



# GOAL 1 + 3

FY 2023 BUDGET PRESENTATION

## *VIBRANT REGIONAL ECONOMY*

**GOAL 1**

*STRONG SUSTAINABLE ECONOMIC DEVELOPMENT*

**GOAL 3**

*PROMOTE THE VISUAL IMAGE OF EL PASO*



## **VISION BLOCK**

## **Vibrant Regional Economy**

## **STRATEGIC GOALS**

**GOAL 1 - Strong sustainable  
ECONOMIC DEVELOPMENT**

**GOAL 3 - Promote the  
VISUAL IMAGE OF EL PASO**

**DEPARTMENTS**  
ORGANIZATIONAL ALIGNMENT

**AVIATION + DESTINATION EL PASO + ECONOMIC DEVELOPMENT  
+ INTERNATIONAL BRIDGES + PLANNING & INSPECTIONS**

# STRATEGIC ALIGNMENT

## GOAL 1

- 1.1 Stabilize and Expand El Paso's Tax Base
- 1.2 Enhance Visitor Revenue Opportunities
- 1.3 Maximize Venue Efficiencies Through Revenue Growth and Control
- 1.4 Grow the Core Business of Air Transportation
- 1.5 Stimulate Economic Growth Through Transit Integration and cross border mobility, trade and tourism
- 1.6 Provide business friendly permitting and inspection processes

## GOAL 3

- 3.1 Streamline Processes to Provide a Solid Foundation for Development
- 3.2 Improve the visual impression of the community (gateways, corridors, intersections, and parkland)
- 3.3 Set one standard for infrastructure across the city

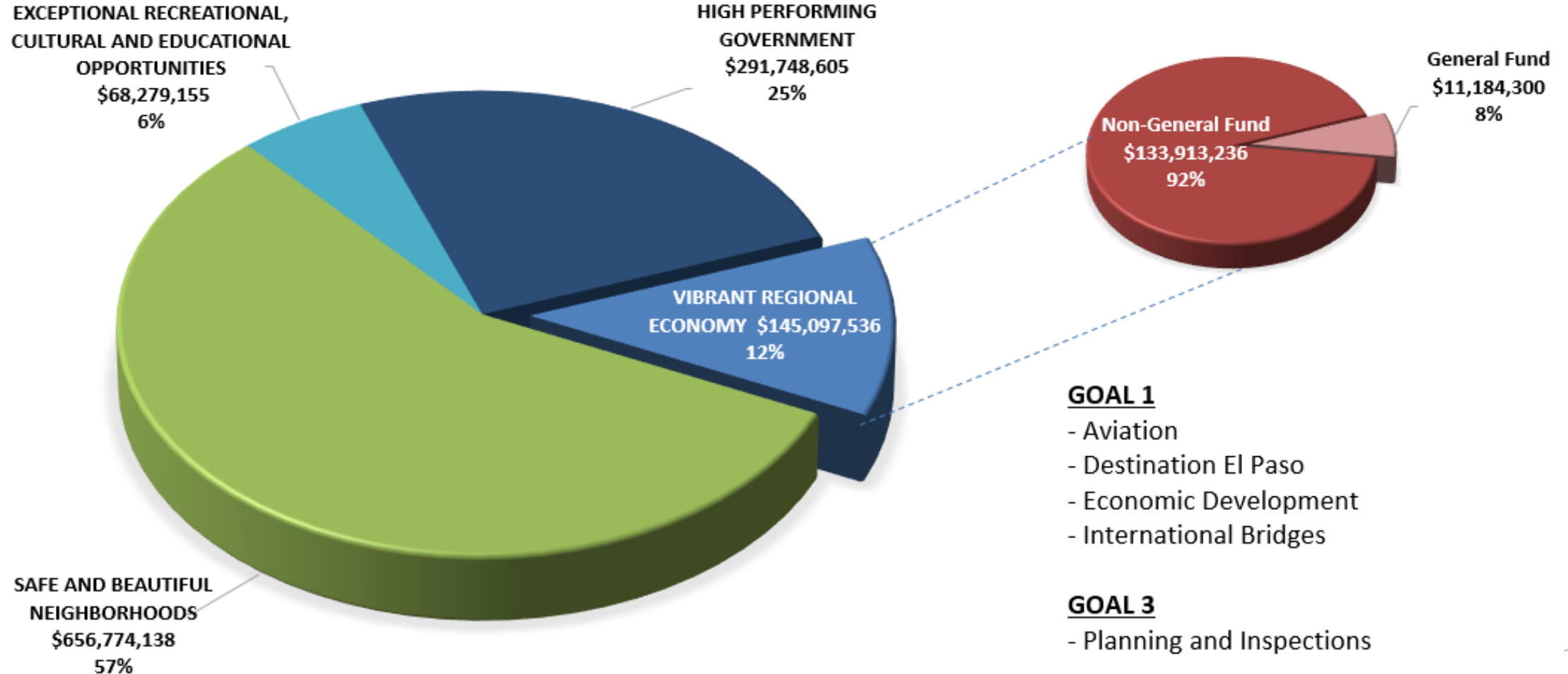
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- Priorities Focus
- Major Variances
- Expenses
- FY 2022 Key Accomplishments
- FY 2023 Key Deliverables



# VIBRANT REGIONAL ECONOMY

## FY 2023 ALL FUNDS BUDGET \$1,161,899,434



# SOURCE OF FUNDING

DEPARTMENT		GF	NGF			ALL FUNDS
		GENERAL FUND	CAPITAL PROJECTS	SPECIAL REVENUE	ENTERPRISE	
Goal 1	AVIATION	-	-	-	63,583,662	63,583,662
	DESTINATION EL PASO	-	3,000,000	16,770,288	-	19,770,288
	ECONOMIC DEVELOPMENT	2,821,814	-	23,133,038	-	25,954,852
	INTERNATIONAL BRIDGES	-	-	-	26,358,021	26,358,021
<b>ECONOMIC DEVELOPMENT TOTAL</b>		<b>2,821,814</b>	<b>3,000,000</b>	<b>39,903,326</b>	<b>89,941,683</b>	<b>135,666,824</b>
Goal 3	PLANNING AND INSPECTIONS	8,362,486	-	1,068,226	-	9,430,712
<b>VISUAL IMAGE TOTAL</b>		<b>8,362,486</b>	<b>-</b>	<b>1,068,226</b>	<b>-</b>	<b>9,430,712</b>
<b>VISION BLOCK TOTAL</b>		<b>11,184,300</b>	<b>3,000,000</b>	<b>40,971,552</b>	<b>89,941,683</b>	<b>145,097,536</b>

# PRIORITIES FOCUS FOR FY 2023

## International Bridges Department

- **Bridges Steering Committee** continued coordination efforts
- **Rider 44** – Finalize required agreements, project development and implementation
- Continue pursuing additional funding opportunities to fund **large POE projects**
- **Enhance parking management strategies** working in collaboration with **Parking Steering Committee** stakeholders
- Restart of the **International Bridges Crossborder Survey**

## Planning and Inspections

- Adoption and implementation of **new building code**
- **Enhance** online plan submittals and payments
- **Ongoing community engagement** on all planning and development matters
- **Automation of fees and cash handling management** at One-Stop Shop
- **Deliver key projects** to the City via rezoning and development process
- **Recruitment, retention, and workforce development**

# PRIORITIES FOCUS FOR FY 2023

## Destination El Paso

- Develop and conduct ongoing public awareness, education and training programs related to ecotourism and cultural heritage to stimulate visitation to the region
- Continued growth in convention sales department and budget and increase initiatives to attract meeting and convention activity
- Sales and marketing efforts to secure touring entertainment bookings for performing arts venues
- Continue Convention Center capital improvements: CPAC Painting Project, CC Restroom Renovation, CPAC Data/Internet Upgrade, CC Hall A transformation to a Ballroom
- Continued growth in water park revenue and operations with limited workforce
- Preparations for large city-wide state convention in 2024

## Economic Development

- Administer and manage ARPA funding for **small business response + recovery** programs
- Continue retention, recruitment + expansion efforts to **accelerate quality job and wage growth**
- Emphasize the growth of a regional **advanced manufacturing** industry cluster with a focus on **aerospace and defense manufacturing**
- Continue **redevelopment efforts in key areas** such as Downtown, the MCA, Cohen + Airport
- Develop **destination locations** for tourism and economic development
- Continue **binational collaboration** for increased regional investment + promotion
- **Leverage real estate assets** in support of economic development priorities



# PRIORITIES FOCUS FOR FY 2023

## Aviation

- Air Service Development
  - Maintain Airline communications with a focus on flight data, service gaps, and opportunities
  - Continue to work to bring international flights to destinations in Mexico
  - Work to maintain high passenger traffic through marketing
- Capital Improvement Projects
  - CIP approved March 2022
  - Focus on infrastructure and technology improvements
  - 5 MW Solar Farm on Airfield, 1.5 MW Solar/Shaded Parking in Short Term
- Property Development
  - Advanced Manufacturing Campus grant application-Phase II
  - Working with GM, Chamber of Commerce on solar/microgrid project
  - DEAGG – DCIP grants for roadway connectivity between City and Ft. Bliss

# MAJOR VARIANCES

## GOAL 1

- **Aviation** – Increase in capital, outside contract cost, uniform and non-uniform compensation increases and filling vacant positions
- **Destination El Paso** – Increase due to Ecotourism Program
- **Economic Development** – Increase due to transfer for Real Estate Division from CID, compensation increases and reorganization, reduction in transfer for 380 Agreements
- **International Bridges** – Increase in transfer due to bridge crossings

## GOAL 3

- **Planning and Inspections** – Increase in non-uniform compensation increases and restoration of vacancies

# EXPENSES - GENERAL FUND

Department		Adopted FY 2021	Adopted FY 2022	Preliminary FY 2023	Variance	Percent
Goal 1	ECONOMIC DEVELOPMENT	1,826,045	1,961,689	2,821,814	860,125	43.8%
<b>ECONOMIC DEVELOPMENT TOTAL</b>		<b>1,826,045</b>	<b>1,961,689</b>	<b>2,821,814</b>	<b>860,125</b>	<b>43.8%</b>
Goal 3	PLANNING AND INSPECTIONS	7,343,043	6,950,879	8,362,486	1,411,606	20.3%
<b>VISUAL IMAGE TOTAL</b>		<b>7,343,043</b>	<b>6,950,879</b>	<b>8,362,486</b>	<b>1,411,606</b>	<b>20.3%</b>
<b>VISION BLOCK TOTAL</b>		<b>9,169,088</b>	<b>8,912,569</b>	<b>11,184,300</b>	<b>2,271,731</b>	<b>25.5%</b>

Variance Highlights:

- **Economic Development** due to transfer of Real Estate Division from CID, compensation increases, and reorganization
- **Planning & Inspections** due to compensation increases and funded vacancies

# EXPENSES - GENERAL FUND

Category	Adopted FY 2021	Adopted FY 2022	Preliminary FY 2023	Variance	Percent
PERSONAL SERVICES	8,209,191	7,951,672	9,887,594	1,935,922	24.3%
CONTRACTUAL SERVICES	398,947	468,255	554,287	86,032	18.4%
MATERIALS AND SUPPLIES	287,106	178,100	233,700	55,600	31.2%
OPERATING EXPENDITURES	142,445	183,143	197,320	14,177	7.7%
NON-OPERATING EXPENDITURES	-	-	100,000	100,000	100.0%
OTHER USES	131,399	131,399	211,399	80,000	60.9%
<b>TOTAL EXPENDITURES</b>	<b>9,169,088</b>	<b>8,912,569</b>	<b>11,184,300</b>	<b>2,271,731</b>	<b>25.5%</b>

Variance Highlights:

- **Personal Services** due to compensation increase, transfer of Real Estate Division and funded vacancies
- **Non-operating expenditures** due to credit card fees

# EXPENSES - NON-GENERAL FUND

Department		Adopted FY 2021	Adopted FY 2022	Preliminary FY 2023	Variance	Percent
Goal 1	AVIATION	52,093,848	54,710,596	63,583,662	8,873,066	16.2%
	DESTINATION EL PASO	13,185,415	19,474,944	19,770,288	295,344	1.5%
	ECONOMIC DEVELOPMENT	14,043,408	25,378,351	23,133,038	(2,245,313)	-8.8%
	INTERNATIONAL BRIDGES	23,770,246	21,850,856	26,358,021	4,507,165	20.6%
<b>ECONOMIC DEVELOPMENT TOTAL</b>		<b>103,092,918</b>	<b>121,414,747</b>	<b>132,845,010</b>	<b>11,430,262</b>	<b>9.4%</b>
Goal 3	PLANNING AND INSPECTIONS	-	1,019,567	1,068,226	48,659	4.8%
<b>VISUAL IMAGE TOTAL</b>		<b>-</b>	<b>1,019,567</b>	<b>1,068,226</b>	<b>48,659</b>	<b>4.8%</b>
<b>VISION BLOCK TOTAL</b>		<b>103,092,918</b>	<b>122,434,314</b>	<b>133,913,236</b>	<b>11,478,921</b>	<b>9.4%</b>

Variance Highlights:

- **Aviation** increase due to contractual services, uniform personnel costs and transfer to fund balance
- **Destination El Paso** increase due to Ecotourism Program
- **Economic Development** reduction due to 380 Agreements payouts
- **International Bridges** increase due to interfund transfers and debt services requirements
- **Planning & Inspections** due to compensation increases for codes

# EXPENSES - NON-GENERAL FUND

Category	Adopted FY 2021	Adopted FY 2022	Preliminary FY 2023	Variance	Percent
PERSONAL SERVICES	26,960,503	30,976,196	31,942,201	966,005	3.1%
CONTRACTUAL SERVICES	26,657,076	37,558,255	35,404,617	(2,153,638)	-5.7%
MATERIALS AND SUPPLIES	3,371,906	4,865,538	5,362,850	497,312	10.2%
OPERATING EXPENDITURES	6,857,730	8,712,700	9,033,366	320,666	3.7%
NON-OPERATING EXPENDITURES	11,266,471	12,214,824	12,247,671	32,848	0.3%
OTHER USES	25,048,909	24,495,302	36,007,530	11,512,228	47.0%
CAPITAL OUTLAY	2,930,321	3,611,500	3,915,000	303,500	8.4%
<b>TOTAL EXPENDITURES</b>	<b>103,092,918</b>	<b>122,434,314</b>	<b>133,913,236</b>	<b>11,478,921</b>	<b>9.4%</b>

Variance Highlights:

- **Personal Services** increase due to compensation increases
- **Contractual Services** reduction due to 380 Agreements and increase for Ecotourism Program
- **Other Uses** increase due to interfund transfers and debt services requirements for International Bridges and transfer to fund balance for Aviation
- **Capital Outlay** increase is due to shuttles and major equipment for Aviation

# STAFFING - ALL FUNDS

DEPARTMENT		Adopted FY 2021	Adopted FY 2022	Preliminary FY 2023	Variance
Goal 1	AVIATION	222.60	222.60	225.60	3.00
	ECONOMIC DEVELOPMENT	15.00	17.00	26.00	9.00
	INTERNATIONAL BRIDGES	69.00	69.00	70.00	1.00
<b>ECONOMIC DEVELOPMENT TOTAL</b>		<b>306.60</b>	<b>308.60</b>	<b>321.60</b>	<b>13.00</b>
Goal 3	PLANNING AND INSPECTIONS	123.00	139.00	141.00	2.00
<b>VISUAL IMAGE TOTAL</b>		<b>123.00</b>	<b>139.00</b>	<b>141.00</b>	<b>2.00</b>
<b>VISION BLOCK TOTAL</b>		<b>429.60</b>	<b>447.60</b>	<b>462.60</b>	<b>15.00</b>

Variance Highlights:

- **Aviation** increase of an Airport Property Manager, Veteran Affairs position, Terminal Service Manager
- **Economic Development** transfer of 4.0 FTEs for Real Estate Division and 4.0 new FTEs for service enhancement, and International ED Manager
- **International Bridges** increase of a Managing Director due to leadership alignment and efficiencies
- **Planning & Inspections** increase of a Building inspector and a Business and Finance Manager

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# KEY ACCOMPLISHMENTS @ A GLANCE



## AVIATION

**new flights** to Charlotte, Austin, Orlando and San Diego

Alaska expanded existing flight to Seattle---**more than doubling seats** available per flight

Five-year Capital Improvement Program approved, **more than \$178 million for > 60** different projects

## INTERNATIONAL BRIDGES

**6,600+** overtime hours funded (for U.S. Customs and Border Protection) **to reduce or stabilize cross-border wait times**

**3,300+** overtime hours funded (El Paso Police Department) **for safety and traffic control measures**

**1,952** parking metered spaces **city-wide** upgraded (5G capable). **Park915** app---**31,400+** app downloads. **100,000+** transactions processed since launch

# KEY ACCOMPLISHMENTS @ A GLANCE



## DESTINATION EL PASO

Hotel occupancy **quicker to recover** than most major cities

**El Paso continues to lead** state and national averages

Ranks in **Top 3** for hotel occupancy in the state

**Reopening** of the international land crossings also contributed

## ECONOMIC DEVELOPMENT

Secured **\$1.5 million** Economic Development Administration (EDA) grant by partnering with UTEP's Aerospace Center, Keck Center and the El Paso Chamber

Schneider Electric expansion (2nd largest in the past eight years) set to bring an additional **400 new jobs, \$15 million capital investment** and a commitment to **retain 1,130 existing jobs.**

**Five new hotels and 720+ guest rooms added to Downtown El Paso**

# KEY ACCOMPLISHMENTS @ A GLANCE



## PLANNING + INSPECTIONS

**2020 U.S. Census City redistricting process, which started in September 2021, has been completed**

**focused on successful implementation and enhancement of the new electronic plan review program for concurrent review by all City departments for real-time review by applicants**



# Key Results

## Aviation

**Added four new flights**

**Charlotte**

**Austin**

**Orlando**

**San Diego**

**Capital Improvement Plan**

**\$178M & 60 projects**

**58% larger** than the 5-yr rolling average

**One expanded flight**

**Seattle**



# TOP 10 GOAL DESTINATIONS



- GOAL DESTINATION
- CURRENT DESTINATION



# Key Results

## Aviation



**#2 in market**  
**recovery** for small  
hub airports  
**98% recovery with**  
**90% of the seats**



**Financial Stability**  
**Fitch Ratings**  
**Report**  
(December 2021)  
**"A" rating**



Cash on hand  
**460 days** in 2021  
vs. 239 in 2019



# Key Results

## Aviation



**Phase II** for Federal Grand Funding to build the Advanced Manufacturing Campus



Land Development  
**34 new agreements** valued at **\$75.8 million** to be generated over the next 40 years since 2020



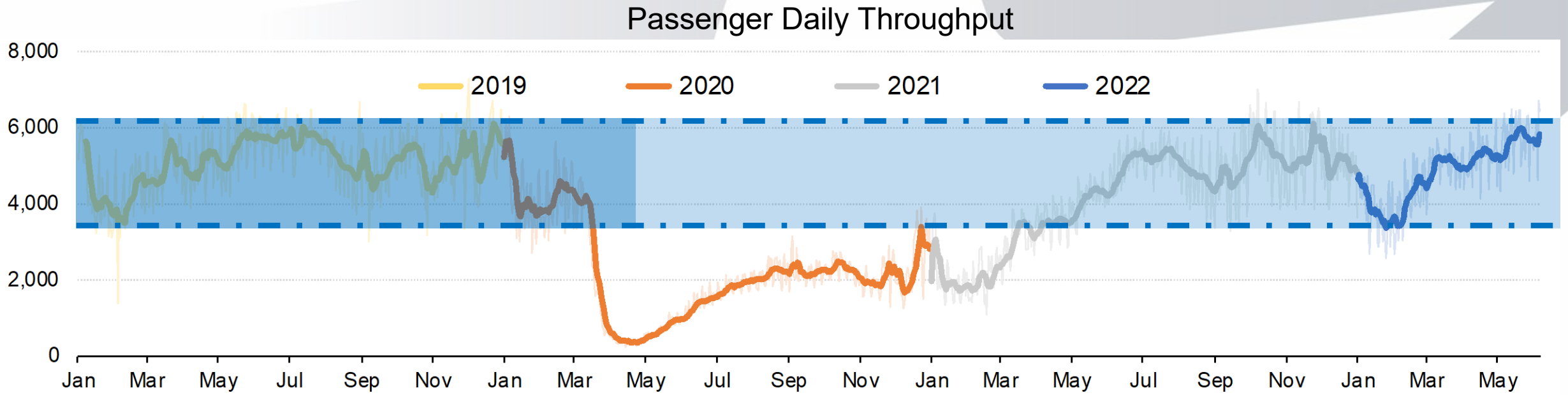
El Paso FTZ named **2021 Best Free Zone** for large tenants



# Key Results

## Aviation

### Activity at the Airport has returned to pre-pandemic levels







# Key Results

## International Bridges

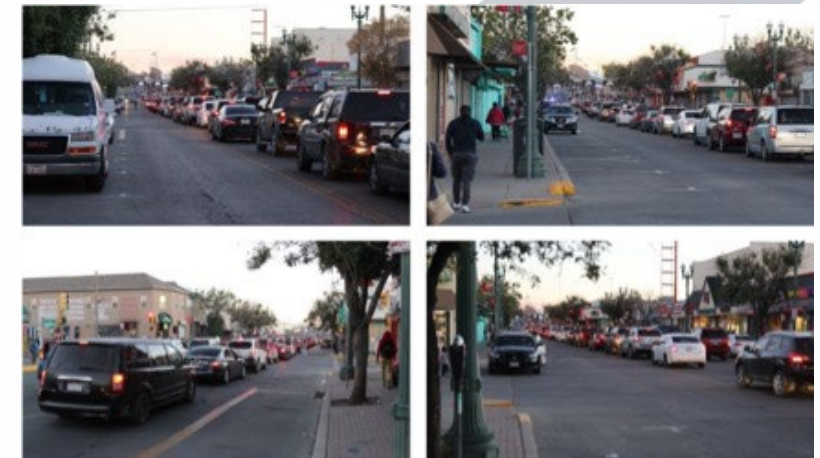
Played a key role in facilitating the phased reopening of the ports of entry



Over 3,300 of EPPD overtime hours funded for **safety and traffic control** near **City Bridges**

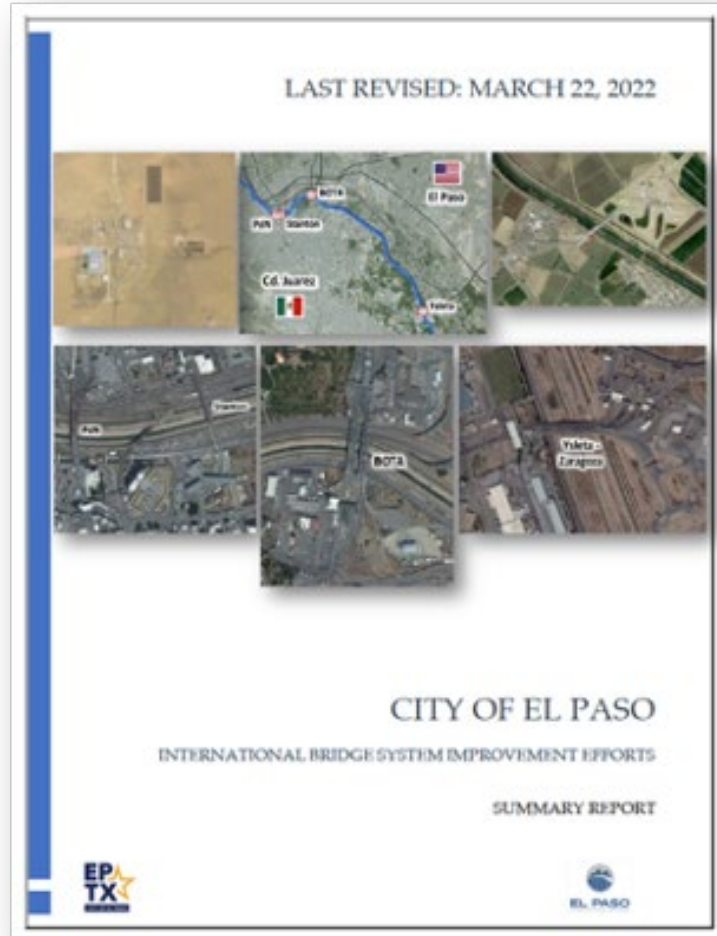


Over 6,600 of CBP overtime hours funded to **reduce or stabilize cross-border wait times**



# Key Results

## International Bridges



## Collaboration with Texas' 16<sup>th</sup> Congressional District

### White Paper

- ❖ Overview of international bridge system
- ❖ CBP reimbursable services agreement
- ❖ Department transformation
- ❖ Bridges Steering Committee
- ❖ Capital Improvement Program
- ❖ Intelligent Transportation Systems
- ❖ US-MX Border Transportation Master Plan
- ❖ Priority border projects
- ❖ Long term investments
- ❖ Challenges





# Key Results

## International Bridges



All parking meters city-wide now connected to 5G networks  
**84 Meters added** to South Mesa and Uptown areas

### Increased Usage of Park 915 Mobile App

- **31,400+** Park 915 app downloads
- **100,000+** transactions processed (up from 6,600+ transactions May 2021)
- **UTEP** added to Park 915 App



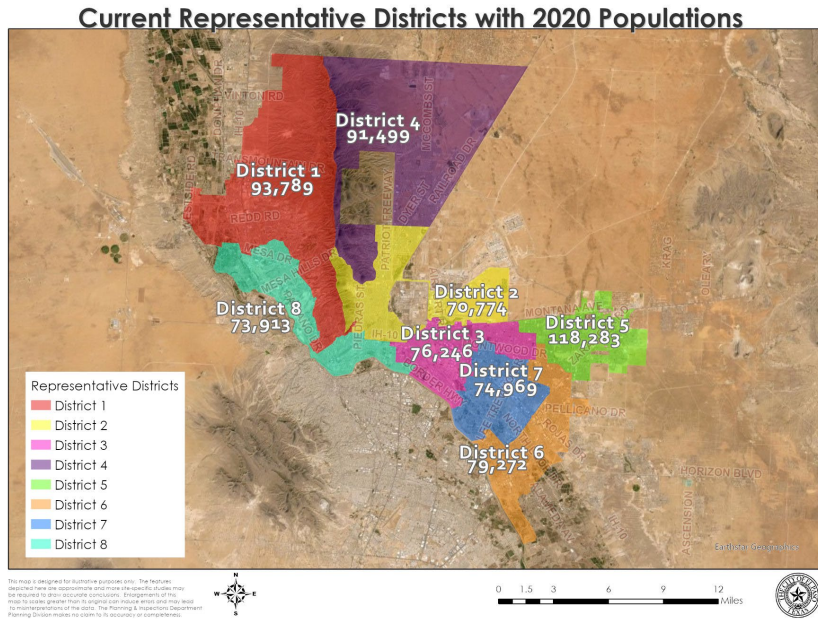
Stay safe while in El Paso! To reduce the spread of germs and avoid touching parking meters, the City of El Paso is encouraging all residents and visitors to use the Park915 app for a contactless way to pay for parking.



**40% increase in E-Fast Pass transactions for personal vehicles** September to May Year-over-Year

# Key Results

## Planning and Inspections



2020 U.S. Census **City redistricting** process (started in Sept. 2021) has been successfully completed



Implementation and enhancement of **new electronic plan review program** for concurrent review by all departments for real-time review



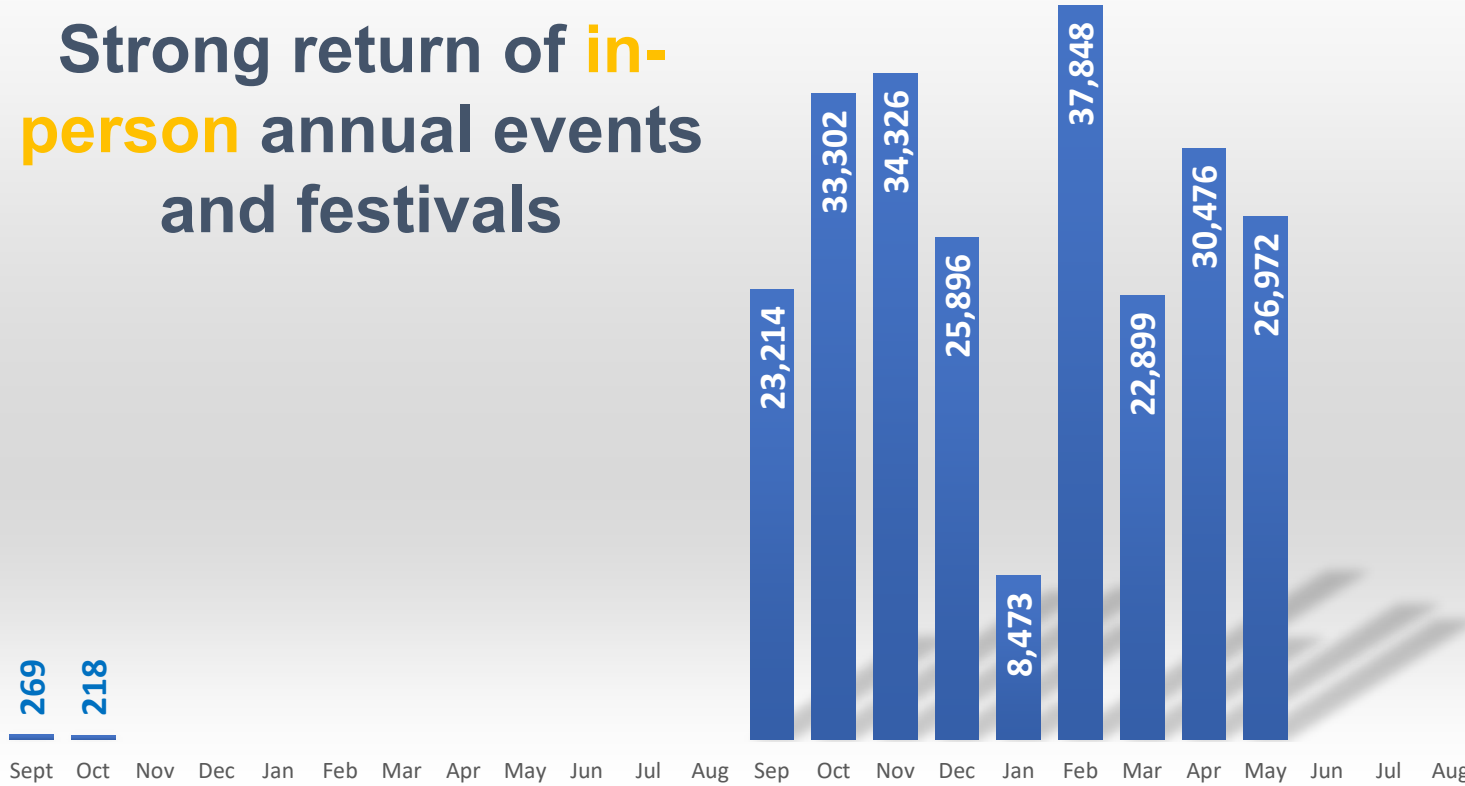
# Key Results

## Destination El Paso



Venue Attendance  
FY 2020 - 2022 YTD

Strong return of **in-person** annual events and festivals



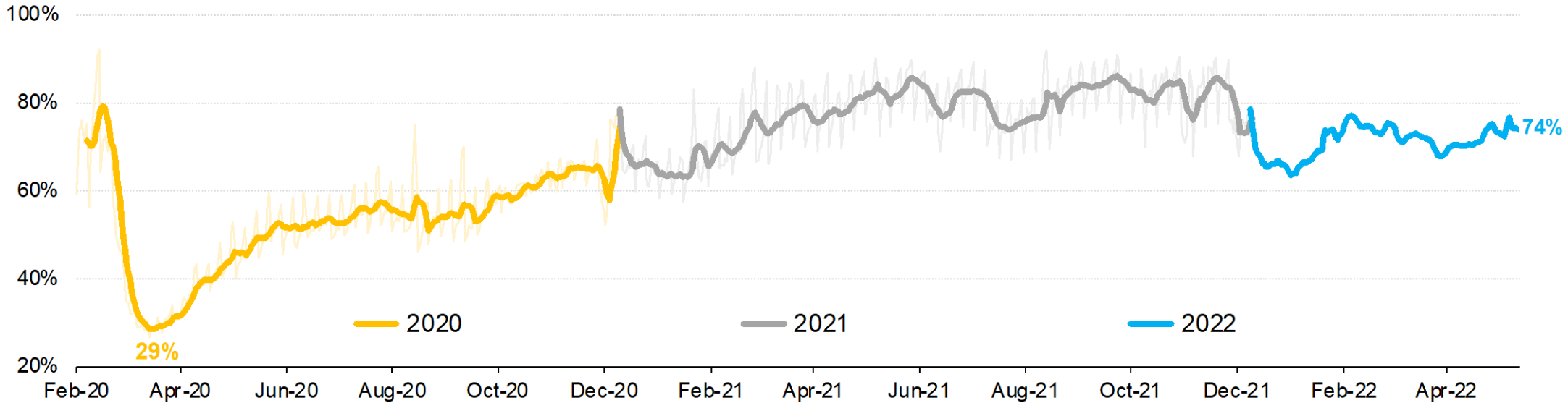


# Key Results

## Destination El Paso

El Paso continues to lead in hotel occupancy

Hotel Occupancy weekly average at 74%



April-22  
ELP = 70.8%  
TX = 66.4%  
US = 65.5%



# Key Results

## Destination El Paso



- Selected to host 2024 presidential year convention
- Beat out San Antonio by supermajority
- Up to **10,000** in attendance and **\$8M in Economic Impact**

- Second season
- Recruited and trained **over 300 team members** to date
- Passed unannounced audit by Ellis & Associates

- Renovating all restrooms in convention center
- Repainting of convention center, Abraham Chavez Theatre and Admin Bldg.
- Part of multi-phase renovation



# Key Results

## Economic and International Development

### Accelerate Quality Job Growth + Investment

- Partnered with NCDCC, UTEP and the Chamber to secure \$1.5 million EDA **Venture Capital Grant** to assist local manufacturers in scaling operations – City provided \$1.5 million match
- Of 529 applicants nationwide, one of 60 regional coalitions selected by the EDA to compete for an up to \$100 million grant through the **Build Back Better Regional Challenge** to grow or scale a regional industry cluster – submitted our application in March
- Announced the expansion of **Schneider Electric**, making El Paso its largest manufacturing footprint in the U.S. and securing a more than \$17 million investment, 370 new jobs, and the retention of 1,130 existing jobs





# Key Results

## Economic and International Development

### Expand Downtown Redevelopment + Revitalization

- Approved performance-based incentive agreements to **rehabilitate two historic buildings** in El Paso's Downtown core, including the **Kress Building** and **1 Texas Tower**.
- Of 30 completed or active projects incentivized downtown in the last 10 years, seven are historic – together, these represent nearly **\$224 million** in Downtown reinvestment
- With Texas Tower, these projects result in the addition of **five new hotels** and more than **720 guest rooms** to Downtown El Paso.





**FY  
23**

**KEY  
DELIVERABLES**

# FY 2023 KEY DELIVERABLES

## Strategy link

**Grow the core business of air transportation**

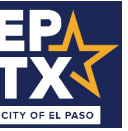
**Expand Airport Development**

- ❖ Continue to work with our Airline partners to re-establish air service for our community
- ❖ Identify opportunities for new or expanded routes and present business cases to Airlines
- ❖ Present business cases to U.S. and Mexican Air Carriers for international flights to Mexico
- ❖ Market non-aviation development opportunities and partner in business development efforts in partnership with Economic Development and Borderplex
- ❖ Continue to develop innovative marketing strategies for land development

**Stimulate economic growth through cross border mobility, trade, and tourism**

- ❖ Design and implementation of Rider 44 projects
  - Upgrade of toll collections systems, dynamic message signs, traffic cameras, traffic counters and wait time collection devices at Ysleta-Zaragoza and Bridge of the Americas POEs
- ❖ Complete parking meter technology upgrades
  - Design and launch new parking website
  - Implement Garage Wayfinding for Downtown
  - Display time on all meters from Park 915 App
  - Install new sensor technology with camera/ LPR capabilities
  - Update Residential Parking Permit Program for Downtown
- ❖ Capital improvement program updates/phasing implementation

# FY 2023 KEY DELIVERABLES



## Strategy link

### Enhance visitor revenue opportunities

- ❖ Maintain strong Hotel Occupancy at 68% or greater to lead state and national averages
- ❖ Develop and conduct ongoing public awareness, education and training programs related to **ecotourism and cultural heritage** to stimulate visitation to the region.
- ❖ Increased sales initiatives to attract meeting and convention activity, featuring new downtown hotel development and convention center renovations
- ❖ Develop destination locations to increase tourism

### Maximize venue efficiencies through revenue growth and control

- ❖ Provide the highest levels of cleanliness and safety utilizing ASM Global's VenueShield and GBAC Star Accreditation
- ❖ Expand entertainment offerings in the ACT and the Plaza Theatre
- ❖ Convention Center Refresh Project – Phase II
  - CPAC Network Infrastructure Upgrade
  - Expo Hall / Ballroom Conversion
  - CPAC Fire & Life Safety Upgrades and Improvements
  - Administration Building 1st Floor Renovation (Downtown Visitor Center / Meeting Space)

## Strategy link

### Stabilize and Expand El Paso's Tax Base

- ❖ Activate targeted (re)development areas including **Cohen, Airport, MCA, Metro 31, Five Points** through the identification and implementation of context appropriate economic development strategies
- ❖ Enhance **Downtown revitalization** efforts with an emphasis on increased residential density and historic preservation
- ❖ **Attract and expand investment opportunities** across key industry sectors, including advanced manufacturing
- ❖ Implementation and enhancement of a **Small Business Response + Recovery Plan**, including the rollout of \$14 million in small business assistance funding
- ❖ **Leverage real estate assets** to support economic development priorities, such as the development of destination locations

# FY 2023 KEY DELIVERABLES

## *Strategy link*

**Streamline processes to provide a solid foundation for development**

- ❖ Ongoing review of processes and applications to provide solid foundation for development (LSS on processes)
- ❖ Ongoing coordination with the development community (developers, architects, homebuilders, realtors) to be responsive to current and anticipated trends

**Provide business-friendly permitting and inspection process**

- ❖ Support and grow existing and attract new targeted industry in diversify tax base
- ❖ Improve, update, and provide departmental information via PSAs and published materials
- ❖ Reinforce established relationships with community members, elected officials, City leadership, and staff



# GOAL 1 + 3

FY 2023 BUDGET PRESENTATION

*VIBRANT REGIONAL ECONOMY*

**GOAL 1**

*STRONG SUSTAINABLE ECONOMIC DEVELOPMENT*

**GOAL 3**

*PROMOTE THE VISUAL IMAGE OF EL PASO*

