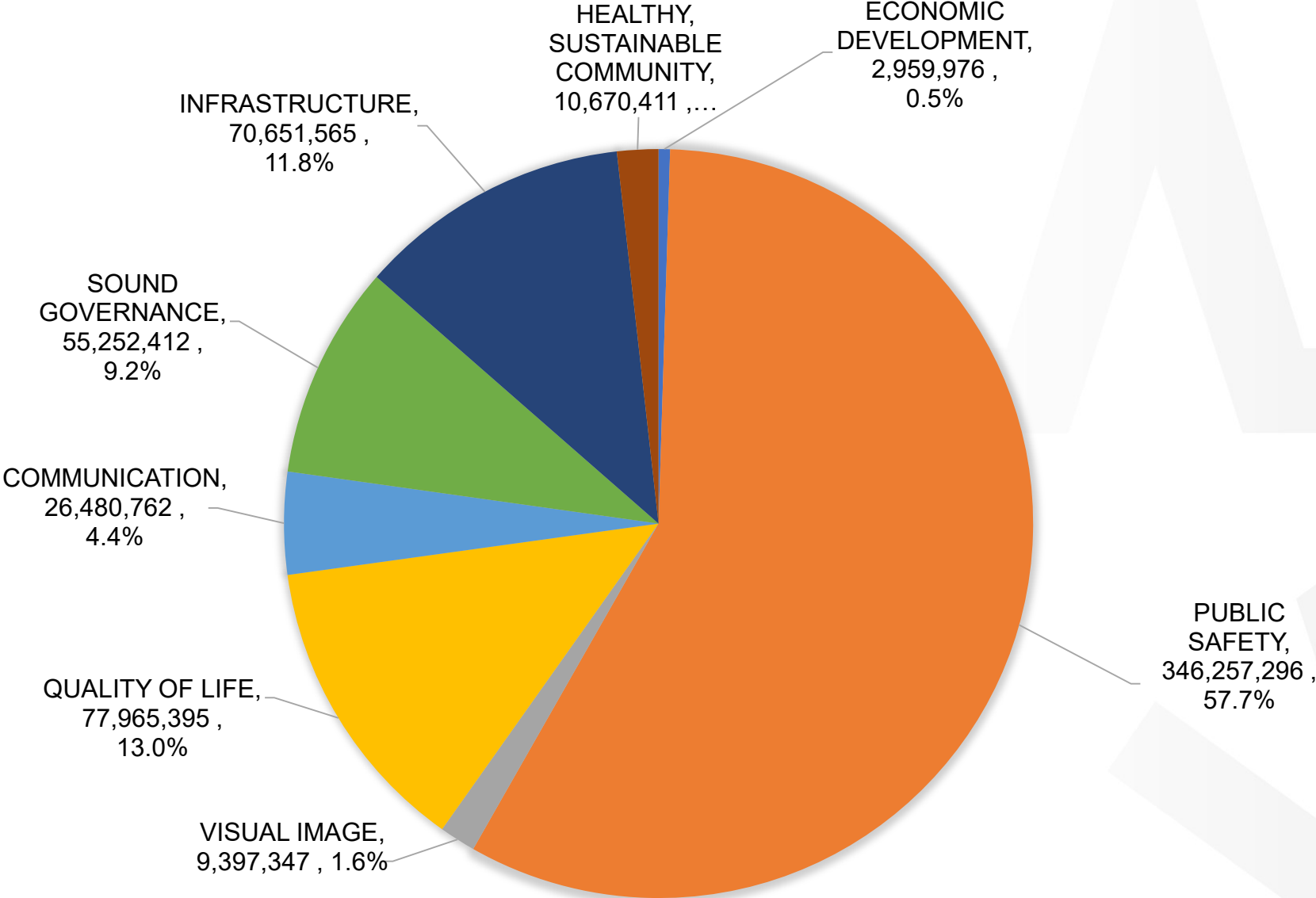
- Improves communication and engagement

Ensuring Long-term Financial Sustainability

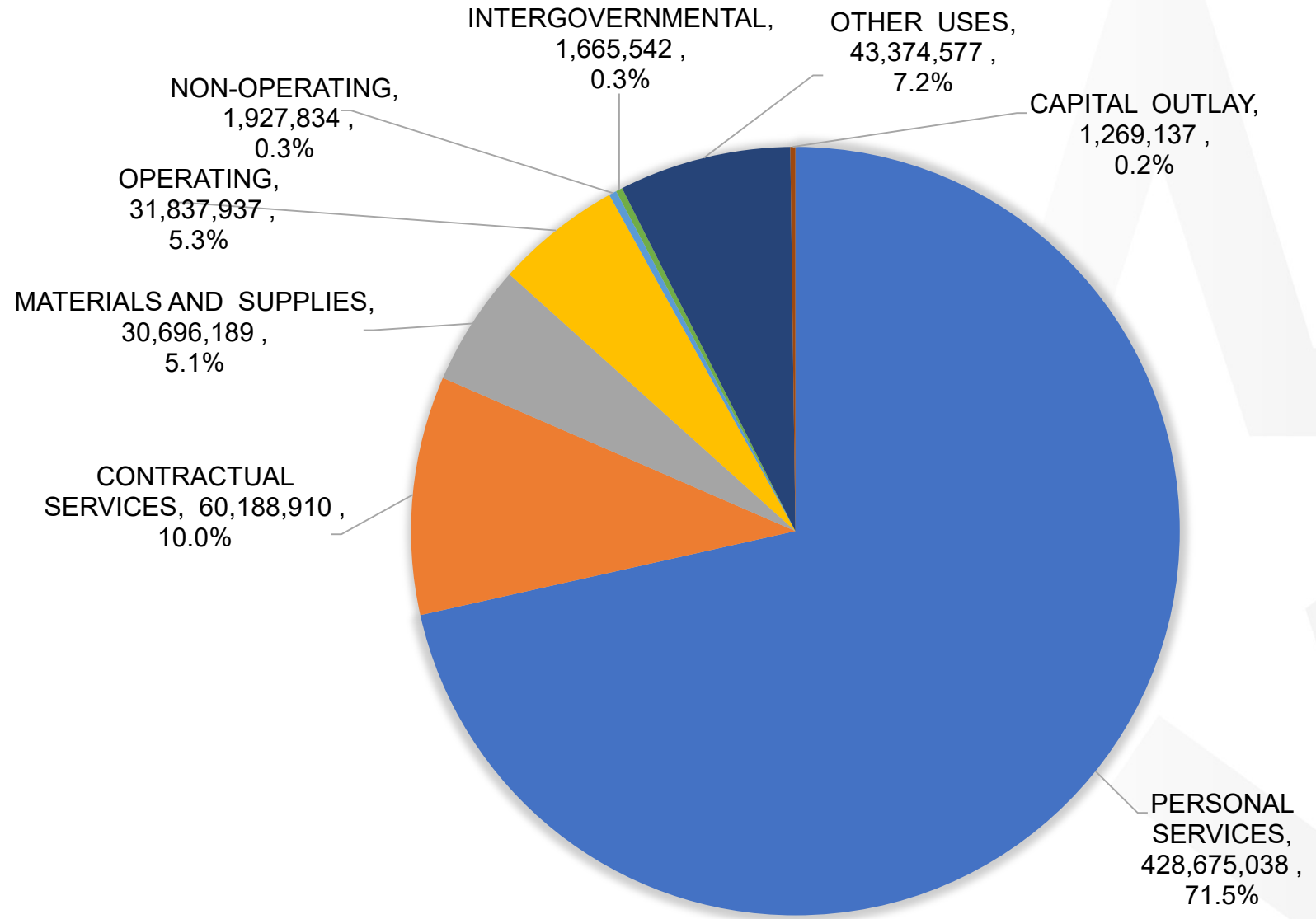


FY 2025 Preliminary General Fund Budget

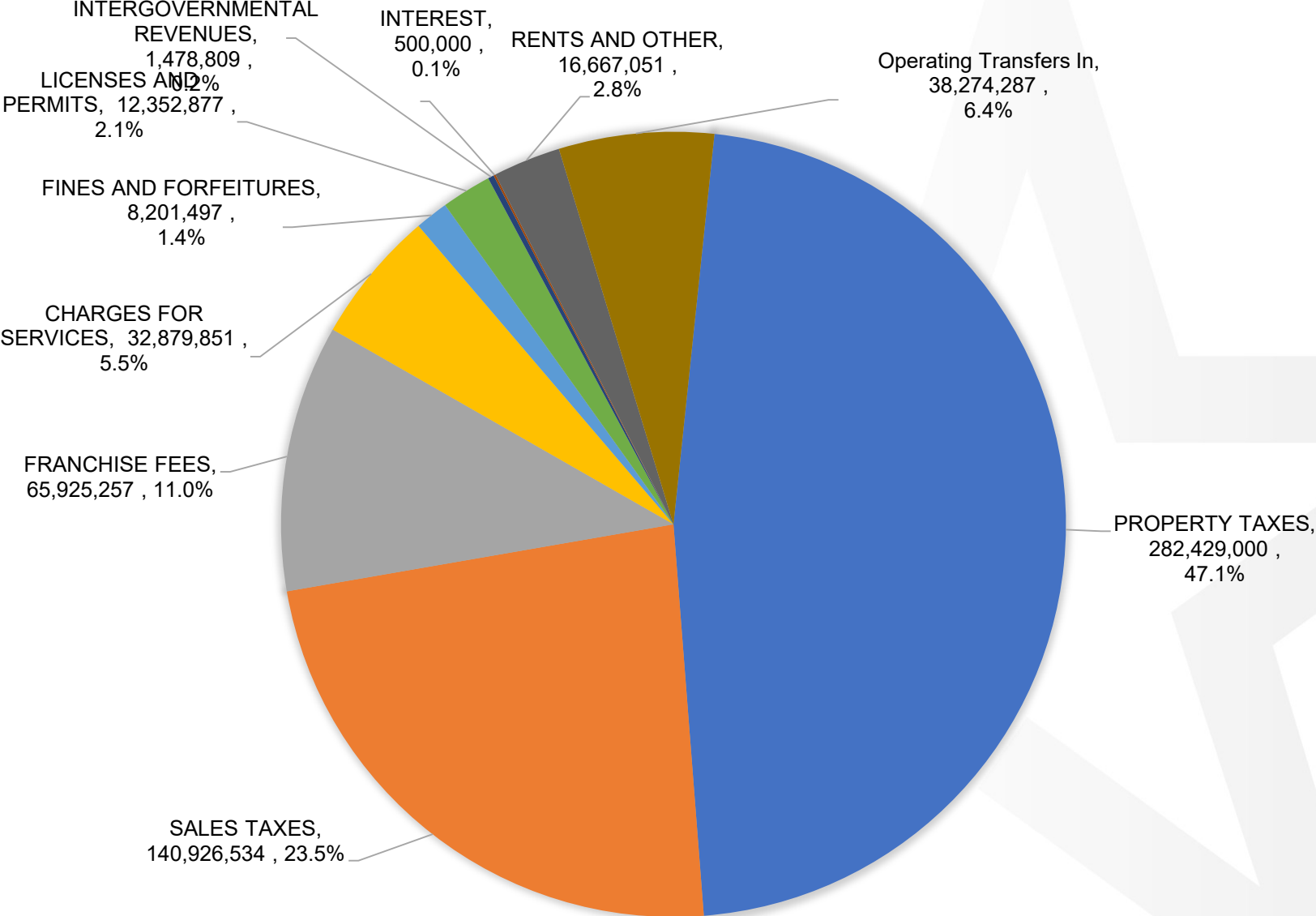
FY 2024/25 General Fund by Strategic Goal (Expenditures)



FY 2024/25 General Fund by Category (Expenditures)



FY 2024/25 General Fund Revenue by Category



**FY 2025
Preliminary
General
Fund
Budget
By
Department
(Expenditures)**

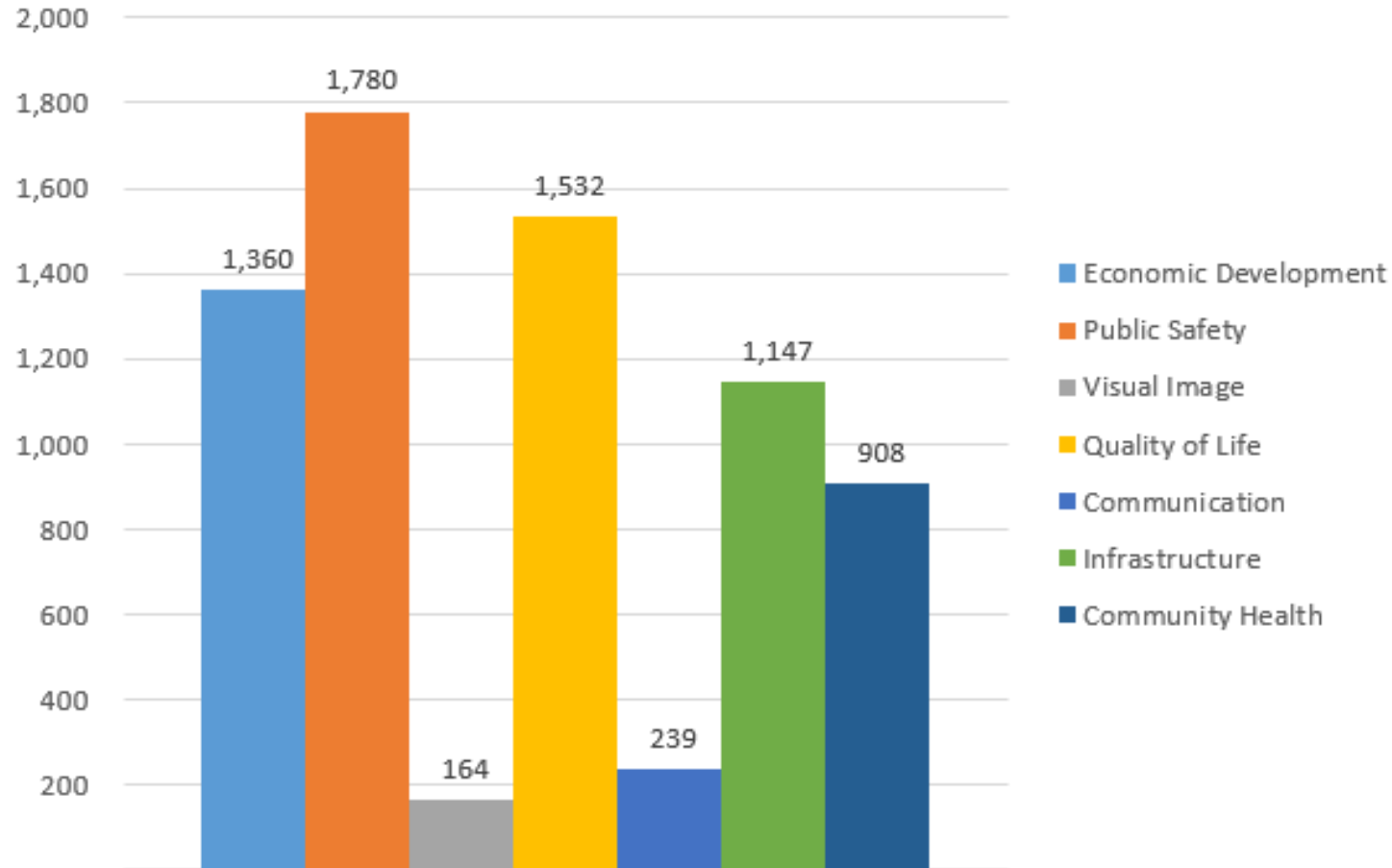
Departments	FY 2024 Adopted	FY 2025 Preliminary	Variance
CAPITAL IMPROVEMENT DEPARTMENT	7,611,562	8,102,901	491,339
CITY ATTORNEY	6,089,120	6,272,671	183,551
CITY CLERK	922,507	3,162,819	2,240,312
CITY MANAGER	3,220,658	3,051,390	(169,268)
COMMUNITY AND HUMAN DEVELOPMENT	2,337,178	2,402,680	65,502
ECONOMIC DEVELOPMENT	3,219,430	2,959,976	(259,454)
FIRE	141,786,883	148,681,926	6,895,043
HUMAN RESOURCES	4,041,014	4,485,366	444,352
INFORMATION TECHNOLOGY	24,676,524	26,480,762	1,804,239
INTERNAL AUDIT DEPARTMENT	1,161,620	1,177,566	15,947
LIBRARY	10,439,109	12,055,846	1,616,737
MAYOR AND COUNCIL	2,333,466	2,406,661	73,195
MUNICIPAL COURT	6,370,086	6,768,995	398,909
MUSEUM AND CULTURAL AFFAIRS	7,020,401	7,635,249	614,848
NON-DEPARTMENTAL	30,367,688	28,332,612	(2,035,075)
OFFICE OF THE COMPTROLLER	3,447,858	3,774,124	326,266
PARKS AND RECREATION	45,783,651	50,393,759	4,610,108
PLANNING AND INSPECTIONS	8,945,379	9,397,347	451,968
POLICE	182,855,781	190,806,375	7,950,593
PUBLIC HEALTH	7,673,941	8,267,731	593,790
PURCHASING AND STRATEGIC SOURCING	2,044,665	2,589,202	544,537
STREETS AND MAINTENANCE	63,767,529	62,548,663	(1,218,866)
ZOO	7,204,374	7,880,541	676,167
Total Expenditures	573,320,424	599,635,164	26,314,740

FY 2025 Preliminary All Funds Budget By Department (Expenses)

Departments	FY 2024 Adopted	FY 2025 Preliminary	Variance
ANIMAL SERVICES	11,933,474	13,750,729	1,817,254
AVIATION	68,471,308	73,125,685	4,654,377
CAPITAL IMPROVEMENT DEPARTMENT	7,699,850	8,194,955	495,105
CITY ATTORNEY	6,139,758	6,337,622	197,864
CITY CLERK	922,507	3,162,819	2,240,312
CITY MANAGER	3,220,658	3,051,390	(169,268)
COMMUNITY AND HUMAN DEVELOPMENT	15,898,358	16,471,956	573,599
DESTINATION EL PASO	23,369,648	23,697,898	328,250
ECONOMIC DEVELOPMENT	27,401,688	38,555,291	11,153,603
ENVIRONMENTAL SERVICES	150,166,194	115,257,852	(34,908,342)
FIRE	153,534,979	157,386,246	3,851,267
HUMAN RESOURCES	79,353,605	87,395,838	8,042,233
INFORMATION TECHNOLOGY	24,676,524	26,480,762	1,804,239
INTERNAL AUDIT DEPARTMENT	1,161,620	1,177,566	15,947
INTERNATIONAL BRIDGES	28,100,985	30,348,602	2,247,618
LIBRARY	10,651,002	12,355,846	1,704,844
MAYOR AND COUNCIL	2,413,466	2,486,661	73,195
MUNICIPAL COURT	7,360,686	8,014,993	654,307
MUSEUM AND CULTURAL AFFAIRS	8,642,125	9,358,450	716,325
NON-DEPARTMENTAL	170,250,587	169,465,351	(785,236)
OFFICE OF THE COMPTROLLER	3,550,520	3,878,168	327,648
PARKS AND RECREATION	48,928,651	53,538,759	4,610,108
PLANNING AND INSPECTIONS	10,089,562	10,572,295	482,733
POLICE	205,161,844	213,946,658	8,784,814
PUBLIC HEALTH	18,646,927	18,832,633	185,706
PURCHASING AND STRATEGIC SOURCING	2,044,665	2,609,202	564,537
STREETS AND MAINTENANCE	104,928,544	100,606,380	(4,322,164)
SUN METRO	111,027,161	111,151,729	124,568
TAX	2,614,462	2,781,860	167,397
ZOO	10,164,733	11,445,160	1,280,427
Total Expenditures	1,318,526,091	1,335,439,357	16,913,266

Chime In Budget Survey Responses

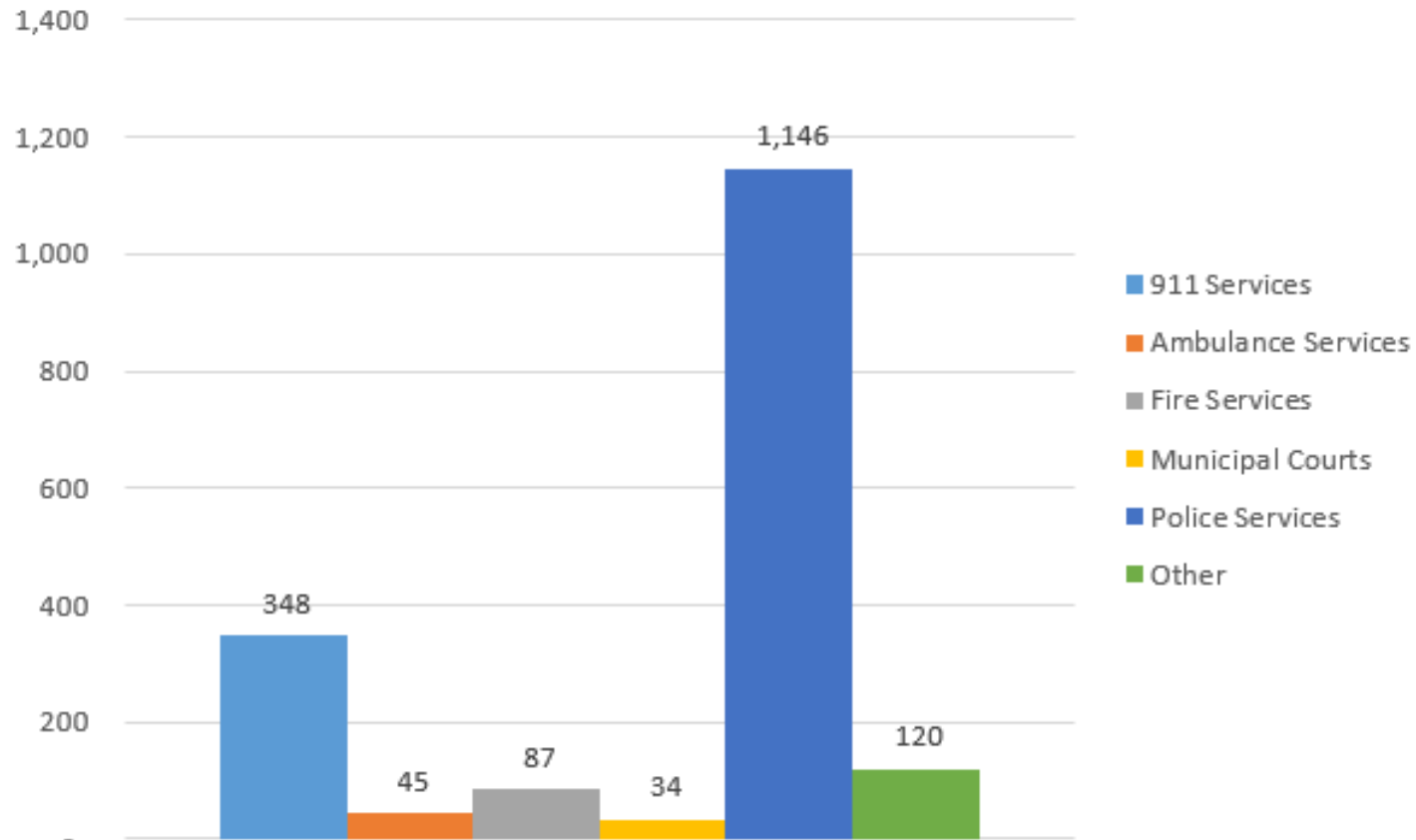
What is your top priority?



7,130 Responses

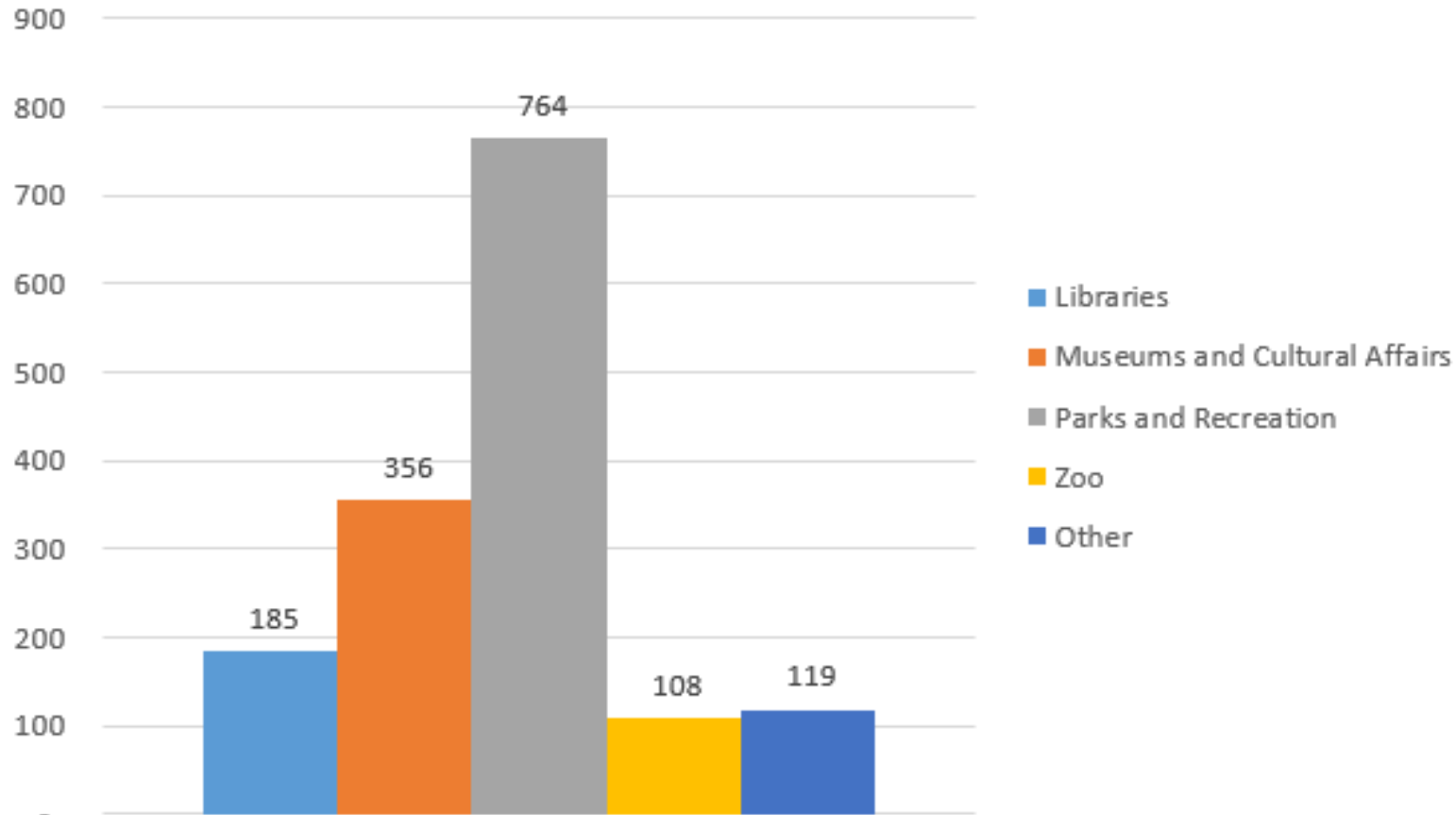
Chime In Budget Survey Responses

If you selected Public Safety, what is your focus?



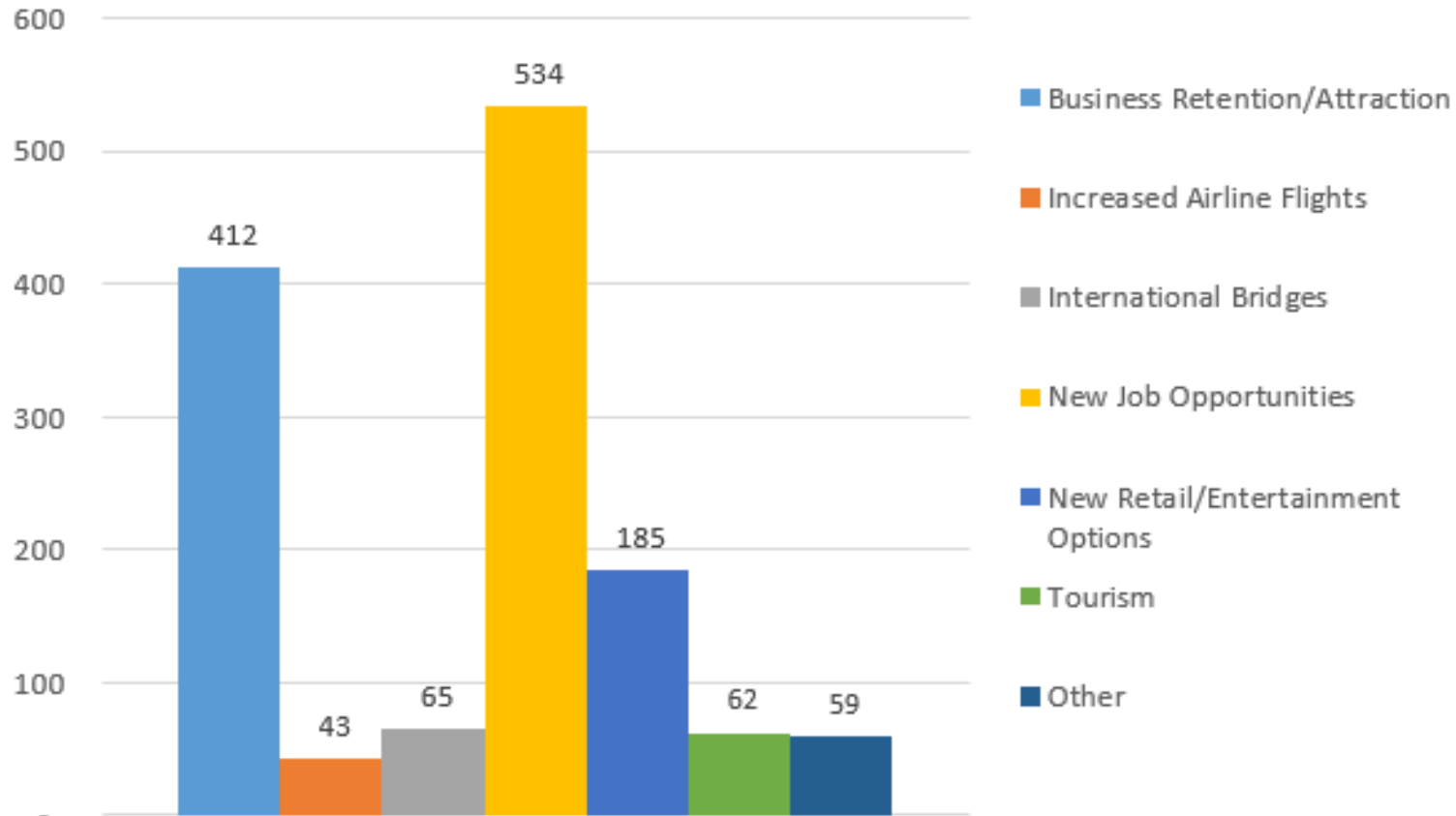
Chime In Budget Survey Responses

If you selected Quality of Life, what is your focus?



Chime In Budget Survey Responses

If you selected Economic Development, what is your focus?



Chime In! – Community Engagement

Focus Groups

Tuesday, June 11th @ 6:00PM

- WESTSIDE: Westside Library, 125 Belvidere

Tuesday, June 18th @ 6:00PM

- NORTHEAST: Sun Metro Northgate Transit Center, 9348 Dyer

Thursday, June 20th @ 6:00PM

- CENTRAL: Wayne Thornton Community Center at Grandview, 3134 Jefferson

Thursday, June 27th @ 6:00PM

- MISSION VALLEY: Sylvia Carreon Community Center, 709 Lomita

Saturday, June 29th @ 1:00PM

- EASTSIDE: Esperanza Moreno Library, 12480 Pebble Hills

Westside

Focus Group Responses

Infrastructure

- Traffic Mitigation
- TXDOT maintenance of streets
- Additional Parking for Downtown

Climate/Air Quality

- Incentivizing Solar Panels for our “Sun City”
- Efficient use of highway border to prevent pollution

New Revenue Sources

- Additional Grant funding
- New business Attractions & Retention

Public Safety

- Police Department Recurrent and Retention

Mass Transit

- Longer service hours and efficient routes

Cost of living

- Affordable housing
- Lower cost of Utilities

Code Enforcement

- Firm standards



Northeast

Focus Group Responses

Quality of Life

- Need more community involvement
- Need more community event promotions and community health
- Need residential street improvements

Economic Development

- Need business attraction
- Reevaluate Chapter 380 requirements
- Central Appraisal District must go out and appraise properties

Public Safety

- Teach the community how to be safe and provide more general education about public safety
- Involve more businesses in community policing (ex: Whataburger)
- Police Department – improved candidates, better trained, better accountability
- More communication and visibility

Civic/Community Engagement

- Inclusive of all groups
- Voter mobility



Central

Focus Group Responses

Public Safety

- “Walkable neighborhood”
- Traffic/Speeding – Stop signs and speed bumps (Copia, Dyer, McKinley)
- Police services – PAR officers

Civic/Community Engagement

- City and citizen disconnect
- Survey and meeting participation

Public Transportation/Infrastructure

- LIFT services commended
- Shade structures/canopies at bus stops
- Improve sidewalk accessibility

Resources

- Better Mental health services – More options

Quality of Life

- Dog parks – Simple enclosure with trash cans and bags
- More budget for libraries and parks

Cost of Living

- Lower property taxes

Efficiency

- “Do the basics well”

Economic Development

- Increase job opportunities and wages
- Promote local businesses
- Attract outside companies/new revenues



Mission Valley

Focus Group Responses

Quality of Life

- Major Tourism Attractions
- Promote El Paso's History and Geographical Area
- A vibrant Downtown, more Businesses, Multi-use development and restaurants
- Modern Parks / Spray Park
- Music Festival during the Summer

Infrastructure

- Beautification of Alameda Avenue
- Improve Visual Image of Car Lots in Mission Valley
- Additional / Free Parking Downtown
- Cleaner & Greener Communities

Mobility

- Traffic congestion improvement
- Traffic lights synchronization
- Street and Median Maintenance
- 18 Wheelers zoning enforcement

Economic Development

- More Job opportunities
- Better Wages
- More and Better Business, entertainment and restaurants
- Increase in Airline Flights

Public Safety

- Law enforcement presence in Alameda Ave.
- Zoning Enforcement
- Code Enforcement
- 311 Services follow up

New Revenue Sources

- Expand Tax Base with New business Attractions & Retention



Eastside

Focus Group Responses

Quality of Life

- Museums – Youth activities
- Libraries – Literacy

Public Safety

- Drunk Driving
- Traffic Safety/ Management – roundabout education, speeding (Edgemere and RC Poe)

Less Bond Issuances

- CIP Projects

Citizen Awareness

- Pride in our City

Infrastructure

- Renovation of buildings
- Streets – lane striping, potholes, street cleaning, median maintenance
- Green buildings
- Open space opportunities, weather friendly trees
- Work with businesses to reduce carbon footprint

School District Partnerships

- Student engagement/ volunteering
- Median maintenance as community service

Efficiency

- “Bang for our buck”

Communication

- TxDOT/ MPO updates, meetings on highway expansion
- - Montwood Extension

Focus on Cost Savings



FY 2024/25 Preliminary General Fund Revenue

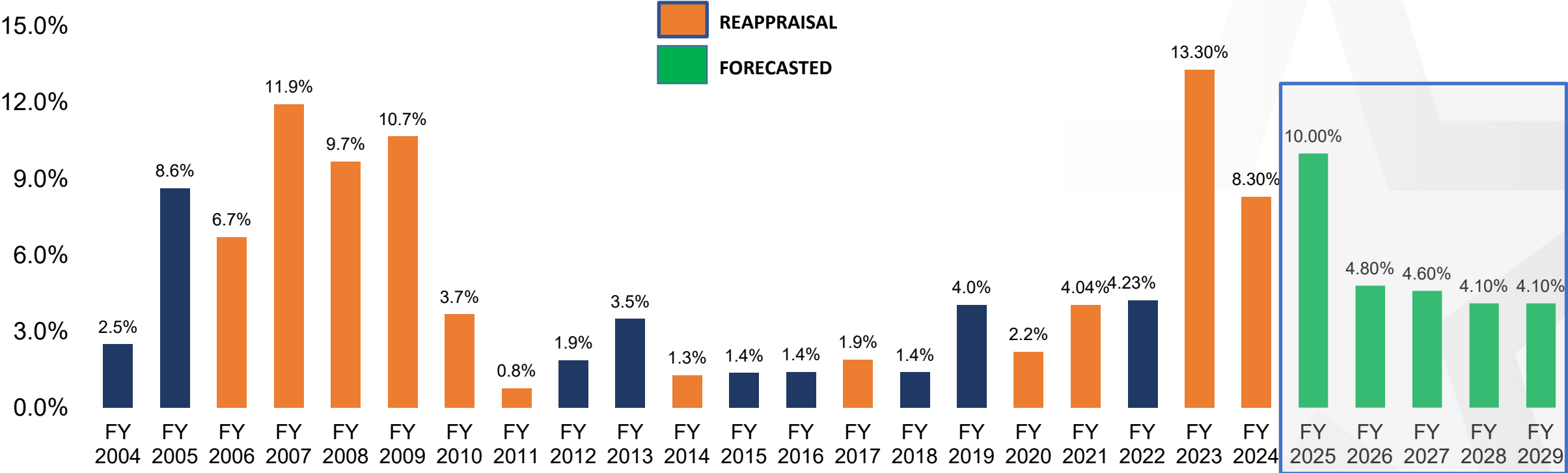
- Revenue by category
- Property tax information
- Sales tax information
- Major Variance – FY 2024 vs FY 2025

Preliminary General Fund Revenue

	FY 2023	FY 2024	FY 2025	FY 2025 Preliminary Over/(Under) FY 2024 Adopted	
	Adopted	Adopted	Preliminary	Variance	Percent
PROPERTY TAXES	251,280,449	264,719,112	282,429,000	17,709,888	7%
SALES TAXES	112,783,370	137,439,887	140,926,534	3,486,647	3%
FRANCHISE FEES	56,616,885	67,031,423	65,925,257	(1,106,166)	-2%
CHARGES FOR SERVICES	27,228,801	29,242,052	32,879,851	3,637,799	12%
FINES AND FORFEITURES	7,097,584	7,087,584	8,201,497	1,113,913	16%
LICENSES AND PERMITS	12,944,114	12,712,880	12,352,877	(360,003)	-3%
INTERGOVERNMENTAL REVENUES	1,268,809	1,478,809	1,478,809	-	0%
INTEREST	125,000	500,000	500,000	-	0%
RENTS AND OTHER	10,620,554	14,323,173	16,667,051	2,343,878	16%
OPERATING TRANSFERS IN	32,785,706	38,785,505	38,274,287	(511,218)	-1%
TOTAL REVENUES	512,751,272	573,320,425	599,635,164	26,314,739	5%

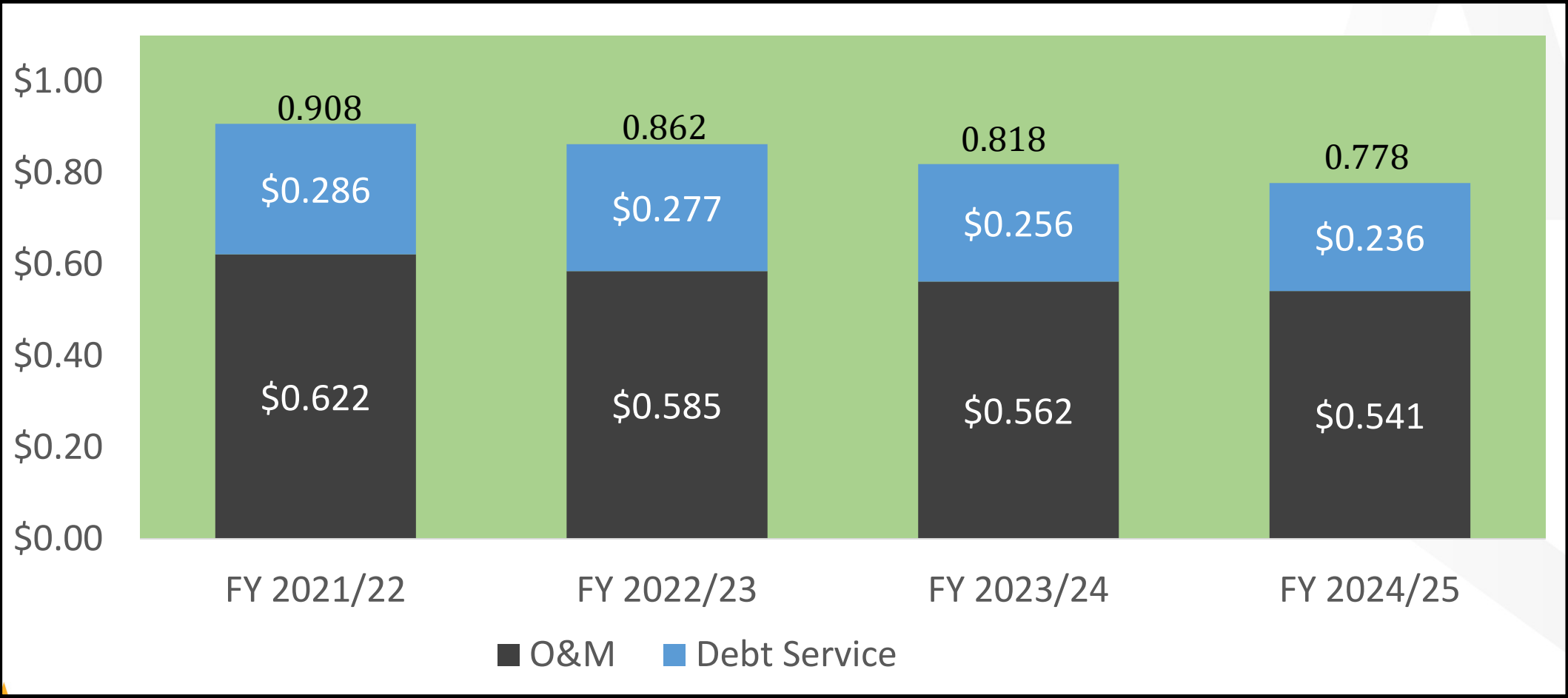
- Property taxes – assumes 10% increase in taxable values at the nominal tax rate with no debt issuance.
- Sales taxes – assumes 2% increase from the Adopted Budget. Current year is up 0.8% through first seven months.
- Franchise fees - to align with EPWater and El Paso Electric actuals
- Charges for Services and Fines and Forfeitures – align with actuals including an increase in Ambulance Revenue
- Licenses and Permits – reduction due to decline in residential and electrical permits.
- Rents and Other – Increase in facility rental revenue, 100% Disabled Veteran reimbursement and transfer from capital projects.
- Operating transfers in – reduction due to one time use of cash differential transfer in FY 2024.

Property Tax Valuations



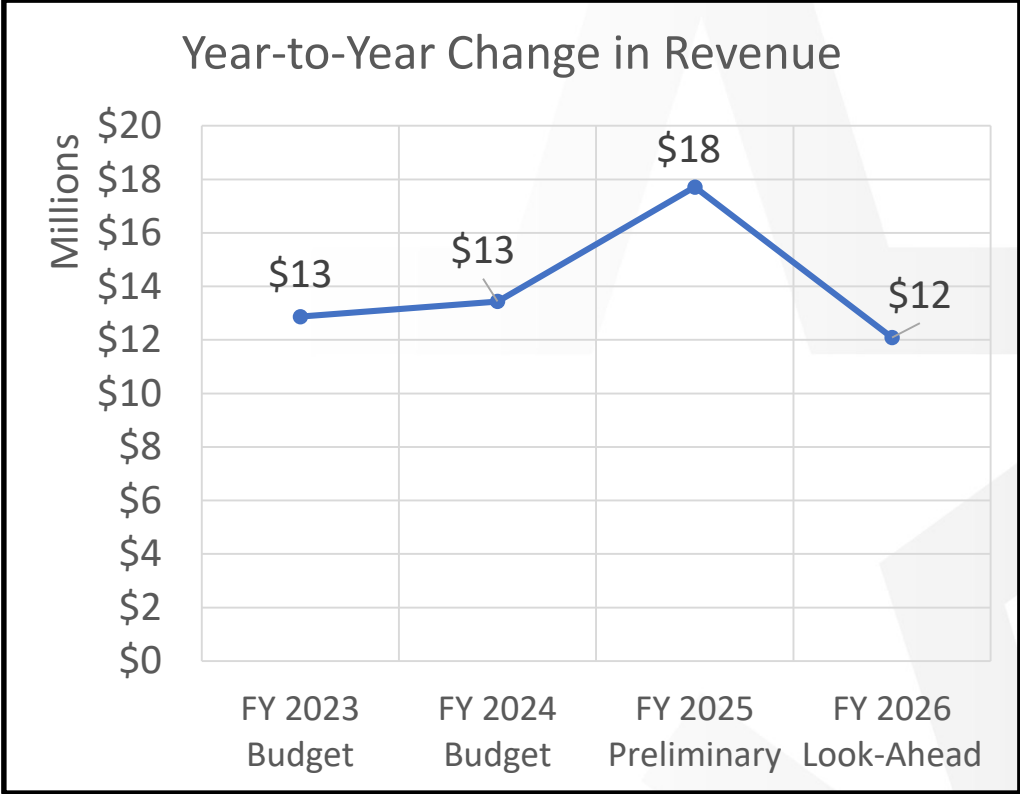
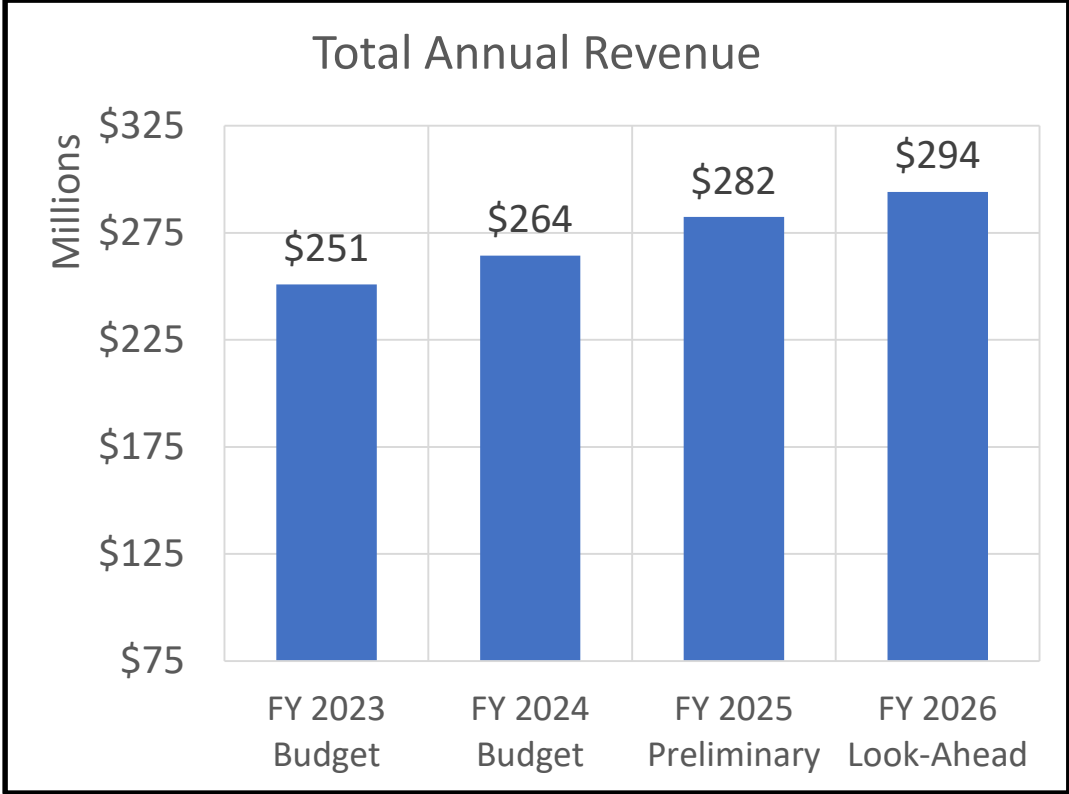
*FY 2025 is estimated based on preliminary taxable values. Certified appraisal roll will be received July 25, 2024.

Property Tax Rate Comparison - FY 2024/25 - 4 Cent Reduction (cents per \$100 valuation)



* FY 2024/25 Tax Rate is based on preliminary reports provided by the Central Appraisal District

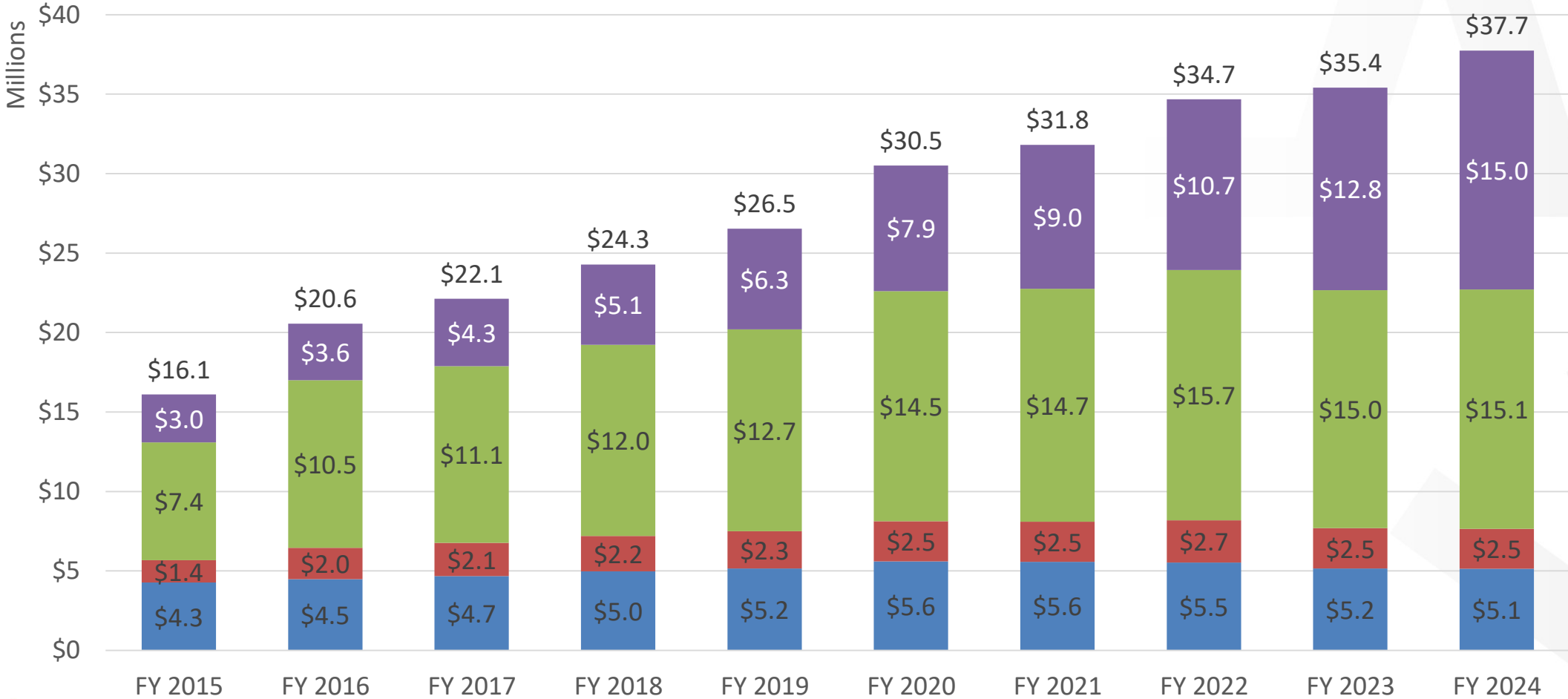
General Fund Property Tax Revenue Two-Year Outlook



FY 2025 – projected 10% increase in property valuations and no debt issuance
 FY 2026 – projected 4.8% increase in property valuations and \$215 million debt issuance

City Property Tax Relief (\$ in Millions)

■ Homestead ■ Disabled ■ Over 65 ■ Disabled Veteran

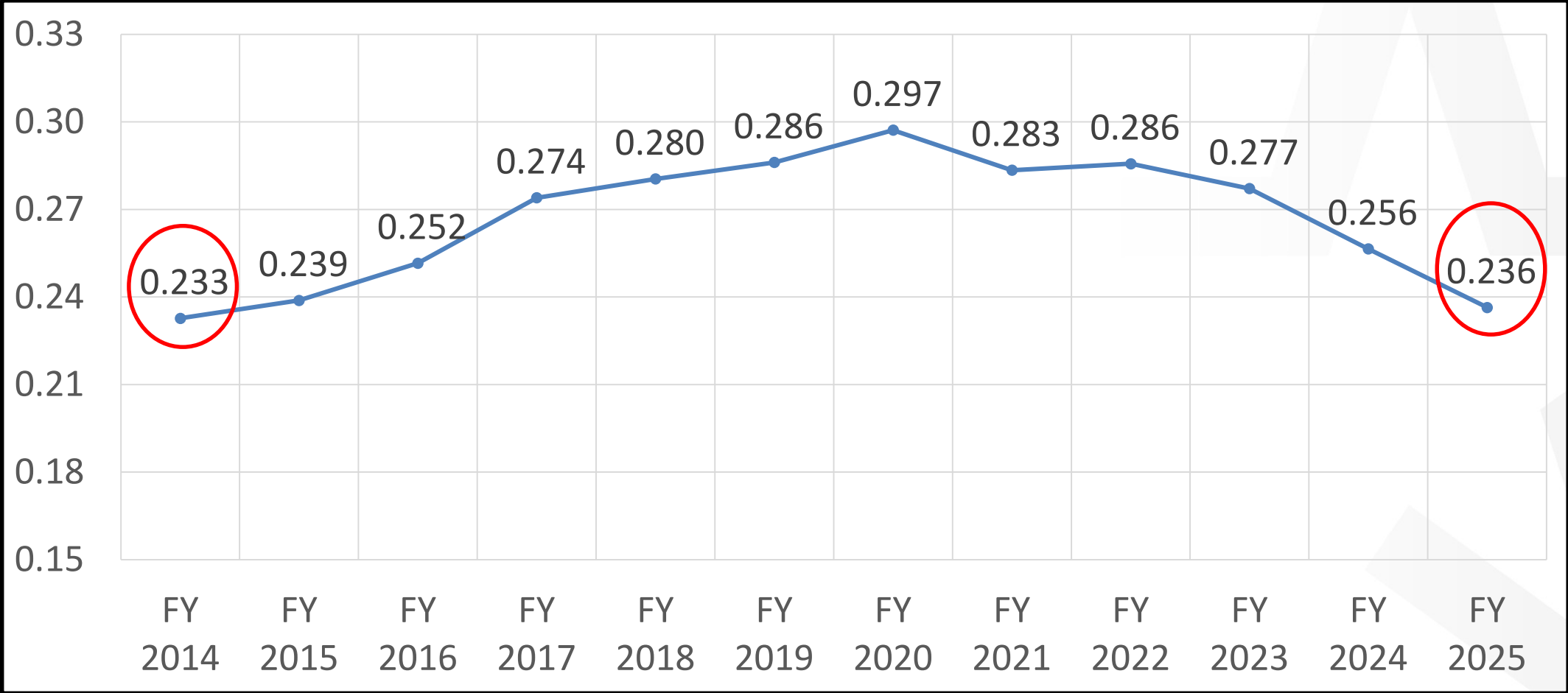


Projected Future Debt Service

Remaining Voter-Approved Bonds

	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029 - 2033	Total
Quality of Life	\$0	\$49.3	\$79.1	\$0.0	\$0.0	\$128.5
Public Safety	\$0	\$119.5	\$70.4	\$28.2	\$27.7	\$245.8
Community Progress	\$0	\$46.1	\$38.3	\$40.3	\$101.7	\$226.4
Total	\$0	\$214.9	\$187.8	\$68.5	\$129.4	\$600.7

Debt Service Property Tax Rate



Projected TIRZ/TRZ Valuations

TIRZ/TRZ	FY2020 Certified	FY2021 Certified	FY2022 Certified	FY2023 Certified	FY2024 Certified	FY2025* Projected	FY2026* Projected	FY2027* Projected	FY2028* Projected	FY2029* Projected
2303 TRZ #2**	402,048,888	599,147,577	538,194,438	751,862,704						
2304 TRZ #3	41,020,416	88,689,481	93,518,511	136,646,443	159,478,953	174,331,837	195,440,037	219,101,653	242,676,984	266,168,369
2302 TIRZ 5 DOWNTOWN	109,351,317	151,509,133	143,743,032	97,959,643	118,143,262	201,701,959	222,022,647	230,534,314	239,046,197	247,558,356
2357 TIRZ 6 MEDICAL CTRS OF AMERICA				2,976,811	9,431,025	13,213,882	17,136,484	22,330,719	27,489,437	32,603,301
2358 TIRZ 7 NORTHGATE		1,182,556	1,353,884	1,448,360	2,564,925	2,828,775	3,333,056	3,799,800	4,266,543	4,733,287
2360 TIRZ 9 Eastside Sports Complex	6,066,342	42,231,791	84,981,338	144,995,700	209,680,477	210,424,479	251,042,748	296,585,335	342,127,824	387,670,184
2361 TIRZ 10 WATER TANK SITE	678,663	1,182,293	1,197,141	1,925,389	2,992,759	2,219,986	3,762,464	4,155,632	4,548,803	4,941,978
2362 TIRZ 10A WATER TNK EXPANSION**	47,738,015	41,731,077	59,687,174	89,194,245						
2366 TIRZ 13 NORTHEAST PARKWAY	10,663,558	7,009,334	8,457,962	8,761,923	9,967,630	30,330,232	30,072,417	33,763,226	37,454,036	41,144,845
2367 TIRZ 14 AIRPORT				2,661,093	5,308,925	5,426,422	7,136,004	8,618,995	10,101,986	11,584,976
Total	617,567,199	932,683,242	931,133,480	1,238,432,311	517,567,956	640,477,571	729,945,857	818,889,674	907,711,809	996,405,296

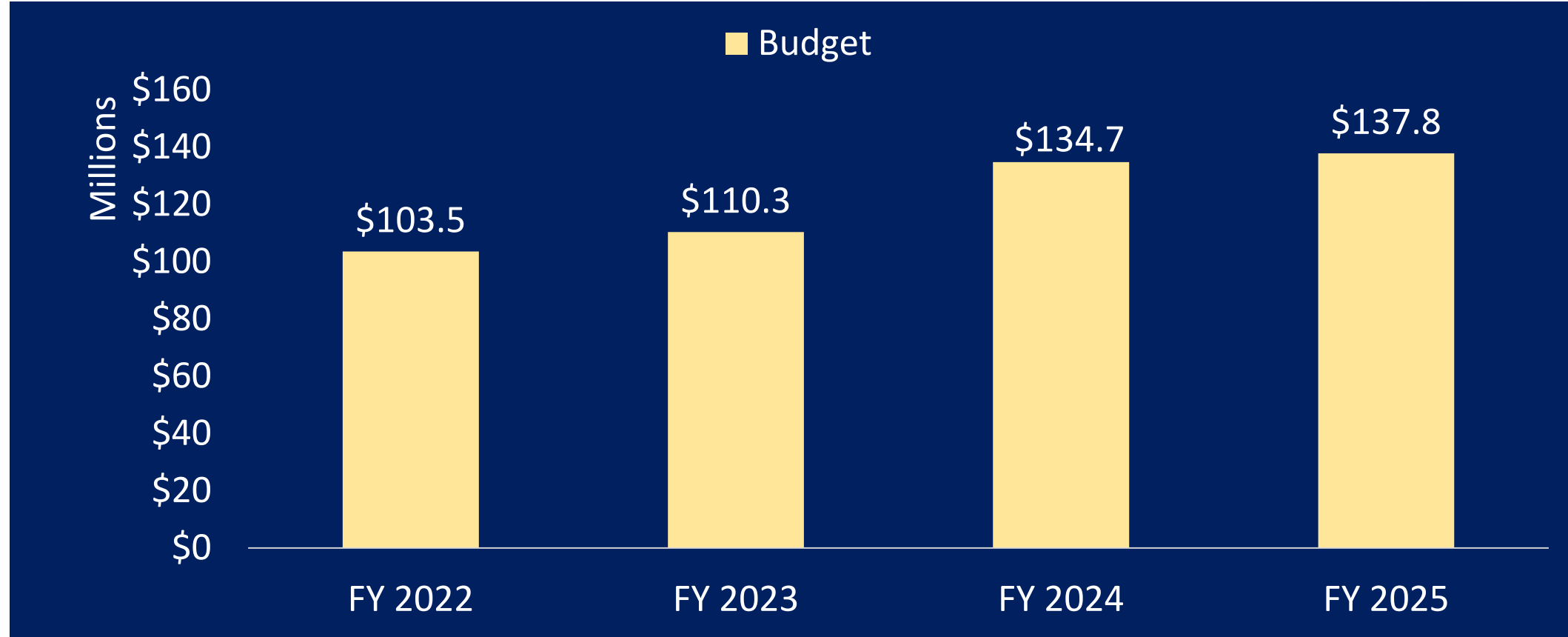
** Dissolved in FY2023

*Forecasted Tax Increment Reinvestment Zones or Transportation Reinvestment Zones - Values are estimates based on preliminary values from the Central Appraisal District, current market conditions and are subject to change

Impacts on Sales Tax Revenue

- Delay in data (two-month delay in receiving the data from the State)
- Low to Moderate Inflation expected for the next couple quarters
- Impact of sustained higher interest rates (3 rate cuts projected for 2024)
- Economic slowdown expected in 2024, but no recession in the forecast
 - Possible slowdown in job growth and spending forecasted by the Federal Reserve
 - Continued national unemployment at 3.9% and El Paso MSA is at 4.5% (January 2024)

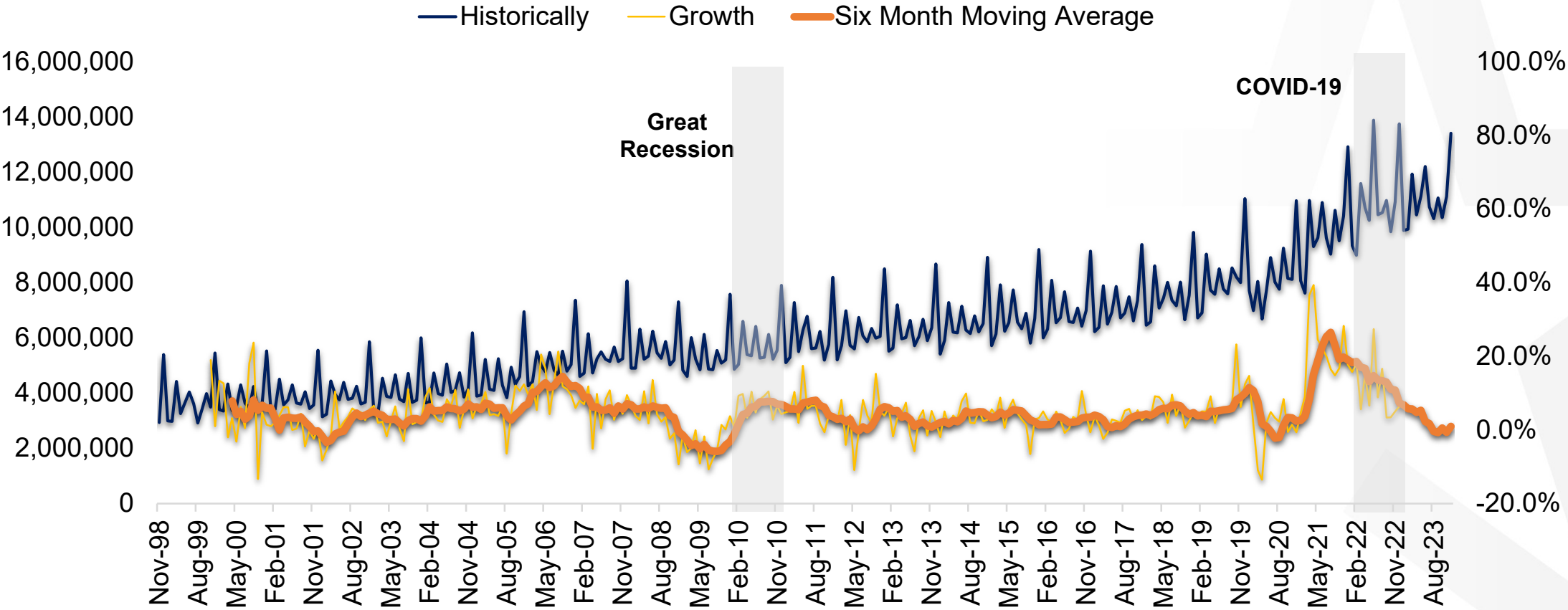
Adopted Budget City Sales Tax



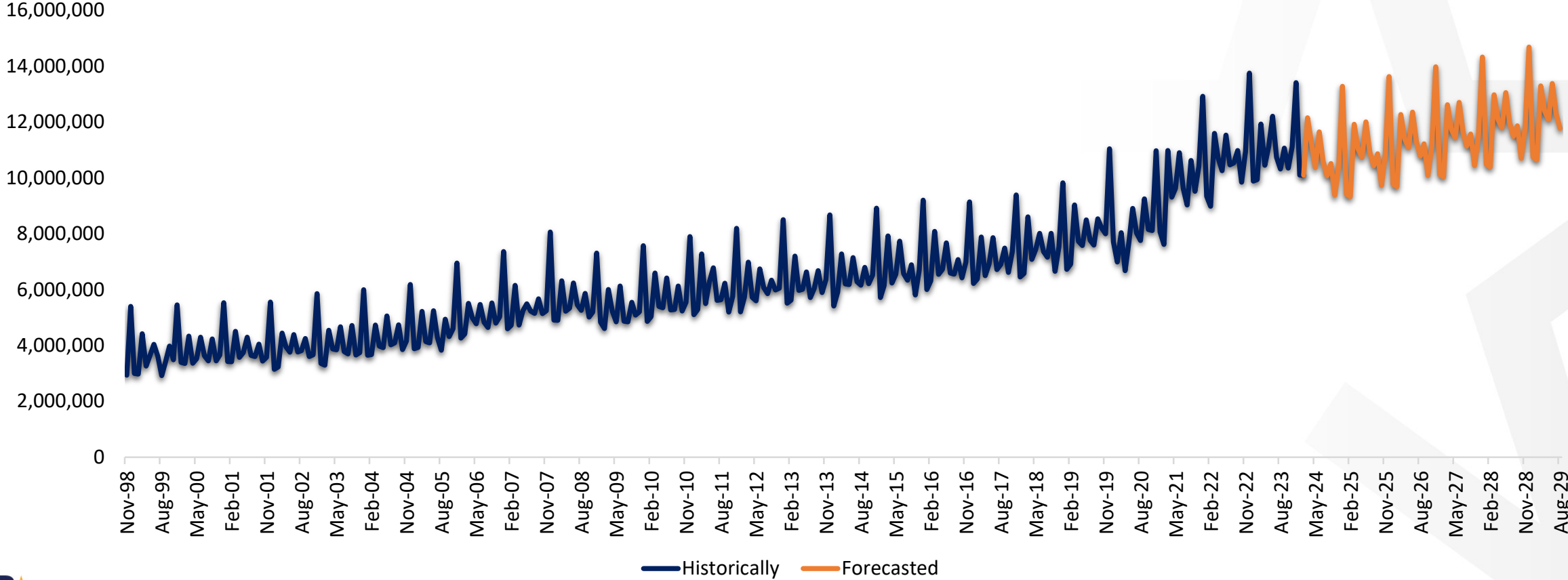
City Sales Tax Collections

MONTH	FY 2023	FY 2024	FY2023 - FY2024 \$ VARIANCE	FY2023 - FY2024 % VARIANCE
September	10,978,840	11,065,222	86,383	0.8%
October	9,841,288	10,349,977	508,688	5.2%
November	10,929,250	11,113,470	184,220	1.7%
December	13,746,468	13,406,378	(340,089)	-2.5%
January	9,883,311	10,100,723	217,412	2.2%
February	9,939,568	10,090,361	150,793	1.5%
March	11,926,334	11,734,602	(191,732)	-1.6%
April	10,451,765	10,649,000	197,235	1.8%
May	11,122,552			
June	12,140,871			
July	10,738,492			
August	10,321,726			
Total	\$132,020,465	\$88,509,735	\$812,910	0.6%

Historical Sales Tax Revenue



Sales Tax Revenue (Historical and Forecasted)

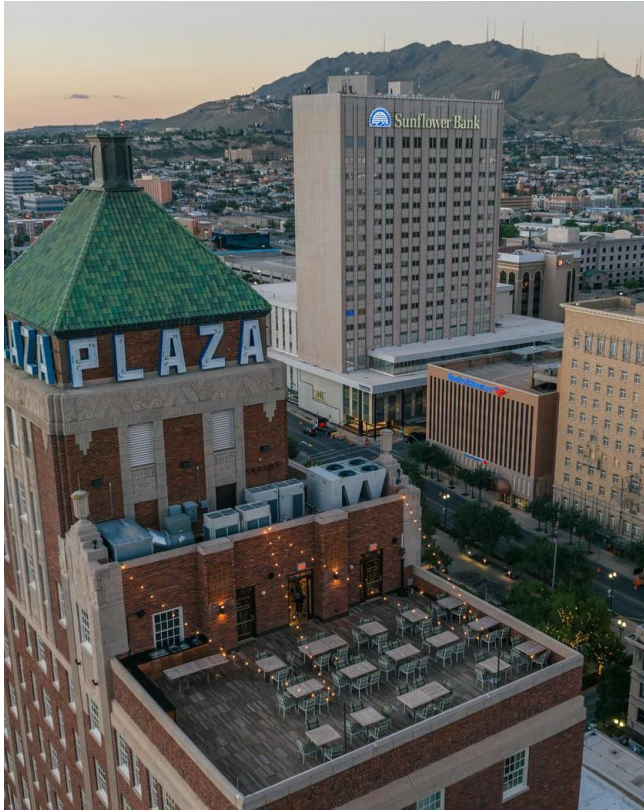


FY 2025 Fee Changes

Included are the following changes:

- Police – Abandoned auto and various licenses
- Planning and inspections – Zoning applications
- Mexican American Cultural Center – Program, membership and event fees
- Foreign Trade Zone – Transaction Fees
- Environmental Services – Increase in the residential collection rate of \$2.00 and the landfill tipping service fee of \$4.00
- Fire – Ambulance transport fee

FY 2025 Preliminary Budget Vision Block, Goal, Department



- FY 2025 Preliminary Budget by Fund Source
- General Fund Budget Comparison
- Non-General Fund Budget Comparison
- Departmental Variance Commentary

FY 2024/25 Source of Funds

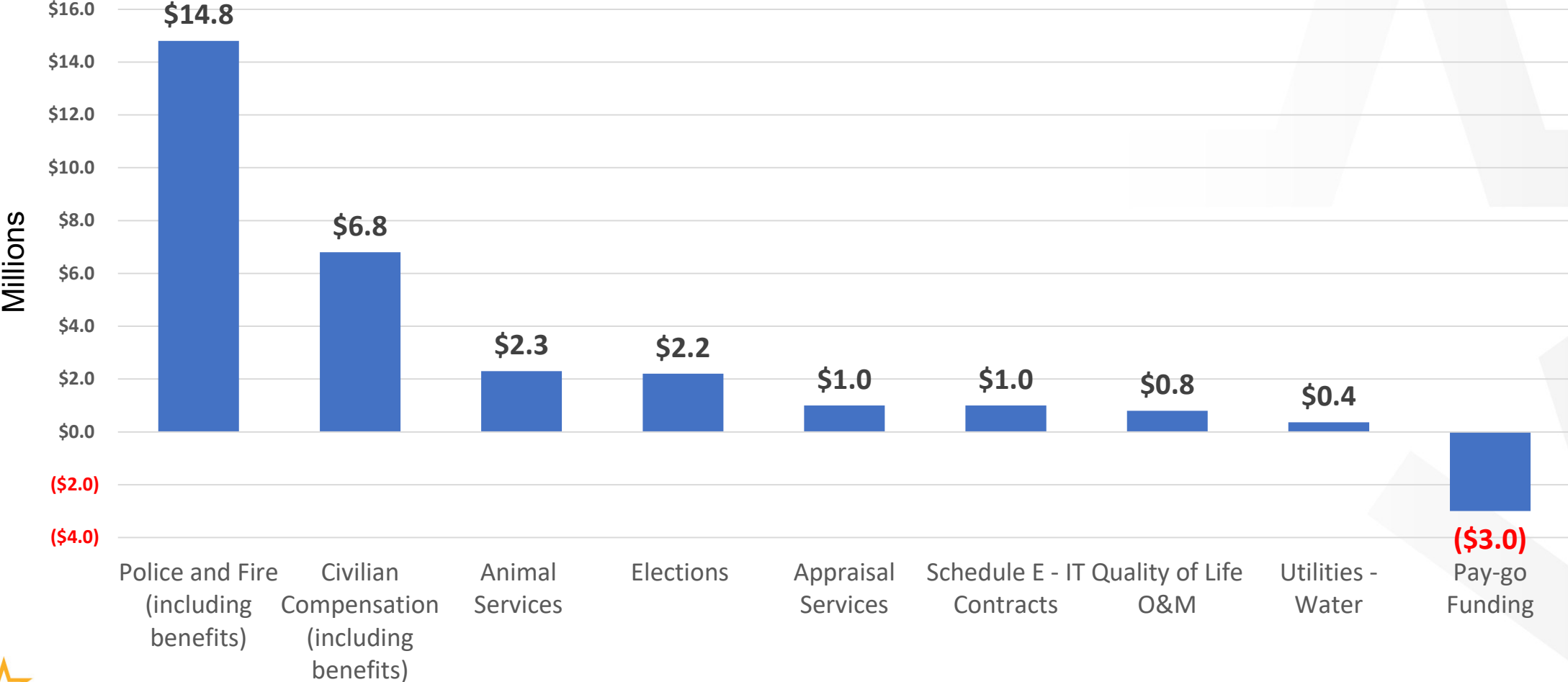
DEPARTMENT	GF	Non-General Fund						ALL FUNDS
	GENERAL FUND	CDBG	DEBT SERVICE	CAPITAL PROJECTS	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	
GOAL 1: ECONOMIC DEVELOPMENT	2,959,976	-	-	4,250,000	55,043,213	103,474,287	-	165,727,476
GOAL 2: PUBLIC SAFETY	346,257,296	-	-	9,400,000	23,690,601	-	-	379,347,897
GOAL 3: VISUAL IMAGE	9,397,347	-	-	-	1,174,948	-	-	10,572,295
GOAL 4: QUALITY OF LIFE	77,965,395	-	-	1,328,000	7,404,820	-	-	86,698,215
GOAL 5: COMMUNICATIONS	26,480,762	-	-	-	-	-	-	26,480,762
GOAL 6: SOUND GOVERNANCE	55,252,412	64,952	121,572,487	124,044	19,640,252	2,781,860	82,910,472	282,346,478
GOAL 7: INFRASTRUCTURE	70,651,565	-	-	8,750,000	11,352,197	111,151,729	18,047,572	219,953,063
GOAL 8: COMMUNITY HEALTH	10,670,411	13,575,043	-	-	36,365,110	103,702,607	-	164,313,170
TOTAL CITY	599,635,164	13,639,994	121,572,487	23,852,044	154,671,141	321,110,483	100,958,044	1,335,439,357

General Fund Summary by Vision Block

		FY 2024 Adopted	FY 2025 Preliminary	Variance
VIBRANT REGIONAL ECONOMY	GOAL 1: ECONOMIC DEVELOPMENT	3,219,430	2,959,976	(259,454)
	GOAL 3: VISUAL IMAGE	8,945,379	9,397,347	451,968
	VISION BLOCK TOTAL	12,164,810	12,570,473	405,663
SAFE AND BEAUTIFUL NEIGHBORHOODS	GOAL 2: PUBLIC SAFETY	331,012,750	346,257,296	15,244,546
	GOAL 7: INFRASTRUCTURE TOTAL	71,379,091	70,651,565	(727,527)
	GOAL 8: COMMUNITY HEALTH TOTAL	10,011,118	10,670,411	659,292
	VISION BLOCK TOTAL	412,402,960	427,579,271	15,176,312
ERCEO	GOAL 4: QUALITY OF LIFE TOTAL	70,447,536	77,965,395	7,517,860
	VISION BLOCK TOTAL	70,447,536	77,965,395	7,517,860
HIGH PERFORMING GOVERNMENT	GOAL 5: COMMUNICATIONS TOTAL	24,676,524	26,480,762	1,804,239
	GOAL 6: SOUND GOVERNANCE TOTAL	53,628,595	55,252,412	1,623,817
	VISION BLOCK TOTAL	78,305,119	81,733,174	3,428,056
TOTAL CITY - GENERAL FUND		573,320,424	599,635,164	26,314,740

FY 2025 General Fund Major Variances

\$26.3 million



Major Variance by Expenditures

FY 2024 Adopted	\$573.3 million
Police and Fire (including benefits)	\$14.8 million
Civilian Compensation (including benefits)	\$6.8 million
Animal Services	\$2.3 million
Elections	\$2.2 million
Appraisal Services	\$1.0 million
Schedule E - IT Contracts	\$1.0 million
Quality of Life O&M	\$0.8 million
Utilities - Water	\$0.4 million
Reduction in Pay-go Funding	(\$3.0) million
Subtotal	\$26.3 million
FY 2025 Preliminary	\$599.6 million

FY 2025 Preliminary General Fund Budget

Vibrant Regional Economy

BUDGET BY VISION BLOCK			FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Preliminary	Variance
VIBRANT REGIONAL ECONOMY	Goal 1	ECONOMIC DEVELOPMENT	2,075,263	3,224,349	3,219,430	2,959,976	(259,454)
	ECONOMIC DEVELOPMENT TOTAL		2,075,263	3,224,349	3,219,430	2,959,976	(259,454)
	Goal 3	PLANNING AND INSPECTIONS	6,979,209	7,909,457	8,945,379	9,397,347	451,968
	VISUAL IMAGE TOTAL		6,979,209	7,909,457	8,945,379	9,397,347	451,968
	VISION BLOCK TOTAL		9,054,472	11,133,806	12,164,810	12,357,323	192,513

Variance Highlights:

Economic Development – Compensation increases and reduction is due to Lobbyist funding transferred to Strategic and Legislative Affairs

Planning and Inspections – Compensation increases, increase in interpreter services and postage and a position transferred from non-general fund

FY 2025 Preliminary Non-General Fund Budget

Vibrant Regional Economy

BUDGET BY SOURCE OF FUNDS			FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Preliminary	Variance
VIBRANT REGIONAL ECONOMY	Goal 1	AVIATION	100,560,834	106,037,808	68,471,308	73,125,685	4,654,377
		DESTINATION EL PASO	14,900,369	24,183,566	23,369,648	23,697,898	328,250
		ECONOMIC DEVELOPMENT	11,308,814	30,879,288	24,182,257	35,595,315	11,413,057
		INTERNATIONAL BRIDGES	23,964,741	29,988,870	28,100,985	30,348,602	2,247,618
	GOAL 1 TOTAL		150,734,759	191,089,532	144,124,198	162,767,500	18,643,302
	Goal 3	PLANNING AND INSPECTIONS	1,000,959	929,289	1,144,183	1,174,948	30,765
	GOAL 3 TOTAL		1,000,959	929,289	1,144,183	1,174,948	30,765
	VISION BLOCK TOTAL		151,735,717	192,018,821	145,268,381	163,942,448	18,674,067

Variance Highlights:

Aviation – Increase is due to compensation, parking lot management services, security contracts and utilities

Destination El Paso – Increase in general liability insurance for the Water Parks

Economic Development – Increase is due to use of the Texas Economic Development fund balance, the EPE Auxiliary Fund and 380 Agreements payments

International Bridges – Increase in compensation, additional staffing and cash differential transfer to the general fund

Planning & Inspections – PMZ code inspectors compensation increases and a position transferred to general fund

FY 2025 Preliminary General Fund Budget

Safe & Beautiful Neighborhoods

BUDGET BY VISION BLOCK		FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Preliminary	Variance	
SAFE AND BEAUTIFUL NEIGHBORHOODS	Goal 2	FIRE	125,067,798	137,280,171	141,786,883	148,681,926	6,895,043
		MUNICIPAL COURT	5,105,613	5,646,633	6,370,086	6,768,995	398,909
		POLICE	156,356,995	163,575,058	182,855,781	190,806,375	7,950,594
	GOAL 2 TOTAL		286,530,406	306,501,862	331,012,750	346,257,296	15,244,546
	Goal 7	CAPITAL IMPROVEMENT DEPARTMENT	6,949,680	6,640,896	7,611,562	8,102,901	491,339
		STREETS AND MAINTENANCE	45,495,081	48,813,595	63,767,529	62,548,663	(1,218,865)
	GOAL 7 TOTAL		52,444,761	55,454,491	71,379,091	70,651,565	(727,527)
	Goal 8	COMMUNITY AND HUMAN DEVELOPMENT	682,596	1,115,211	2,337,178	2,402,680	65,502
		PUBLIC HEALTH	6,010,864	7,149,380	7,673,941	8,267,731	593,790
	GOAL 8 TOTAL		6,693,460	8,264,591	10,011,118	10,670,411	659,292
VISION BLOCK TOTAL		345,668,628	370,220,944	412,402,959	427,579,271	15,176,312	

Fire – Increase includes 10 additional firefighters, impact of the collectively bargained agreement, transfer of salaries from ARPA to general fund, civilian compensation increases, one fire academies and an increase in ambulance billing and collections contract.

Municipal Court – Compensation increases, an increase in security and outside contracts

Police – Increase includes the impact of the collectively bargained agreement, civilian compensation increases, uniform overtime, three graduating academies, prisoner transport, forensic DNA testing services, fleet leases and major crimes data processing contracts

Capital Improvement Department – Includes the compensation increase and an increase in FTEs.

Streets and Maintenance – Compensation increases and decrease of transfer out for pay-go funding

Community and Human Development – Includes increase in compensation

Public Health – Compensation increases and increase in immunization grant position allocation to the general fund

FY 2025 Preliminary Non-General Fund Budget Safe & Beautiful Neighborhoods

Department		FY 2023 Adopted	FY 2024 Adopted	FY 2025 Preliminary	Variance	Percent
Goal 2	FIRE	7,090,305	11,748,096	8,704,320	(3,043,776)	-25.9%
	MUNICIPAL COURT	1,015,573	990,599	1,245,997	255,398	25.8%
	POLICE	25,953,931	22,306,063	23,140,283	834,221	3.7%
PUBLIC SAFETY TOTAL		34,059,808	35,044,759	33,090,601	(1,954,158)	-5.6%
Goal 7	CAPITAL IMPROVEMENT DEPARTMENT	79,694	88,288	92,053	3,766	4.3%
	STREETS AND MAINTENANCE	36,600,247	41,161,015	38,057,716	(3,103,298)	-7.5%
	SUN METRO	93,165,450	111,027,161	111,151,729	124,568	0.1%*
INFRASTRUCTURE TOTAL		129,845,391	152,276,464	149,301,499	(2,974,965)	-2.0%
Goal 8	ANIMAL SERVICES	9,421,883	11,933,474	13,750,729	1,817,254	15.2%
	COMMUNITY AND HUMAN DEVELOPMENT	12,785,558	13,561,180	14,069,277	508,097	3.7%
	ENVIRONMENTAL SERVICES	96,418,320	150,166,194	115,257,852	(34,908,342)	-23.2%*
	PUBLIC HEALTH	12,151,632	10,972,986	10,564,902	(408,084)	-3.7%
COMMUNITY HEALTH TOTAL		130,777,393	186,633,834	153,642,759	(32,991,075)	-17.7%
VISION BLOCK TOTAL		294,682,592	373,955,057	336,034,859	(37,920,198)	-10.1%

Variance Highlights

Fire – Decrease is due to full allocation of the SAFER grant in FY 2024

Municipal Court – Increase due to security, software & maintenance, and support increases.

Police – Decrease in Texas Anti-Gang Center grant for one-time capital in FY 2024, uniform overtime and civilian compensation increases

Streets & Maintenance – Reduction in pay-go funding for facility renovation, city-wide vehicles and heavy equipment replacement

Sun Metro – Increase in capital replacement for fixed route buses

Animal Services – Increase in staffing and compensation, part-time veterinarians for spay and neuters, and operating for new facility at 5625 Confetti Dr. (Morehead Middle School)

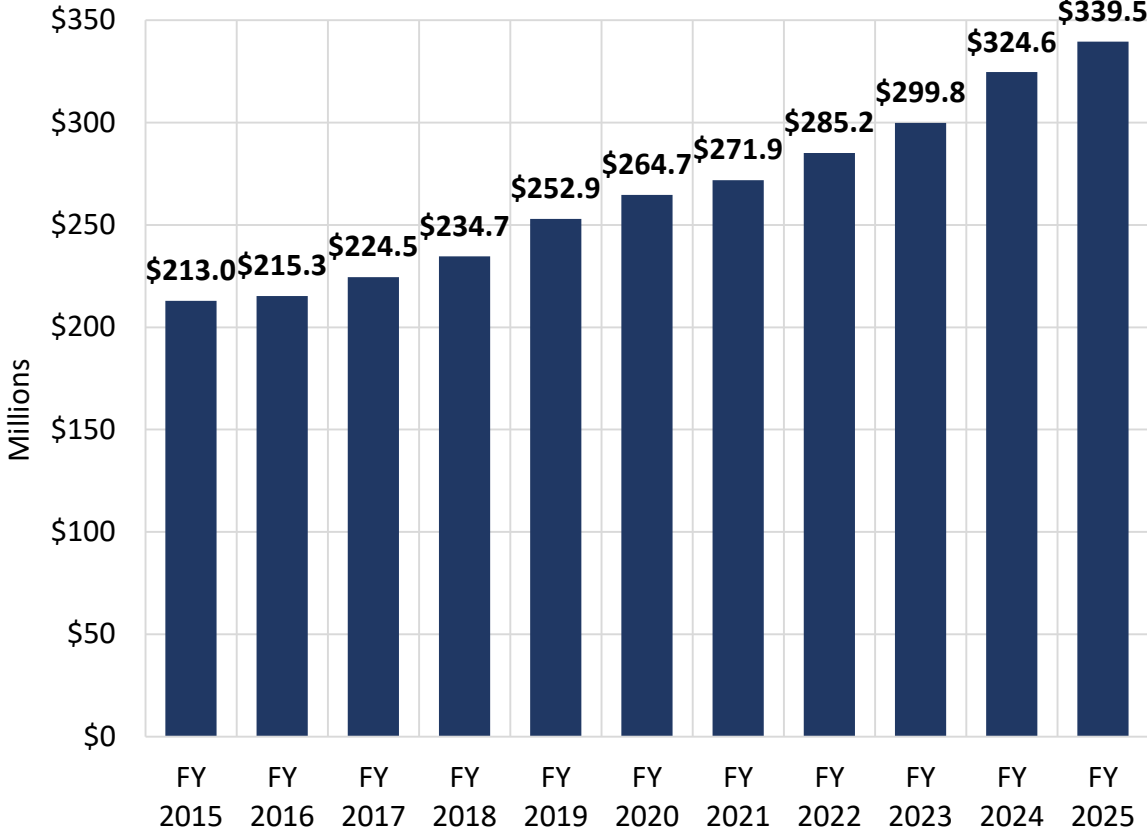
Community & Human Development – Movement of HOPWA funding

Environmental Services – Decrease due to one-time capital construction and landfill cell construction

Public Health – Reduction in HIV grant due to adjustment in grant budgeting

Expanded Investment in Public Safety

Police and Fire Annual Budgets



Staffing

- Since the summer of 2015 (FY 2016) the Police and Fire budgets have increased by \$126.5 million
- Police staffing plan to add a net increase of 300 Officers began in FY 2016
- Additional investments include the Crisis Intervention Team, an increase in 911 Communicators and additional firefighters for Station 38

Fleet/Capital Replacement

- Summer 2019 the budget included \$4 million for fleet and capital replacement
- Summer 2022 the budget included \$6M for fleet and capital replacement
- Summer 2023 the budget increase \$9.4M for fleet and capital replacement

2019 Public Safety Bonds

- \$167.3 million, or 40%, of the total \$413.1 million in bonds have been issued

FY 2024/25 Budget Highlights – Public Safety

- Collective bargaining impacts for public safety
- Increase in the Police Cadet starting salary from \$48,648 to \$49,865
- Three (3) police academies
- One (1) fire academy
- \$9.4 million for Public Safety capital replacement (set-aside funds)
- Continued investment in the Crisis Intervention Team
- Continued investment of the Body Worn Camera Program

Crisis Intervention Team

- Established 2018
- 14 officers, 3 Sergeants, 1 Lieutenant
- 14 EHN Mental Health Specialists
- A new interlocal agreement with Emergence Health Network (EHN) was approved by City Council on February 7, 2023. Extending the City's partnership with EHN thru November 2024. Cost \$1,733,954
- The new agreement allows for the expansion of the unit by 5 EHN Clinicians and 5 EPPD Officers. The CIT expansion is being phased in as police department graduations allow for growth.
- It also adds one Police Sergeant and one Secretary.

Upper Eastside Regional Command Center

Summer 2024

Police Department:

- 71 Uniform transferred from Pebble Hills Regional Command
- 4 Uniform Employees (new positions)
- 5 Civilian Employees (new positions)

Municipal Court:

- 1 Customer Relations Representative (new position)



Collectively Bargained Agreements

Police 2023 - 2027:

- 2.5% COLA each year and 2.5% - 5% Steps for all officers
- Detective pay adjustment
- Effective September 2024 sick leave buy back program

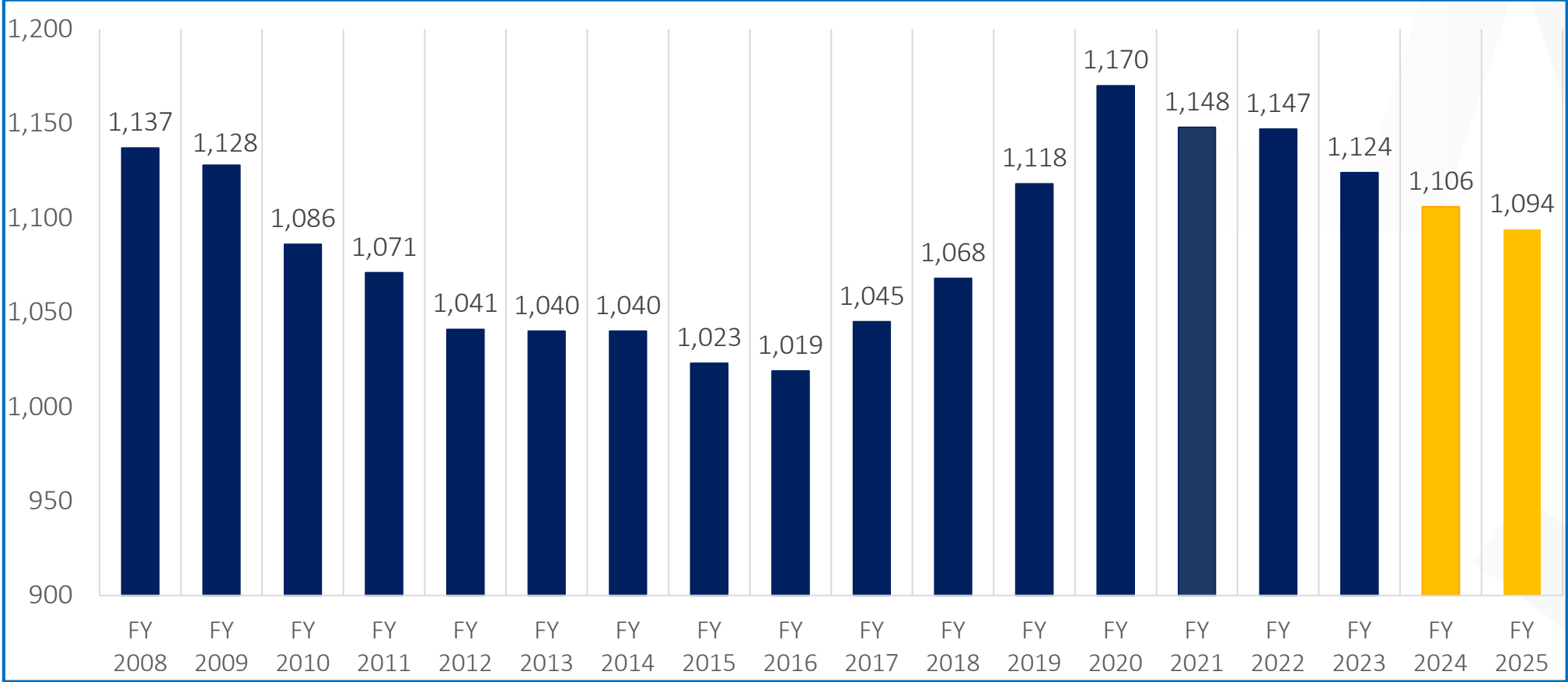
Fire 2022 - 2026:

- 3% COLA, 5% Steps for all firefighters

Police Long-Term Staffing Plan

	FY 2020	FY 2021	FY 2022	FY 2023	*Projected FY 2024	*Projected FY 2025	*Projected FY 2026	*Projected FY 2027
FY Start (Filled)	1118	1170	1148	1147	1124	1106	1094	1094
Less Attrition	53	52	68	70	73	65	65	65
New Officers / Reinstated	105	30	67	47	55	53	65	70
FY Ending (Filled)	1170	1148	1147	1124	1106	1094	1094	1099
# Net Gain/Loss	52	-22	-1	-23	-18	-12	0	5

Police Uniformed Staffing



Net 30 plan started in FY 2016 – net increase of 300 officers in 10 years. FY 2025 includes funding to stay on this plan.

El Paso Police Department Recruitment

New program:

- Recruits will no longer wait for an official academy start date instead start department orientation and familiarization
- Basic academy will be 8.5 months of the 10.5 training schedule. The recruit will graduate and the remainder of the training will be completed concurrently with the Field Training Officer Program.



Fire Department & 911 Communications

- Fire Station 36 – October 23, 2023
- Fire Station 38 – Fall 2025

- Capital Replacement:

Pumper	3
Quint	1
Rescue	4
Pickup	5

- 911 Communications:
 - 6 Academies



Fire Department

Current Staffing and Projected Academies

Staffing	FY 2023	FY 2024	FY 2025
FY Start (Filled)	927	942	977
Less Attrition	-55	-45	-50
Reinstatements			
New Firefighters	70	80	50
Net Growth	15	35	0
FY Ending (Filled)	942	977	977

Academies	FY 2023	FY 2024	FY 2025
Class 101 (2/26/23)	45		
Class 102 (1/17/23 -7/20/23)	25		
Class 103 (SAFER) (9/11/23-3/31/24)		42	
Class 104 (Jan '24-07/31/24)		38	
Class 105 FS38 (Sep '24 - Mar '25)			50
Total	70	80	50

Animal Services

Current Staffing and Expansion

Increase of \$2.3 million from General Fund

- Additional 25 staffing and operating :
 - Improve Customer Service – 1 Ombudsperson
 - 15 positions for 5625 Confetti Dr. (Morehead Middle School)
 - Additional 9 positions for customer service and animal care



FY 2024/25 Budget Highlights – Streets & Maintenance

- Continue \$750K for ADA on-demand request funding
- \$350K in Neighborhood Traffic Management Plan funding
- \$1.5M for continued Intersection Safety
- Reduction from \$5M to \$3.6M continued investment for city-wide vehicle replacement and heavy equipment
- Reduction from \$6M to \$4.4M for facility renovations



FY 2024/25 Budget Highlights – Sun Metro

System Optimization

Fixed Route:

- Sun Metro Rising
- Route enhancements recommendations finalized
- Accessibility enhancements initiated (curb-cuts)

Streetcar:

- Extended operating hours
- Streetcar ridership restored to pre-COVID levels

Capital Replacement

- 10 Fixed Route Buses for a total of \$7 million
- Paratransit (LIFT) Replacement Plan the entire fleet over the next 5 years
- Pending delivery of forty-five (45) Electric Vehicles in FY2026



FY 2024/25 Budget Highlights – Environmental Services

- Increase in Residential Collection Rate of \$2.00 per month to cover Fleet replacement cost increase, and planned capital expenditures for construction projects. (Last increase 09/01/2018)
- Increase in Landfill Tipping Fee \$4.00 to cover increasing post-closure liability cost, to assist with equipment replacements and site improvements.
- \$1.2 million increase maintenance charges to align with actual costs.
- \$1.9 million in compensation increases



FY 2024/25 Budget Highlights – Aviation and International Bridges

Aviation

- Increase in passengers to pre-pandemic levels
- Continued effort to add direct flights to major cities in the U.S.
- Continued effort to add international flights to destinations in Mexico
- Continue capital improvement projects and property development

International Bridges

- Slight increase in Passenger Vehicle Crossings
- Implementation of intelligent transportation systems project at Ysleta-Zaragoza and Bridge of the Americas
- Design pedestrian improvements at Ysleta-Zaragoza
- Coordinate agreement for the Paso del Norte and Stanton Bridges Project Development Study
- Continue to pursue funding opportunities for port of entry projects
- Enhance parking management strategies

FY 2025 Preliminary General Fund Budget

Exceptional Recreational, Cultural, & Educational Opportunities

BUDGET BY SOURCE OF FUNDS			FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Preliminary	Variance
EXCEPTIONAL RECREATIONAL, CULTURAL AND EDUCATIONAL OPPORTUNITIES	Goal 4	LIBRARY	7,978,546	9,631,833	10,439,109	12,055,846	1,616,737
		MUSEUM AND CULTURAL AFFAIRS	2,639,870	3,022,734	7,020,401	7,635,249	614,848
		PARKS AND RECREATION	30,641,842	38,153,638	45,783,651	50,393,759	4,610,108
		ZOO	5,149,634	6,064,463	7,204,374	7,880,541	676,167
	GOAL 4 TOTAL		46,409,892	56,872,668	70,447,536	77,965,395	7,517,860
	VISION BLOCK TOTAL		46,409,892	56,872,668	70,447,536	77,965,395	7,517,860

Variance Highlights:

Library – Increase in compensation and reduction in attrition savings

Museums and Cultural Affairs – Increase in compensation, La Nube (Children’s Museum) operating contribution and increase in security and janitorial contracts,

Parks and Recreation – Increase in compensation, aquatics and recreation leader salary adjustments, expansion of Winterfest to Cleveland Square Park, increase in Water Parks contribution due to general liability insurance, water, and 2012 Quality of Life operations and maintenance

Zoo – Increase in compensation

FY 2025 Preliminary Non-General Fund Budget

Exceptional Recreational, Cultural, & Educational Opportunities

BUDGET BY SOURCE OF FUNDS			FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Preliminary	Variance
EXCEPTIONAL RECREATIONAL, CULTURAL AND EDUCATIONAL OPPORTUNITIES	Goal 4	LIBRARY	1,020,174	826,446	211,893	300,000	88,107
		MUSEUM AND CULTURAL AFFAIRS	25,925,007	2,992,358	1,621,724	1,723,201	101,478
		PARKS AND RECREATION	3,139,841	4,997,122	3,145,000	3,145,000	-
		ZOO	1,714,220	2,148,200	2,960,359	3,564,619	604,260
	GOAL 4 TOTAL		31,799,242	10,964,126	7,938,976	8,732,820	793,844
	VISION BLOCK TOTAL		31,799,242	10,964,126	7,938,976	8,732,820	793,844

Variance Highlights:

Library – Increase in compensation and postage for Passport Program

Museums and Cultural Affairs – HOT programming and Public Art Maintenance

Zoo – Increase in operating expenditures for the rhino exhibit, one-time capital replacement, new programming and promotional contracts.

FY 2024/25 Budget Highlights – Quality of Life

- \$839K increase for Quality of Life services and operating costs for new bond projects
 - La Nube (Children’s Museum) – August of 2024
 - Modesto Gomez Flat Fields – Summer 2024
 - Komodo Dragon and Leopard Exhibit – Summer 2025
- \$1.4M for sports court maintenance and park amenities
- \$355K for maintenance in parkland dedication parks
- \$280K for Phase III of the automated irrigation project



FY 2025 Preliminary General Fund Budget

High Performing Government

BUDGET BY SOURCE OF FUNDS			FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Preliminary	Variance
HIGH PERFORMING GOVERNMENT	Goal 5	INFORMATION TECHNOLOGY	21,082,373	22,479,360	24,676,524	26,480,762	1,804,239
	GOAL 5 TOTAL		21,082,373	22,479,360	24,676,524	26,480,762	1,804,239
	Goal 6	CITY ATTORNEY	6,714,653	5,914,183	6,089,120	6,272,671	183,551
		CITY CLERK	1,673,008	2,168,316	922,507	3,162,819	2,240,312
		CITY MANAGER	2,868,090	4,089,300	3,220,658	3,051,390	(169,268)
		HUMAN RESOURCES	2,843,938	4,144,330	4,041,014	4,485,366	444,352
		INTERNAL AUDIT DEPARTMENT	835,303.34	930,894.26	1,161,620	1,177,566	15,947
		MAYOR AND COUNCIL	1,629,607	2,161,990	2,333,466	2,406,661	73,195
		NON-DEPARTMENTAL	77,673,987	86,662,238	30,367,688	28,332,612	(2,035,075)
		OFFICE OF THE COMPTROLLER	2,944,073	3,253,928	3,447,858	3,774,124	326,266
	PURCHASING AND STRATEGIC SOURCING	1,734,922	1,768,765	2,044,665	2,589,202	544,537	
	GOAL 6 TOTAL		98,917,580	111,093,944	53,628,595	55,252,412	1,623,817
	VISION BLOCK TOTAL		119,999,954	133,573,305	78,305,119	81,733,174	3,428,056

Variance Highlights:

Information Technology – Increase in compensation, IT Maintenance Contracts, telecommunication contracts

City Attorney – Increase in compensation and staffing

City Clerk – increase in compensation and City-wide elections

City Manager – Reduction is due to salaries and vacancies

Human Resources – Increase compensation and outside investigations

Internal Audit – Increase in compensation

Mayor and Council – Increase in compensation

Non-Departmental – Increase in appraisal services, health and general liability insurance and transfer to Animal Services, Strategic & Legislative Affairs

Office of the Comptroller – Increase in compensation

Purchasing and Strategic Sourcing – Increase in compensation and staffing

FY 2025 Preliminary Non-General Fund Budget High Performing Government

BUDGET BY SOURCE OF FUNDS			FY 2022 Actual	FY 2023 Actual	FY 2024 Adopted	FY 2025 Preliminary	Variance
HIGH PERFORMING GOVERNMENT	Goal 5	INFORMATION TECHNOLOGY	1,390,941	4,359,029	-	-	-
	GOAL 5 TOTAL		1,390,941	4,359,029	-	-	-
	Goal 6	CITY ATTORNEY	88,277	42,132	50,638	64,952	14,313
		CITY CLERK	52,022	38,545	-	-	-
		CITY MANAGER	132	3,000	-	-	-
		HUMAN RESOURCES	73,048,073	74,940,030	75,312,591	82,910,472	7,597,881
		MAYOR AND COUNCIL	111,896	102,111	80,000	80,000	-
		NON-DEPARTMENTAL	147,203,815	199,486,395	139,882,899	141,132,739	1,249,840
		OFFICE OF THE COMPTROLLER	108,957	98,128	102,662	104,044	1,382
		PURCHASING AND STRATEGIC SOURCING	83,415	21,431	-	20,000	20,000
	TAX	2,384,232	2,603,840	2,614,462	2,781,860	167,397	
	GOAL 6 TOTAL		223,080,819	277,335,612	218,043,253	227,094,066	9,050,813
VISION BLOCK TOTAL		224,471,760	281,694,640	218,043,253	227,094,066	9,050,813	

Variance Highlights:

City Attorney – Increase in compensation

Human Resources – Increase in healthcare provider services and benefit administrator services

Non-Departmental – Decrease in debt service and increase in TIRZ projections, transfer of the Lobbyist Funding to Strategic and Legislative Affairs.

Office of the Comptroller – Increase in compensation for Property Control

Purchasing and Strategic Sourcing - Align with actuals for annual Purchasing Expo

Tax Office – Increase in compensation and staffing, reduction indirect costs

FTE Comparison

Vibrant Regional Economy

DEPARTMENT		FY 2023 Adopted	FY 2024 Adopted	FY 2025 Preliminary	Variance
Goal 1	AVIATION	231.60	233.10	234.60	1.50
	ECONOMIC DEVELOPMENT	27.00	25.50	27.50	2.00
	INTERNATIONAL BRIDGES	70.00	76.00	77.00	1.00
ECONOMIC DEVELOPMENT TOTAL		328.60	334.60	339.10	4.50
Goal 3	PLANNING AND INSPECTIONS	141.00	141.00	142.00	1.00
VISUAL IMAGE TOTAL		141.00	141.00	142.00	1.00
VISION BLOCK TOTAL		469.60	475.60	481.10	5.50

Aviation – sUAS Director (Drone Program)

Economic Development – Increase in economic development liaisons and transfer of a Sr. Accountant to Planning and Inspections and transfer of the Grants & Strategic Project Manager to Strategic and Legislative Affairs

International Bridges – Increase in 1 toll supervisor

Planning and Inspections – Transfer of Senior Accounting Payroll Specialist from Economic Development

FTE Comparison

Safe and Beautiful Neighborhoods

DEPARTMENT		FY 2023 Adopted	FY 2024 Adopted	FY 2025 Preliminary	Variance
Goal 2	FIRE	1,540.80	1,453.80	1,344.50	(109.80)
	MUNICIPAL COURT	98.65	94.65	96.15	1.50
	POLICE	1,566.60	1,601.00	1,615.00	14.00
PUBLIC SAFETY TOTAL		3,206.05	3,149.45	3,055.65	(94.80)
Goal 7	CAPITAL IMPROVEMENT DEPARTMENT	86.00	88.50	91.00	2.50
	STREETS AND MAINTENANCE	519.00	438.00	441.00	2.00
	SUN METRO	621.25	620.00	621.00	1.00
INFRASTRUCTURE TOTAL		1,226.25	1,146.50	1,153.00	5.50
Goal 8	ANIMAL SERVICES	143.50	163.00	188.00	25.00
	COMMUNITY AND HUMAN DEVELOPMENT	54.30	61.30	67.30	6.00
	ENVIRONMENTAL SERVICES	403.70	510.70	509.70	(1.00)
	PUBLIC HEALTH	416.00	357.75	380.00	22.25
COMMUNITY HEALTH TOTAL		1,017.50	1,092.75	1,145.00	52.25
VISION BLOCK TOTAL		5,449.80	5,388.70	5,353.65	(36.55)

Fire – Increase of 10 Firefighters and deletion of vacant COVID-19 operators

Municipal Court – Increase in Customer Relations Representative and Intern

Police – Increase in staffing of 9 for Upper Eastside Regional Command 4 uniform and 5 civilian and 5 additional positions

CID - Increase in 1 graduate intern, sr. accounting payroll specialist, 0.5 project manager

Streets and Maintenance – Contract Compliance Manager, Facilities Maintenance Superintendent & Engineering Aide
Sun Metro – Increase a Sr. HR Analyst

Animal Services – Increase in staffing of 15 for 5625 Confetti Dr., 1 Ombudsperson & 9 customer service and animal care

Community and Human Development – Increase in climate and sustainability division positions and Title VI positions

Environmental Services – Decrease of Managing Director

Public Health – Increase in administrative and grant funded positions

FTE Comparison

Exceptional Recreational, Cultural, & Educational Opportunities

DEPARTMENT		FY 2023 Adopted	FY 2024 Adopted	FY 2025 Preliminary	Variance
Goal 4	LIBRARY	171.50	173.00	174.25	1.25
	MUSEUMS AND CULTURAL AFFAIRS	51.50	68.00	70.50	2.50
	PARKS AND RECREATION	540.87	567.48	574.88	7.40
	ZOO	137.50	147.50	147.50	-
QUALITY OF LIFE TOTAL		901.37	955.98	967.13	11.15
VISION BLOCK TOTAL		901.37	955.98	967.13	11.15

Library – Increase of 3 - 0.25 Library Youth Fellows and 0.5 Library Information Service Specialist
 Museums and Cultural Affairs – Increase of a Visitor Services Assistant, Public Affairs Coordinator, Research and Management Assistant from Parks and deletion of the 0.5 Museum Store Sales Clerk
 Parks and Recreation – Increase of 1 Strategic Initiative Coordinator and 2 Specialists, 2 General Service Workers, and 2 Grounds Keepers for QoI O&M

FTE Comparison

High Performing Government

DEPARTMENT		FY 2023 Adopted	FY 2024 Adopted	FY 2025 Preliminary	Variance
Goal 5	INFORMATION TECHNOLOGY	91.00	95.00	96.00	1.00
COMMUNICATIONS TOTAL		91.00	95.00	96.00	1.00
Goal 6	CITY ATTORNEY	44.50	48.50	51.50	3.00
	CITY CLERK	8.00	8.00	8.00	-
	CITY MANAGER	30.50	32.50	32.50	-
	HUMAN RESOURCES	61.00	67.00	69.63	2.63
	INTERNAL AUDIT	9.00	10.00	10.00	-
	MAYOR AND COUNCIL	25.00	27.00	27.00	-
	NON-DEPARTMENTAL	19.00	19.00	19.00	-
	OFFICE OF THE COMPTROLLER	36.00	38.00	39.00	1.00
	PURCHASING AND STRATEGIC SOURCING	29.00	29.00	31.00	2.00
TAX	24.50	24.50	25.50	1.00	
SOUND GOVERNANCE TOTAL		286.50	303.50	313.13	9.63
VISION BLOCK TOTAL		377.50	398.50	409.13	10.63

Information Technology – Increase of 1 Support Service Specialist I

City Attorney – Increase of 2 Paralegals and 1 Public Records Coordinator

Human Resources – Classification and Compensation Manager, Quality Assurance Manager and HRIS Quality Control Assurance Specialist

Non-Departmental – Transferred out 3 positions to Parks and Recreation and transferred in from Economic Development and City Manager’s Office

Office of the Comptroller – Increase of 1 Senior Accountant

Purchasing and Strategic Sourcing – Increase of 2 Procurement specialists for Construction and Transportation

Tax Office – Increase of 1 Administrative Service Manager

FY 2025 Preliminary All Funds Staffing

*As of June 2024

Department	Authorized		Filled		Vacant	
	FTE	Salary Base	FTE	Salary Base	FTE	Salary Base
ANIMAL SERVICES	188.00	7,687,872	139.50	6,065,207	48.50	1,622,665
AVIATION	234.60	11,304,784	192.50	9,473,128	42.10	1,831,657
CAPITAL IMPROVEMENT DEPARTMENT	91.00	6,278,682	66.00	4,845,402	25.00	1,433,280
CITY ATTORNEY	51.50	4,716,499	41.50	4,008,814	10.00	707,685
CITY CLERK	8.00	530,838	6.00	464,483	2.00	66,355
CITY MANAGER	32.50	3,349,709	25.50	2,902,865	7.00	446,844
COMMUNITY AND HUMAN DEVELOPMENT	67.30	3,879,231	50.00	2,930,335	17.30	948,896
ECONOMIC DEVELOPMENT	27.50	1,999,643	20.50	1,626,503	7.00	373,140
ENVIRONMENTAL SERVICES	509.70	21,364,987	394.90	17,353,983	114.80	4,011,004
FIRE	1,344.50	93,214,306	1,185.00	85,821,862	159.50	7,392,444
HUMAN RESOURCES	69.63	4,341,495	57.13	3,713,985	12.50	627,510
INFORMATION TECHNOLOGY	96.00	7,057,604	80.00	6,155,214	16.00	902,390
INTERNAL AUDIT	10.00	820,777	9.00	762,077	1.00	58,700
INTERNATIONAL BRIDGES	77.00	3,366,297	67.50	2,998,948	9.50	367,348
LIBRARY	174.25	7,380,238	149.75	6,521,055	24.50	859,183
MAYOR AND COUNCIL	27.00	1,771,443	19.00	1,288,359	8.00	483,084
MUNICIPAL COURT	96.15	4,320,723	85.10	3,938,953	11.05	381,770
MUSEUM AND CULTURAL AFFAIRS	70.50	4,041,237	48.50	3,165,664	22.00	875,573
NONDEPARTMENTAL	19.00	1,368,593	12.00	1,003,503	7.00	365,090
OFFICE OF THE COMPTROLLER	39.00	2,688,311	38.00	2,637,645	1.00	50,666
PARKS AND RECREATION	574.88	21,955,970	390.00	15,787,045	184.88	6,168,926
PLANNING AND INSPECTIONS	142.00	7,598,219	114.00	6,270,769	28.00	1,327,450
POLICE	1,615.00	117,039,923	1,404.00	110,283,465	211.00	6,756,459
PUBLIC HEALTH	380.00	19,115,171	268.25	14,319,374	111.75	4,795,798
PURCHASING AND STRATEGIC SOURCING	31.00	2,053,357	24.00	1,592,007	7.00	461,350
STREETS AND MAINTENANCE	441.00	19,954,286	316.00	15,049,551	125.00	4,904,735
SUN METRO	621.00	27,421,045	476.90	22,157,418	144.10	5,263,627
TAX	25.50	1,213,504	24.00	1,120,079	1.50	93,425
ZOO	147.50	5,984,096	125.75	5,077,965	21.75	906,131
Grand Total	7,211.01	\$ 413,818,842	5,830.28	\$ 359,335,658	1,380.73	\$ 54,483,184

FY 2025 Preliminary All Funds Attrition of 60.6%

*As of June 2024

Department	Vacant		Average	FY 2025 Unfunded (Attrition)	Unfunded (Attrition)	Funded Vacancies
	FTE	Salary Base	Salary	Dollars	FTEs	FTEs
ANIMAL SERVICES	48.50	1,622,665	33,457	(1,265,213)	(37.82)	10.68
AVIATION	42.10	1,831,657	43,507	(376,481)	(8.65)	33.45
CAPITAL IMPROVEMENT DEPARTMENT	25.00	1,433,280	57,331	(600,669)	(10.48)	14.52
CITY ATTORNEY	10.00	707,685	70,769	(361,267)	(5.10)	4.90
CITY CLERK	2.00	66,355	33,177	(9,744)	(0.29)	1.71
CITY MANAGER	7.00	446,844	63,835	(316,168)	(4.95)	2.05
COMMUNITY AND HUMAN DEVELOPMENT	17.30	948,896	54,850	(486,339)	(8.87)	8.43
ECONOMIC DEVELOPMENT	7.00	373,140	53,306	(296,693)	(5.57)	1.43
ENVIRONMENTAL SERVICES	114.80	4,011,004	34,939	(2,022,457)	(57.89)	56.91
FIRE	159.50	7,392,444	46,348	(6,377,958)	(137.61)	21.89
HUMAN RESOURCES	12.50	627,510	50,201	(392,000)	(7.81)	4.69
INFORMATION TECHNOLOGY	16.00	902,390	56,399	(659,121)	(11.69)	4.31
INTERNAL AUDIT	1.00	58,700	58,700	(7,000)	(0.12)	0.88
INTERNATIONAL BRIDGES	9.50	367,348	38,668	(141,753)	(3.67)	5.83
LIBRARY	24.50	859,183	35,069	(234,652)	(6.69)	17.81
MAYOR AND COUNCIL	8.00	483,084	60,385	-	(2.58)	5.42
MUNICIPAL COURT	11.05	381,770	34,549	(155,839)	(4.51)	6.54
MUSEUM AND CULTURAL AFFAIRS	22.00	875,573	39,799	(518,753)	(13.03)	8.97
NONDEPARTMENTAL	7.00	365,090	52,156	(100,352)	(37.76)	(30.76)
NONDEPARTMENTAL - CITYWIDE	-	-	39,469	(1,969,623)	(49.90)	(49.90)
OFFICE OF THE COMPTROLLER	1.00	50,666	50,666	(63,336)	(1.25)	(0.25)
PARKS AND RECREATION	184.88	6,168,926	33,367	(2,439,654)	(73.12)	111.76
PLANNING AND INSPECTIONS	28.00	1,327,450	47,409	(869,380)	(18.34)	9.66
POLICE	211.00	6,756,459	32,021	(4,868,935)	(152.05)	58.95
PUBLIC HEALTH	111.75	4,795,798	42,915	(829,650)	(19.33)	92.42
PURCHASING AND STRATEGIC SOURCING	7.00	461,350	65,907	(220,187)	(3.34)	3.66
STREETS AND MAINTENANCE	125.00	4,904,735	39,238	(2,123,414)	(54.12)	70.88
SUN METRO	144.10	5,263,627	36,528	(4,719,926)	(129.22)	14.88
TAX	1.50	93,425	62,283	(17,232)	(0.28)	1.22
ZOO	21.75	906,131	41,661	(574,760)	(13.80)	7.95
Grand Total	1,380.73	\$ 54,483,184	\$ 39,460	\$ (33,018,559)	(836.77)	543.96

All Funds Attrition by Department

FY 2023/FY 2024/
FY 2025

Department	FY 2023 Unfunded (Attrition)	FY 2024 Unfunded (Attrition)	FY 2025 Unfunded (Attrition)
	Dollars	Dollars	Dollars
ANIMAL SERVICES	(716,784)	(1,028,923)	(1,265,213)
AVIATION	(477,034)	(354,353)	(376,481)
CAPITAL IMPROVEMENT DEPARTMENT	(308,801)	(451,717)	(600,669)
CITY ATTORNEY	(260,646)	(239,467)	(361,267)
CITY CLERK	(11,901)	(9,947)	(9,744)
CITY MANAGER	(163,759)	(101,245)	(316,168)
COMMUNITY AND HUMAN DEVELOPMENT	(31,061)	(181,376)	(486,339)
ECONOMIC DEVELOPMENT	(406,015)	(110,024)	(296,693)
ENVIRONMENTAL SERVICES	(1,262,860)	(1,764,882)	(2,022,457)
FIRE	(3,726,454)	(4,132,944)	(6,377,958)
HUMAN RESOURCES	(536,640)	(442,401)	(392,000)
INFORMATION TECHNOLOGY	(271,852)	(531,949)	(659,121)
INTERNAL AUDIT	-	-	(7,000)
INTERNATIONAL BRIDGES	(548,744)	(165,508)	(141,753)
LIBRARY	(815,218)	(774,857)	(234,652)
MAYOR AND COUNCIL	-	-	-
MUNICIPAL COURT	(67,875)	(84,836)	(155,839)
MUSEUM AND CULTURAL AFFAIRS	(331,912)	(353,352)	(518,753)
NONDEPARTMENTAL	(192,941)	(361,330)	(100,352)
NONDEPARTMENTAL - CITYWIDE	-	(983,681)	(1,969,623)
OFFICE OF THE COMPTROLLER	(102,447)	(52,506)	(63,336)
PARKS AND RECREATION	(1,389,827)	(1,626,462)	(2,439,654)
PLANNING AND INSPECTIONS	(446,115)	(656,231)	(869,380)
POLICE	(5,575,256)	(4,258,434)	(4,868,935)
PUBLIC HEALTH	(373,012)	(586,050)	(829,650)
PURCHASING AND STRATEGIC SOURCING	(169,625)	(200,513)	(220,187)
STREETS AND MAINTENANCE	(750,608)	(1,392,614)	(2,123,414)
SUN METRO	(11,807,759)	(5,115,767)	(4,719,926)
TAX	(15,062)	(17,232)	(17,232)
ZOO	(385,681)	(483,411)	(574,760)
Grand Total	\$ (31,145,889)	\$ (26,462,012)	\$ (33,018,559)

On-going Priorities

Description	Percentage	FY 2025 Preliminary Budget	Total Annual Need
FD Capital Replacement	91%	5,200,000	5,700,000
PD Capital Replacement	76%	4,200,000	5,500,000
ADA Curb Cuts	75%	750,000	1,000,000
SAM Heavy Equipment	70%	2,100,000	3,000,000
Collector Street Resurfacing	67%	3,000,000	4,500,000
Parks Amenities	33%	1,000,000	3,000,000
City-wide Vehicle Replacement	27%	1,500,000	5,500,000
Facility Renovations	18%	4,400,000	25,000,000
Residential Street Resurfacing	17%	7,000,000	42,000,000
Grant Match (MPO & City-wide)	0%	-	12,000,000
IT Capital Replacement	0%	-	4,000,000
TOTAL	26%	\$ 29,150,000	\$ 111,200,000

Street Maintenance

- Since 2018 Average citywide Pavement Condition Index has stayed steady at a rating of 65 (fair condition)
- 50% of streets rank in the fair to very poor condition
- Current investment is only approximately 25% of necessary annual amount
- Unpaved Rights-of-Way – 33% of alleys (1/3) are unpaved and 32 unpaved streets in our inventory

**PCI
PAVEMENT CONDITION INDEX**

PCI Range	Condition Description	2022 Data % of Network	2018 Data % of Network	2008 Data % of Network
91-100	Excellent	11.57 %	27.66 %	26.75 %
81-90	Very Good	17.52 %	14.16 %	22.72 %
71-80	Good	16.16 %	15.48 %	17.06 %
61-70	Fair	12.21 %	10.31 %	17.59 %
43-60	Marginal	25.08 %	19.56 %	10.46 %
21-42	Poor	17.41 %	10.06 %	5.00 %
0-20	Very Poor	0.05 %	2.77 %	0.42 %
COEP PCI Average		65.29	65.42	75.54
Percentage Good or Higher		45.25 %	57.30 %	66.5 %
Percentage Fair or Lower		54.75 %	42.70 %	33.5 %

Parks System

- Inadequate funding to modernize and sustain existing assets
- Playground replacement – 25 “D” rated and more reaching end of useful life
- Shade structures – new and replacements (116 playgrounds need shade structure)
- Irrigation system
 - 84 systems need to be upgraded to Centralized Computer Control
 - Need to renovate irrigation systems in 39 parks

City Facilities

- Inadequate funding to modernize and sustain existing assets
- Summer 2023 - Council approved adding \$5 million to facilities budget
- 250+ buildings/structures, or 3.5 million square feet
- 2/3^{rds} of existing facilities are more than 30 years old
- More new facilities coming on board – ex. Community Readiness Center, Fire Stations, Police Regional Command, Training Academy/Headquarters
- Need to maximize current, unimproved, space
- Inadequate maintenance funding – shorter lifespan, increased maintenance costs, customer service impacts
- Need to increase facilities maintenance budget for repairs and staffing

Vehicle and Equipment

- Insufficient funding to update light and heavy vehicles/equipment
- FY 2025 funding level is \$1.5 million for City-wide light vehicle replacements and \$2.1 million for Streets and Maintenance heavy vehicle replacements
- City wide fleet has 2,000 +/- light duty vehicles and 800 +/- heavy duty vehicles.
- 23% of light duty vehicles have surpassed their useful life
- The development of a consistent replacement plan would help address maintenance costs by replacing a certain amount of vehicles per year

Grant-Funded Programs

- Deliver priority projects for our community at a reduced burden to local taxpayers
- Utilize Grants Partnership Agreements – matching funds, MOU's, participation commitments, in-kind contributions, letters of support
- Federal & state funded transportation projects
- Requires proactive planning and budgeting for matching commitments and other priority grant opportunities
- Approximately \$12 million needed annually

Multi-year Financial Impact

Property Tax Rate

Estimated as of June 2024

	FY 2024 Adopted	FY 2025 Revised Preliminary (June 2024)	Variance (Revised & FY 2024 Adopted)
No-New-Revenue	0.818875	0.768500	(0.050375)
Voter Approval Rate	0.843259	0.788886	(0.054373)
Tax Rate			
O&M	0.562409	0.541384	(0.021)
Debt Service	0.256466	0.236466	(0.020)
Total	0.818875	0.777850	(0.041)

- Property Tax rate is based on 10% valuation growth
- No-new-revenue and voter approval rate will change
- Assumes no debt issuance in FY 2025

Multi-year Financial Outlook

Assumptions

Included:

- Impact of new CBA agreements with Police and Fire
- New academies for Police and Fire
- Civilian Compensation Increases
- 2012 Quality of Life O&M
- 2019 Public Safety Bond Projects

Not Included:

- Restoration of Pay-go Funding - \$3 million
- IT Capital Replacement - \$4 million
- Grant Match requirement in FY 2027 - \$12 million

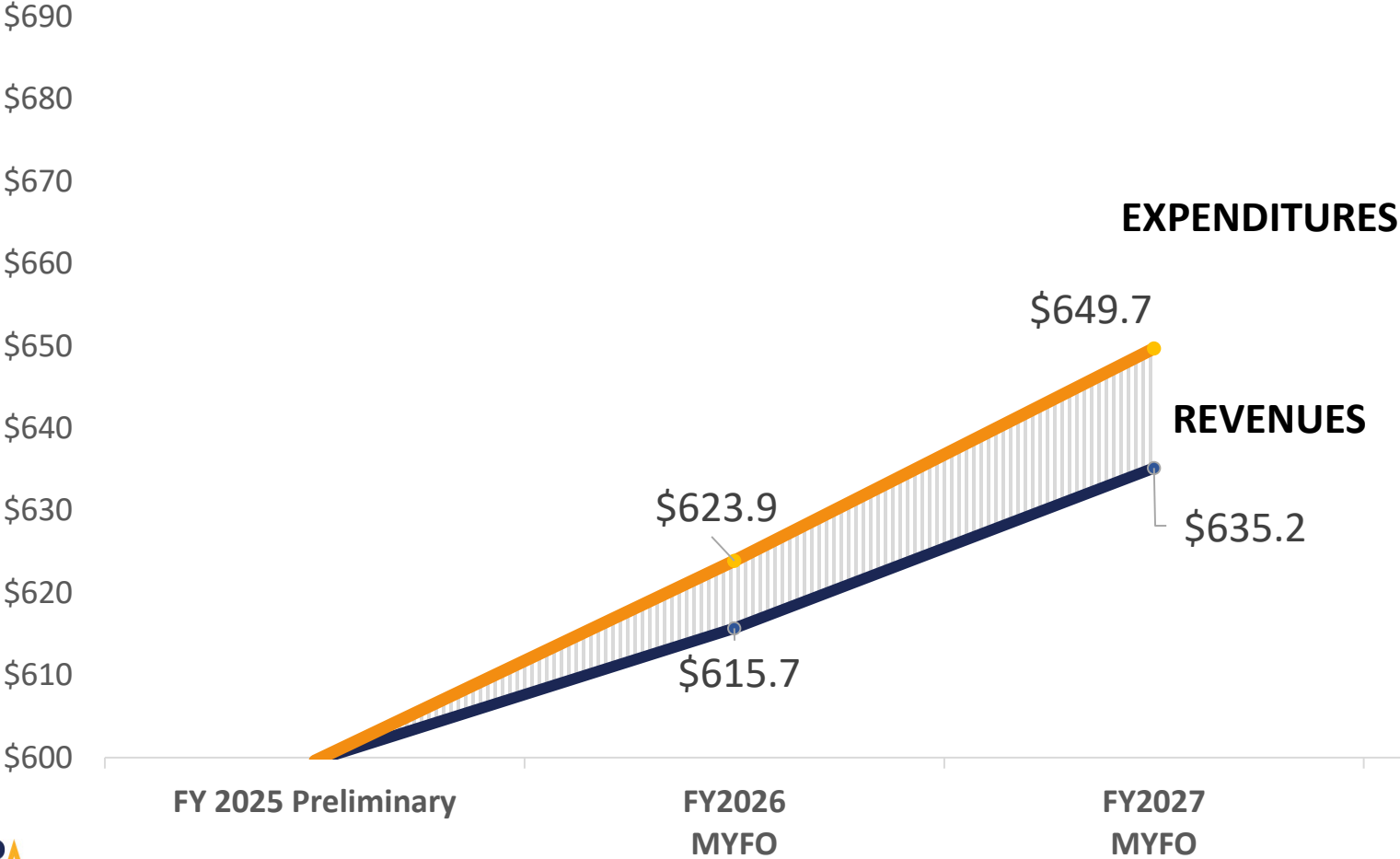
Multi-year Financial Outlook

FY 2023/24
through
FY 2026/27

in 000	FY2024 Adopted	FY2025 Preliminary	FY2026 MYFO	FY2027 MYFO
REVENUES				
Property Taxes	264,719	282,429	294,432	306,469
Sales Taxes	137,440	140,927	144,450	148,783
Franchise Fees	67,031	65,925	66,914	68,922
Charges for Services	34,893	32,880	33,537	34,879
Fines and Forfeitures	7,087	8,201	7,356	7,444
Licenses and Permits	12,713	12,353	13,174	14,050
Intergovernmental Revenues	1,479	1,479	1,479	1,479
County Participation	0	0	0	0
Interest	500	500	300	100
Rents and Other	8,675	16,667	16,750	16,834
Operating Transfers In	38,786	38,274	37,274	36,274
Total Revenues	573,323	599,635	615,667	635,235
EXPENDITURES				
Salaries & Wages Uniform	256,380	267,069	279,239	292,799
Salaries & Wages Civilian	150,410	161,606	169,686	173,004
Contractual Services	54,359	60,189	61,393	66,235
Materials and Supplies	30,406	30,696	31,310	32,406
Operating Expenditures	32,874	31,838	32,475	33,611
Non-Operating Expenditures	1,906	1,928	1,966	2,035
Intergovernmental Expenditures	1,858	1,666	1,699	1,758
Other Uses	43,926	43,375	44,893	46,464
Capital Outlay	1,204	1,269	1,313	1,359
Total Expenditures	573,323	599,635	623,975	649,671
Net	(0)	0	(8,307)	(14,437)

Projections for planning
purposes only and
subject to change.

Multi-year Financial Outlook FY 2025 – FY 2027



Includes the following:

- Impact of new CBA agreements with Police and Fire
- New academies for Police and Fire
- Civilian Compensation Increases
- 2012 Quality of Life O&M
- 2019 Public Safety Bond Projects

Summary

- **4 cent reduction** in the property tax rate - 10% increase estimated in property valuations with no debt issuance in FY 2025
- Use of **\$5 million from Pay-for-Futures Fund** (one-time revenue from reserves)
- Civilian **pay raises split** September and March 2025 (last increase was Sep. 2023)
- Increased savings from vacancies by **\$5.9 million** from prior year
- **Reduced annual pay-go by \$3 million** for vehicles and facilities

Budget Calendar

- Public Hearings
- Special Council Meetings
- Budget/Tax Rate Adoption



Budget Calendar

July 8 - 10 – Budget Work Sessions

July 25 – Receive Certified Tax Roll from Central Appraisal District

August 1 – Present Certified Tax Roll and Ordinance Introducing Tax Rate

August 13 – Public Hearing on FY 2025 Budget

August 20 – Adopt FY 2025 Budget and Tax Rate

MISSION



Deliver exceptional services to support a high quality of life and place for our community.

VISION



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



VALUES

Integrity, **R**espect, **E**xcellence,
Accountability, **P**eople