



# FY 2023/24 Budget Overview

July 10, 2023



# AGENDA

- Budget Development Approach
- FY 2024 Budget Highlights
- FY 2024 Revenue
- FY 2024 Expenses
- Budget Calendar



## OUR MISSION

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

## OUR VISION

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

# FY 2023 – 2024 Budget Approach



May 23, 2023 - City Council Direction to further ease the burden on the taxpayers, while still maintaining a high level of all City services

*Minimizing the Impact of Inflation and Economic Pressures on Our Community*

## Impacts



## Recommended Actions

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

- Achieved No-New-Revenue tax rate
- Sales tax growth
- Current year savings
- No debt issuance next year
- Maintains investment in public safety, streets, and workforce

# Budget Development Approach

- 1) Built on *City Council and Community priorities* to minimize impact to taxpayers by lowering the property tax rate, while maintaining a high-level of City services
- 2) Invests aggressively in *public safety* to maintain the standing as one of the nation's top safest cities by,
  - a. Increasing the number of Police Officers and Firefighters through multiple training academies
  - b. Retaining existing Police Officers and Firefighters through competitive compensation
  - c. Opening of new facilities through the voter approved 2019 public safety bond program

# Budget Development Approach

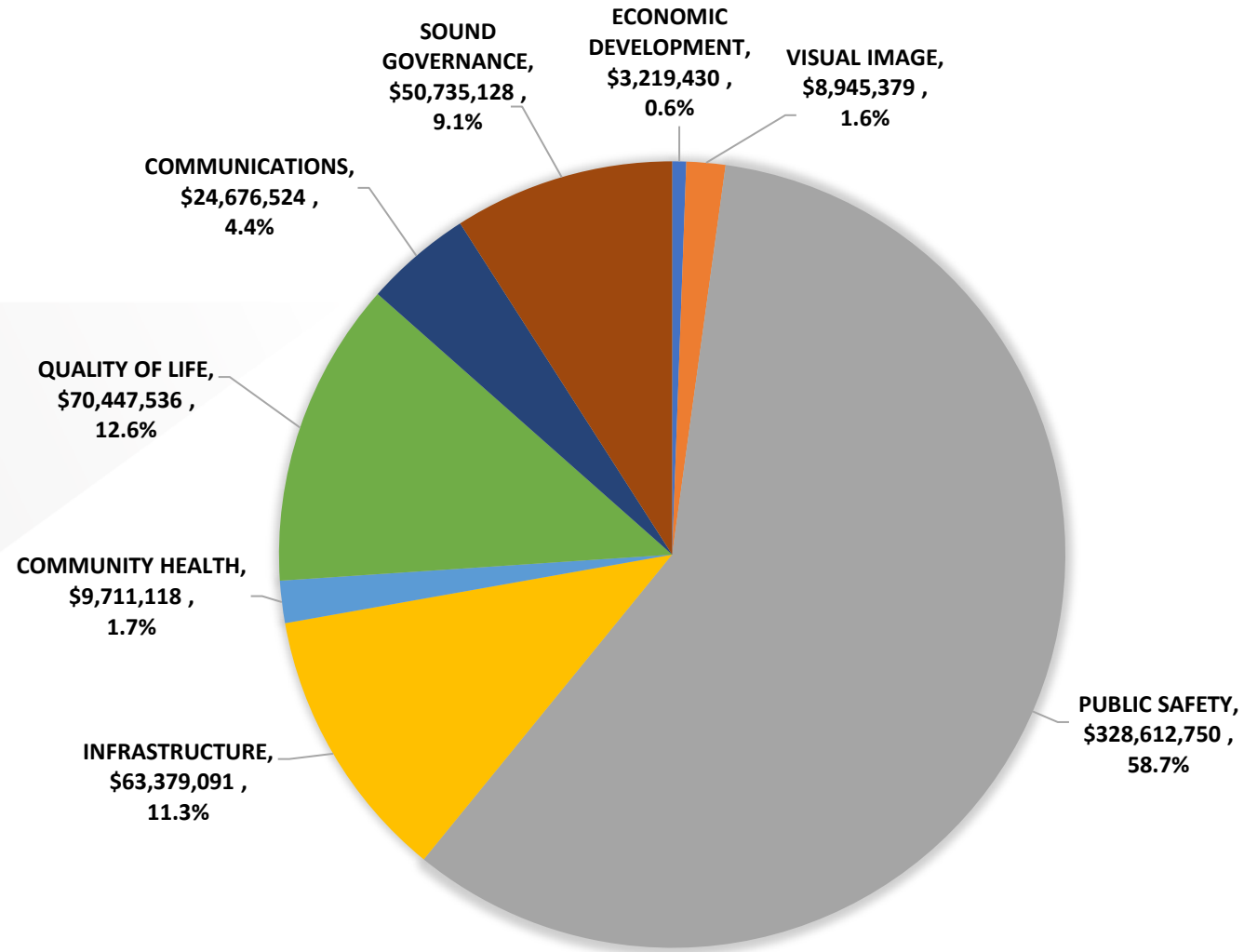
- 3) Continues investment in improving *street infrastructure* through the voter approved Community Progress Bond
  - a. Resurfacing and reconstruction on segments of the most-traveled arterials
  - b. Annual allocation for resurfacing residential streets
  - c. Improving street connectivity
  - d. Increasing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

# Budget Development Approach

- 4) Continuing our commitment to providing *exceptional recreational and cultural opportunities* through investments in new amenities, for example:
  - a. La Nube (Children's Museum)
  - b. Mexican American Cultural Center
  - c. Penguin exhibit at the Zoo
  
- 5) Finally, invests in the *retention and recruitment* of our workforce,
  - a. By raising the entry wage from \$12.11 to \$13.11 an hour by February/March 2024
  - b. Increasing funding for the tuition assistance program
  - c. No healthcare cost increases passed on to civilian employees for the fifth year

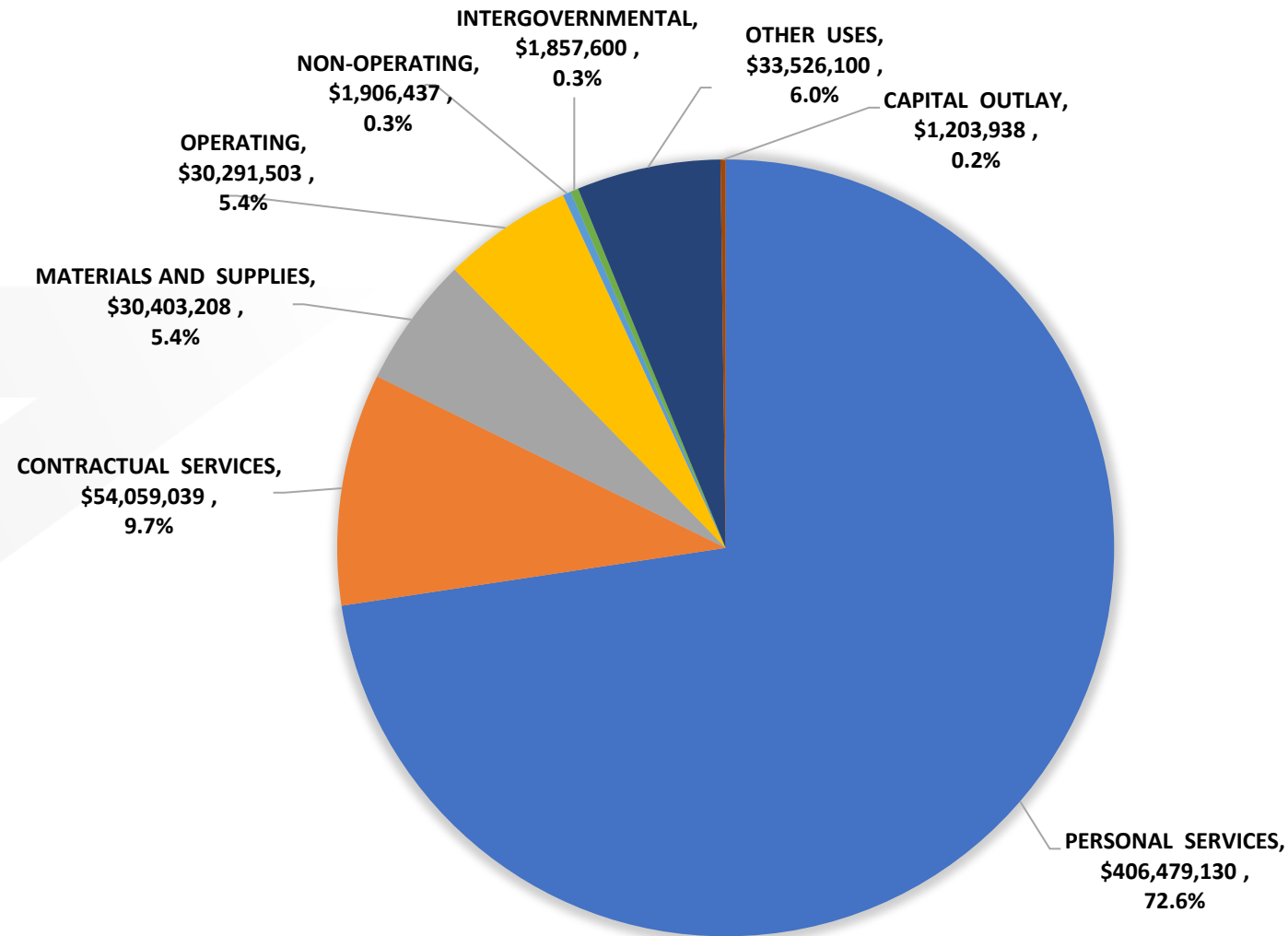


# FY 2023/24 General Fund by Strategic Goal

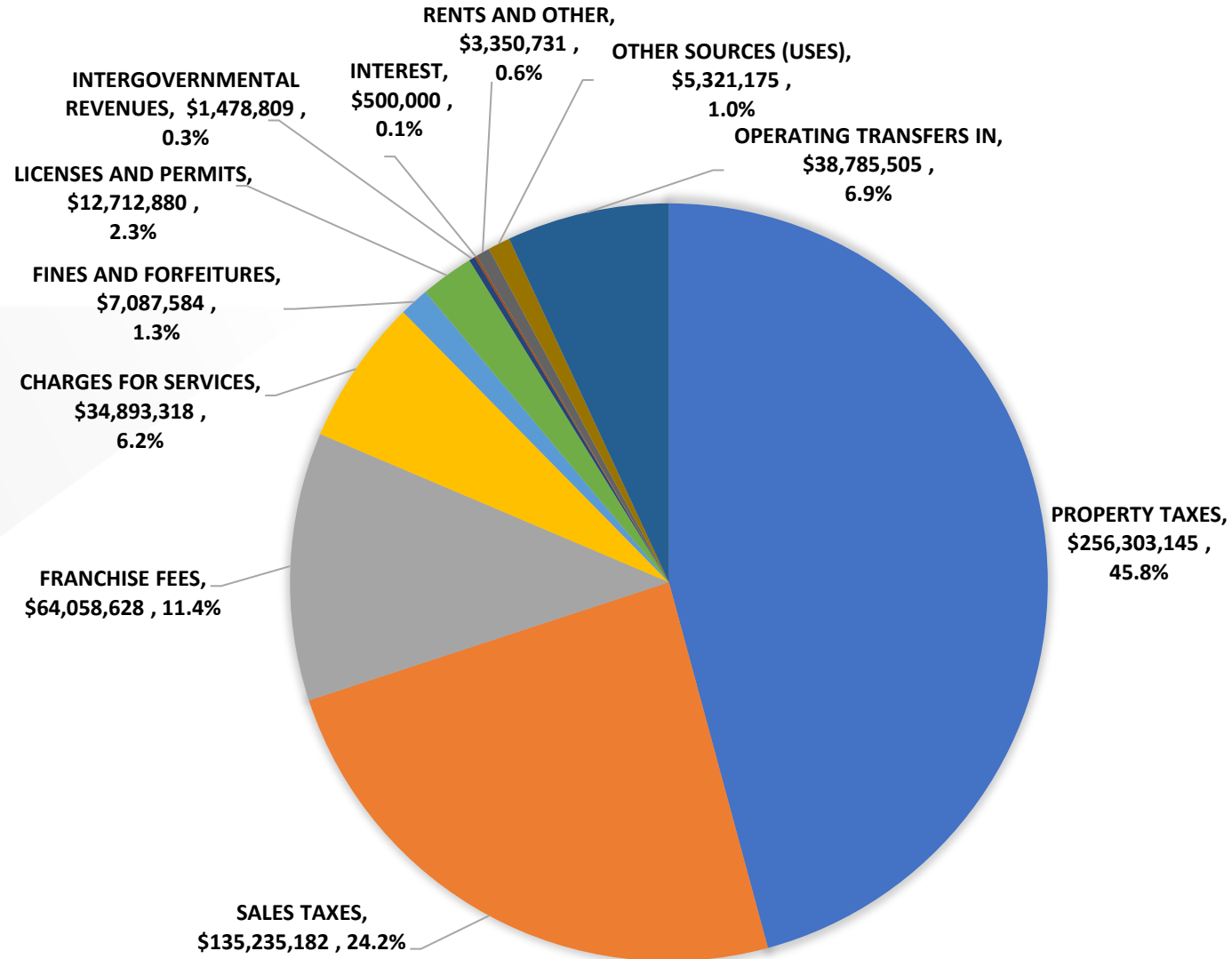




# FY 2023/24 General Fund by Category



# FY 2023/24 General Fund Revenue by Category





# FY 2024 Preliminary General Fund Budget By Department

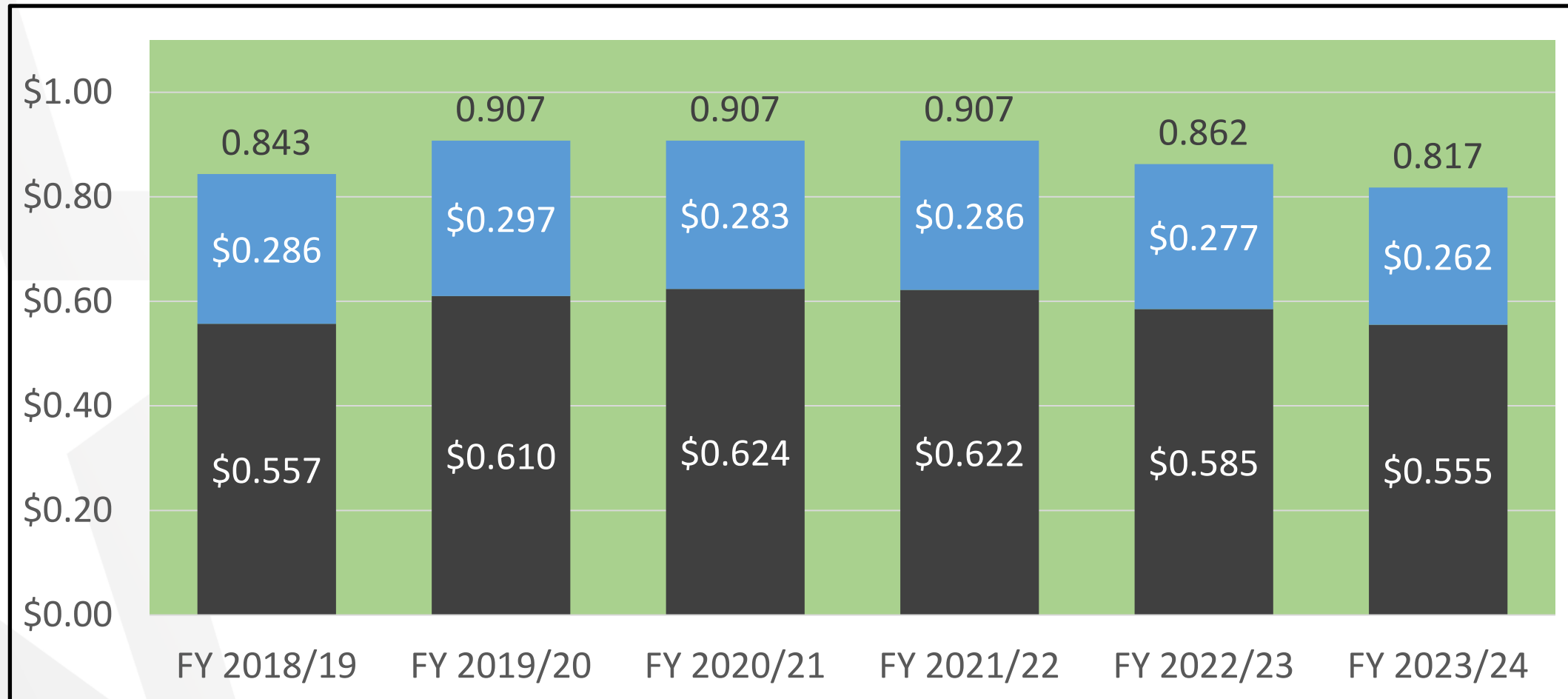
Departments	FY 2023	FY 2024	Variance
	Adopted	Preliminary	
CAPITAL IMPROVEMENT DEPARTMENT	6,872,182	7,611,562	739,380
CITY ATTORNEY	4,917,866	6,089,120	1,171,253
CITY CLERK	1,315,254	922,507	(392,748)
CITY MANAGER	3,089,473	3,220,658	131,186
COMMUNITY AND HUMAN DEVELOPMENT	1,462,977	2,037,178	574,200
ECONOMIC DEVELOPMENT	3,201,468	3,219,430	17,962
FIRE	133,496,335	140,586,883	7,090,548
HUMAN RESOURCES	2,989,834	4,041,014	1,051,180
INFORMATION TECHNOLOGY	22,916,444	24,676,524	1,760,079
INTERNAL AUDIT DEPARTMENT	905,122	1,061,620	156,498
LIBRARY	9,392,753	10,439,109	1,046,356
MAYOR AND COUNCIL	2,198,547	2,322,075	123,528
MUNICIPAL COURT	5,862,214	6,370,086	507,872
MUSEUM AND CULTURAL AFFAIRS	4,827,549	7,020,401	2,192,852
NON-DEPARTMENTAL	25,637,760	27,585,612	1,947,852
OFFICE OF THE COMPTROLLER	3,241,823	3,447,858	206,035
PARKS AND RECREATION	43,073,639	45,783,651	2,710,012
PLANNING AND INSPECTIONS	8,362,486	8,945,379	582,893
POLICE	166,295,705	181,655,781	15,360,076
PUBLIC HEALTH	6,841,233	7,673,941	832,707
PURCHASING AND STRATEGIC SOURCING	1,855,844	2,044,665	188,822
STREETS AND MAINTENANCE	47,810,899	55,767,529	7,956,630
ZOO	6,183,863	7,204,374	1,020,511
<b>Total Expenditures</b>	<b>512,751,272</b>	<b>559,726,957</b>	<b>46,975,685</b>



# FY 2024 Preliminary All Funds Budget By Department

Departments	FY 2023	FY 2024	Variance
	Adopted	Preliminary	
ANIMAL SERVICES	9,421,883	11,933,474	2,511,591
AVIATION	63,583,662	68,471,308	4,887,645
CAPITAL IMPROVEMENT DEPARTMENT	6,951,876	7,699,850	747,974
CITY ATTORNEY	4,983,109	6,139,758	1,156,649
CITY CLERK	1,315,254	922,507	(392,748)
CITY MANAGER	3,089,473	3,220,658	131,186
COMMUNITY AND HUMAN DEVELOPMENT	14,248,535	15,598,358	1,349,822
DESTINATION EL PASO	19,770,288	23,369,648	3,599,360
ECONOMIC DEVELOPMENT	26,045,885	27,262,584	1,216,699
ENVIRONMENTAL SERVICES	96,418,320	150,166,194	53,747,874
FIRE	140,586,640	151,134,979	10,548,339
HUMAN RESOURCES	76,131,989	79,353,605	3,221,616
INFORMATION TECHNOLOGY	22,916,444	24,676,524	1,760,079
INTERNAL AUDIT	905,122	1,061,620	156,498
INTERNATIONAL BRIDGES	26,358,021	28,100,985	1,742,964
LIBRARY	9,550,248	10,651,002	1,100,754
MAYOR AND COUNCIL	2,278,547	2,402,075	123,528
MUNICIPAL COURT	6,877,787	7,360,686	482,899
MUSEUM AND CULTURAL AFFAIRS	6,098,545	8,642,125	2,543,580
NON-DEPARTMENTAL	172,612,707	176,655,016	4,042,309
OFFICE OF THE COMPTROLLER	3,331,431	3,550,520	219,089
PARKS AND RECREATION	46,218,639	48,928,651	2,710,012
PLANNING AND INSPECTIONS	9,430,712	10,089,562	658,850
POLICE	192,249,635	202,761,844	10,512,209
PUBLIC HEALTH	18,992,865	18,646,927	(345,938)
PURCHASING AND STRATEGIC SOURCING	1,855,844	2,044,665	188,822
STREETS AND MAINTENANCE	84,411,146	88,928,544	4,517,398
SUN METRO	93,165,450	111,027,161	17,861,711
TAX	2,324,297	2,614,462	290,165
ZOO	8,961,722	10,164,733	1,203,011
<b>Total Expenditures</b>	<b>1,171,086,079</b>	<b>1,303,580,025</b>	<b>132,493,947</b>

# Property Tax Rate Comparison - FY 2023/24 No-New-Revenue Rate (cents per \$100 valuation)

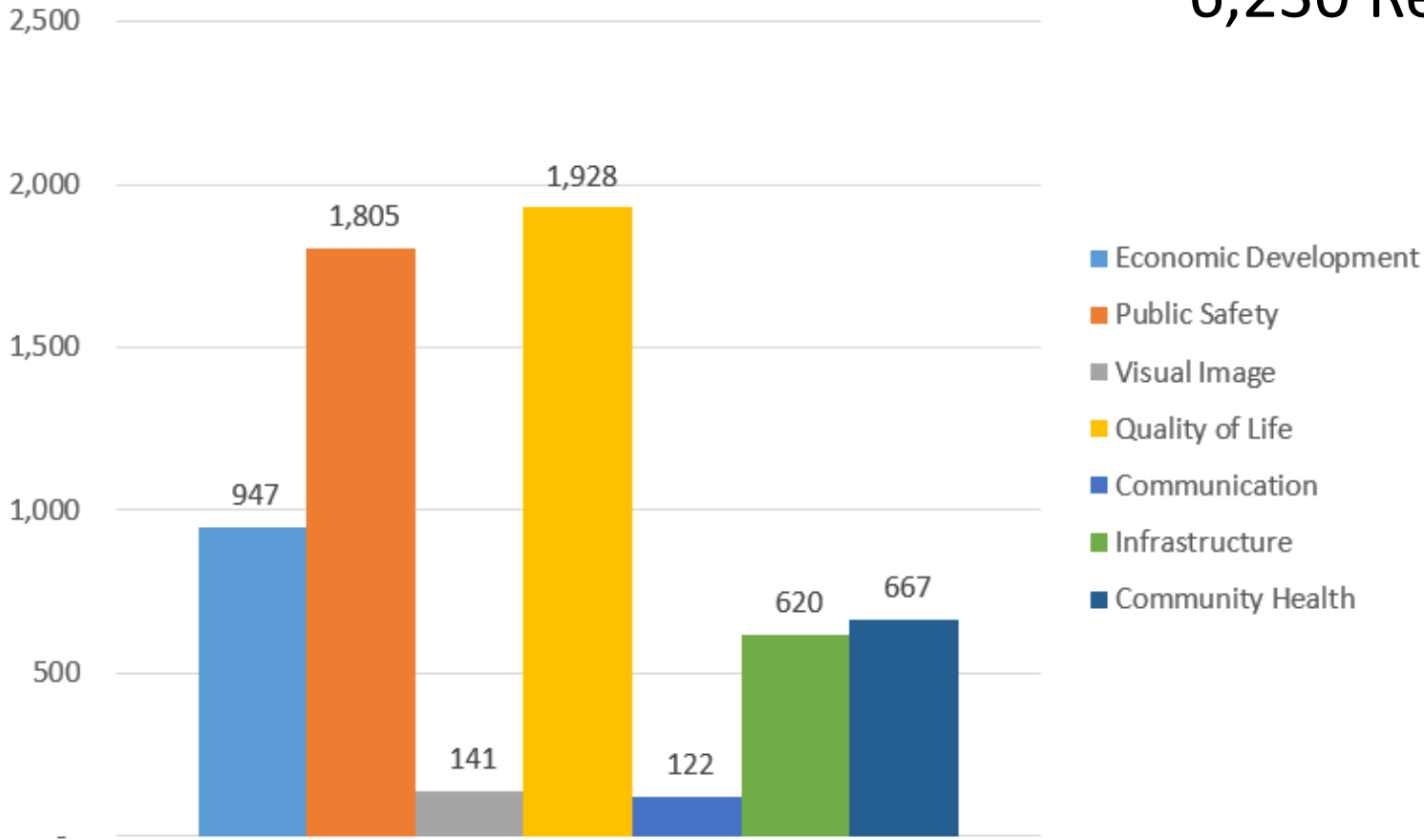


\* FY 2023/24 Tax Rate is based on preliminary reports provided by the Central Appraisal District

# Chime In Budget Survey Responses

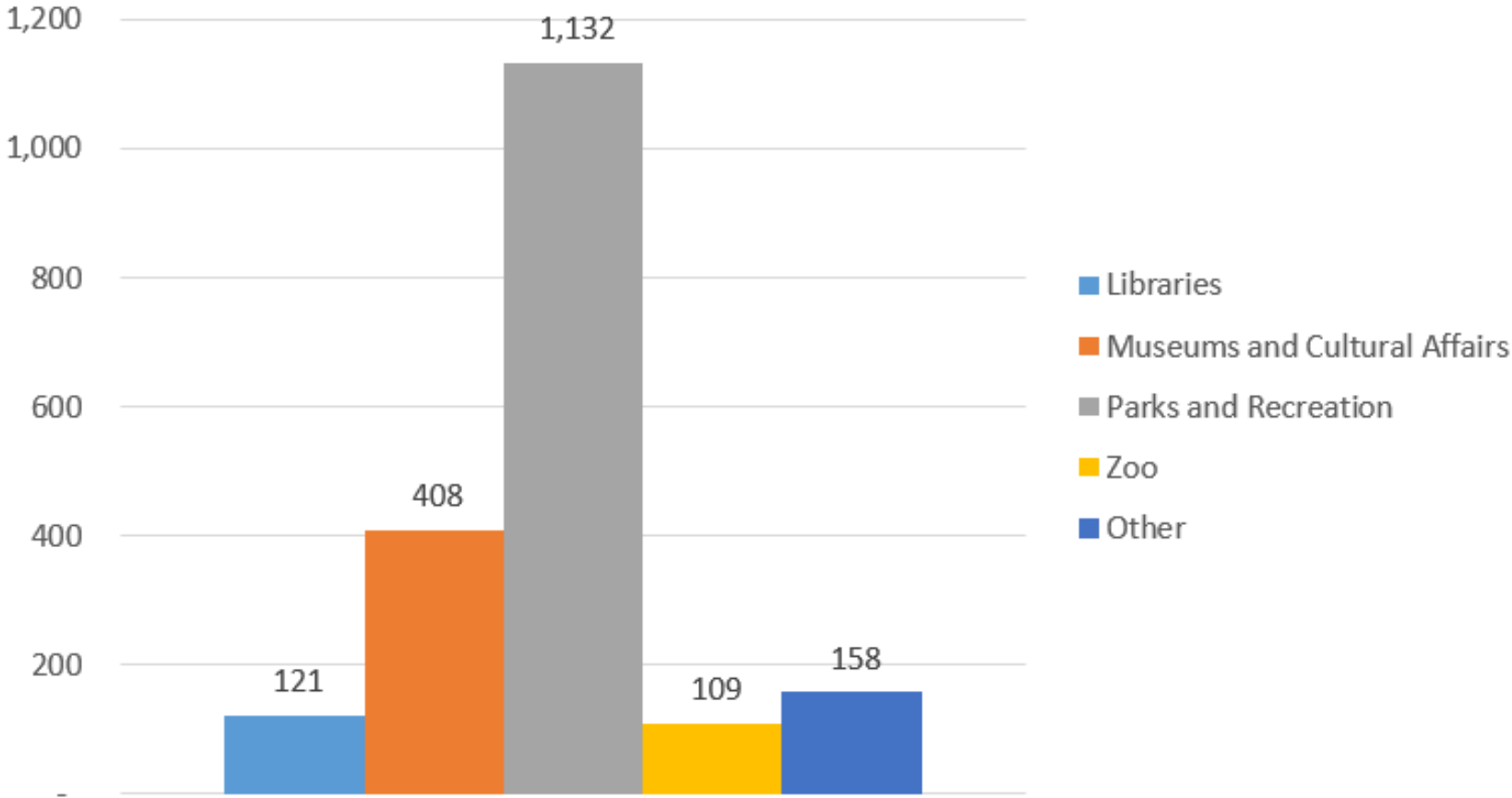
What is your top priority?

6,230 Responses



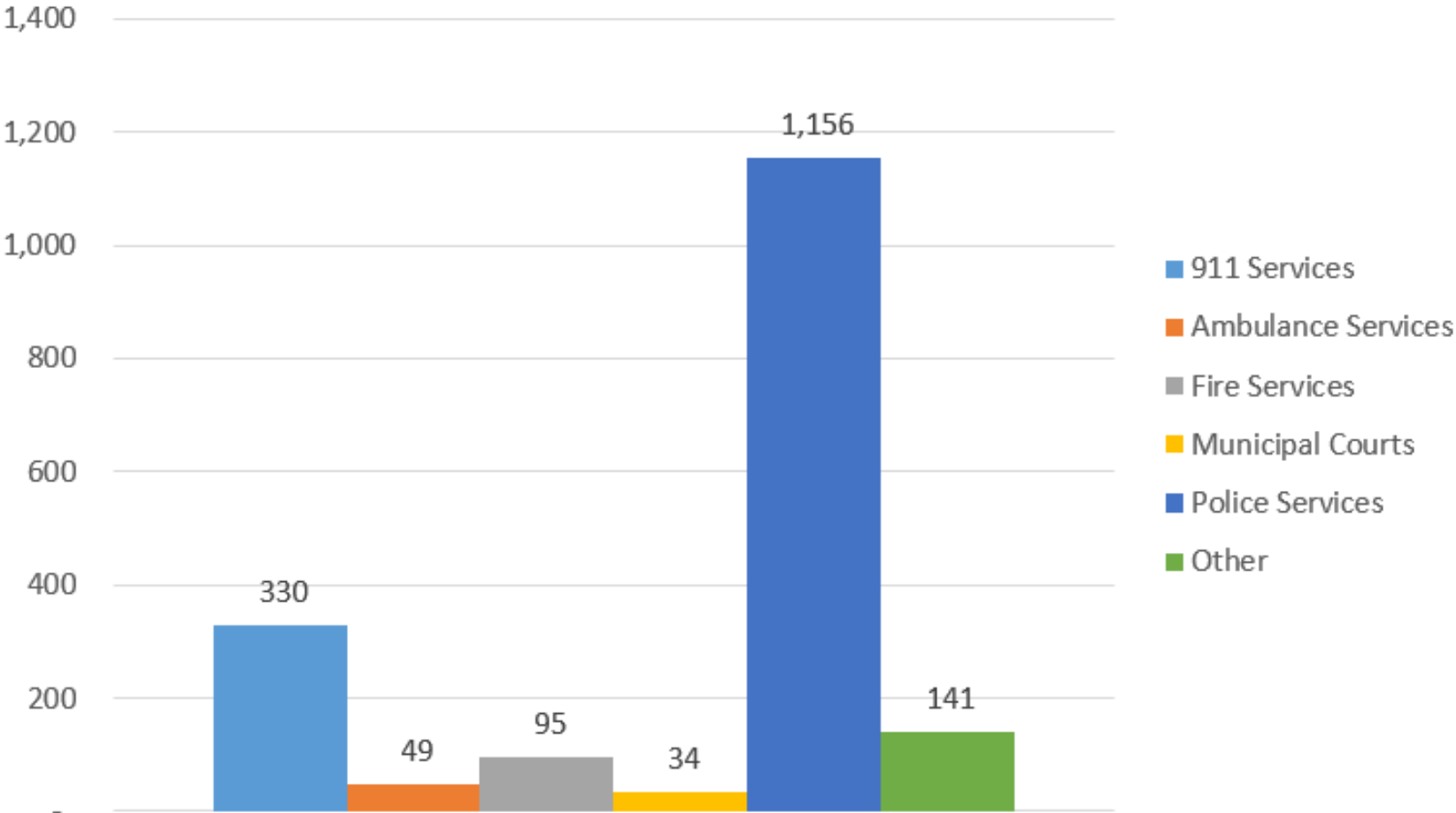
# Chime In Budget Survey Responses

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



# Chime In Budget Survey Responses

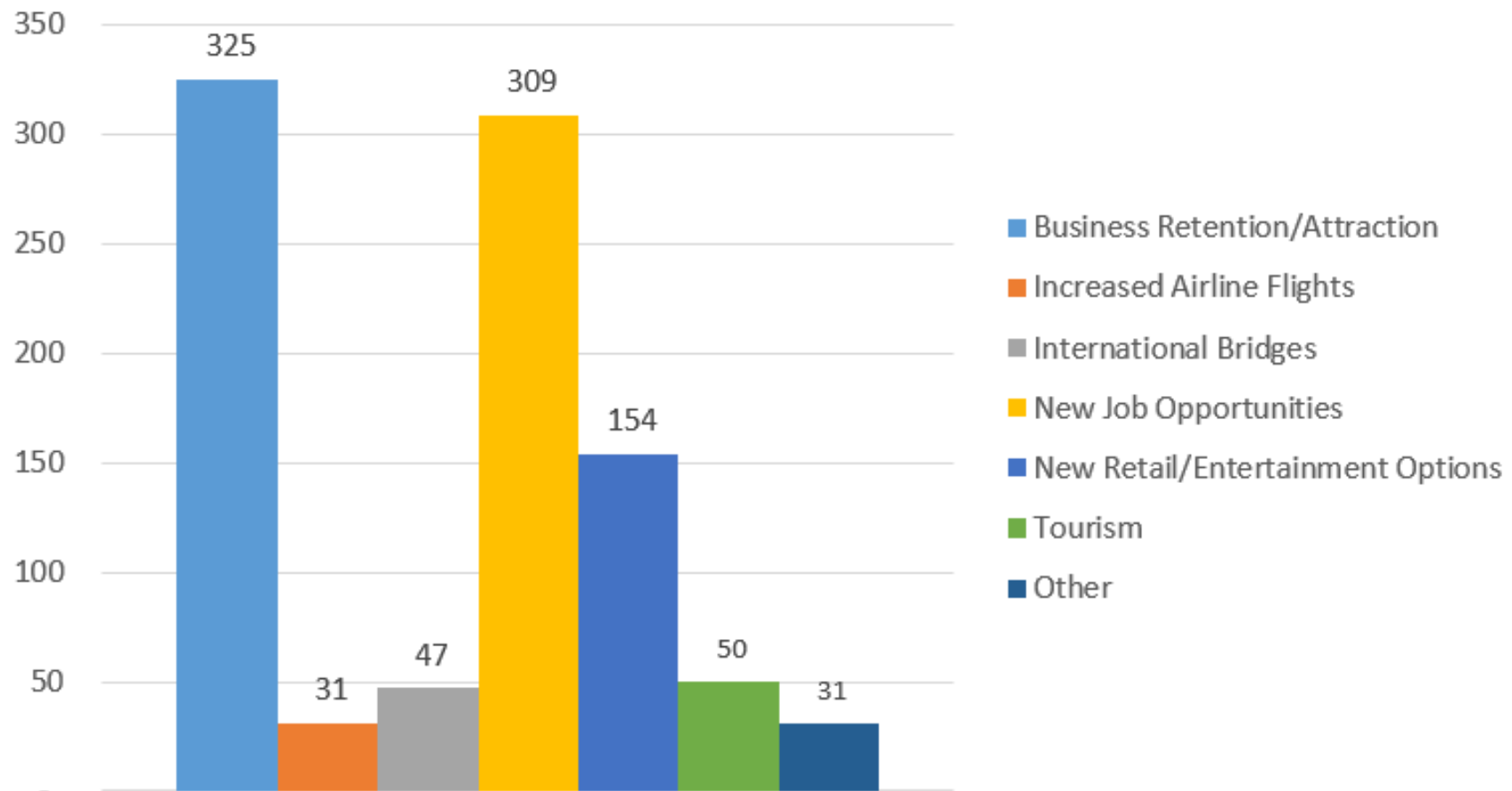
If you selected Public Safety, what is your focus?





# Chime In Budget Survey Responses

If you selected Economic Development, what is your focus?





# FY 2023/24 Preliminary General Fund Revenue

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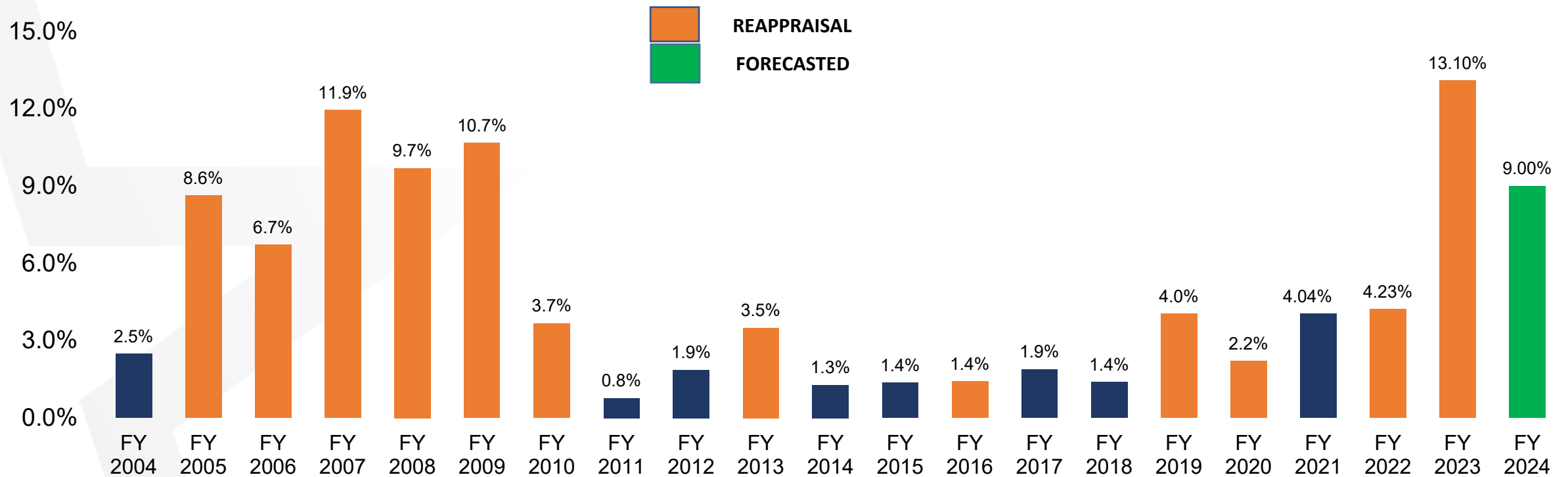
- Revenue by category
- Property tax information
- Sales tax information
- Major Variance – FY 2024 vs FY 2025

# Preliminary General Fund Revenue

	FY 2022	FY 2023	FY 2024	FY 2023 Adopted Over/(Under) FY 2024 Preliminary	
	Adopted	Adopted	Preliminary	Variance	Percent
PROPERTY TAXES	235,929,354	251,280,449	256,303,145	5,022,696	2%
SALES TAXES	105,957,017	112,783,370	135,235,182	22,451,812	20%
FRANCHISE FEES	49,750,000	56,616,885	64,058,628	7,441,742	13%
CHARGES FOR SERVICES	28,636,083	30,250,649	34,893,318	4,642,670	15%
FINES AND FORFEITURES	5,653,301	7,097,584	7,087,584	-10,000	-0%
LICENSES AND PERMITS	12,743,122	12,944,114	12,712,880	-231,234	-2%
INTERGOVERNMENTAL REVENUES	1,168,809	1,268,809	1,478,809	210,000	17%
INTEREST	125,000	125,000	500,000	375,000	300%
RENTS AND OTHER	2,236,970	2,277,531	3,350,731	1,073,200	47%
OTHER SOURCES (USES)	5,336,175	5,321,175	5,321,175	0	0%
OPERATING TRANSFERS IN	28,695,033	32,785,706	38,785,505	5,999,799	18%
<b>TOTAL REVENUES</b>	<b>476,230,863</b>	<b>512,751,272</b>	<b>559,726,956</b>	<b>46,975,685</b>	<b>9%</b>

- Property taxes – assumes 9% increase in taxable values and reduction of 4.4 cents to the O&M rate
- Sales taxes – assumes 20% increase from the adopted budget. Current year is up 4.3% through first eight months
- Franchise fees - to align with EPWater and El Paso Electric actuals reflects an increase of 13%
- Charges for Services and Fines and Forfeitures – align with actuals
- Licenses and Permits – reduction due to decline in residential permits
- Operating transfers in – Includes the PF3 use of fund balance of \$5M and the modification of TIRZ10A

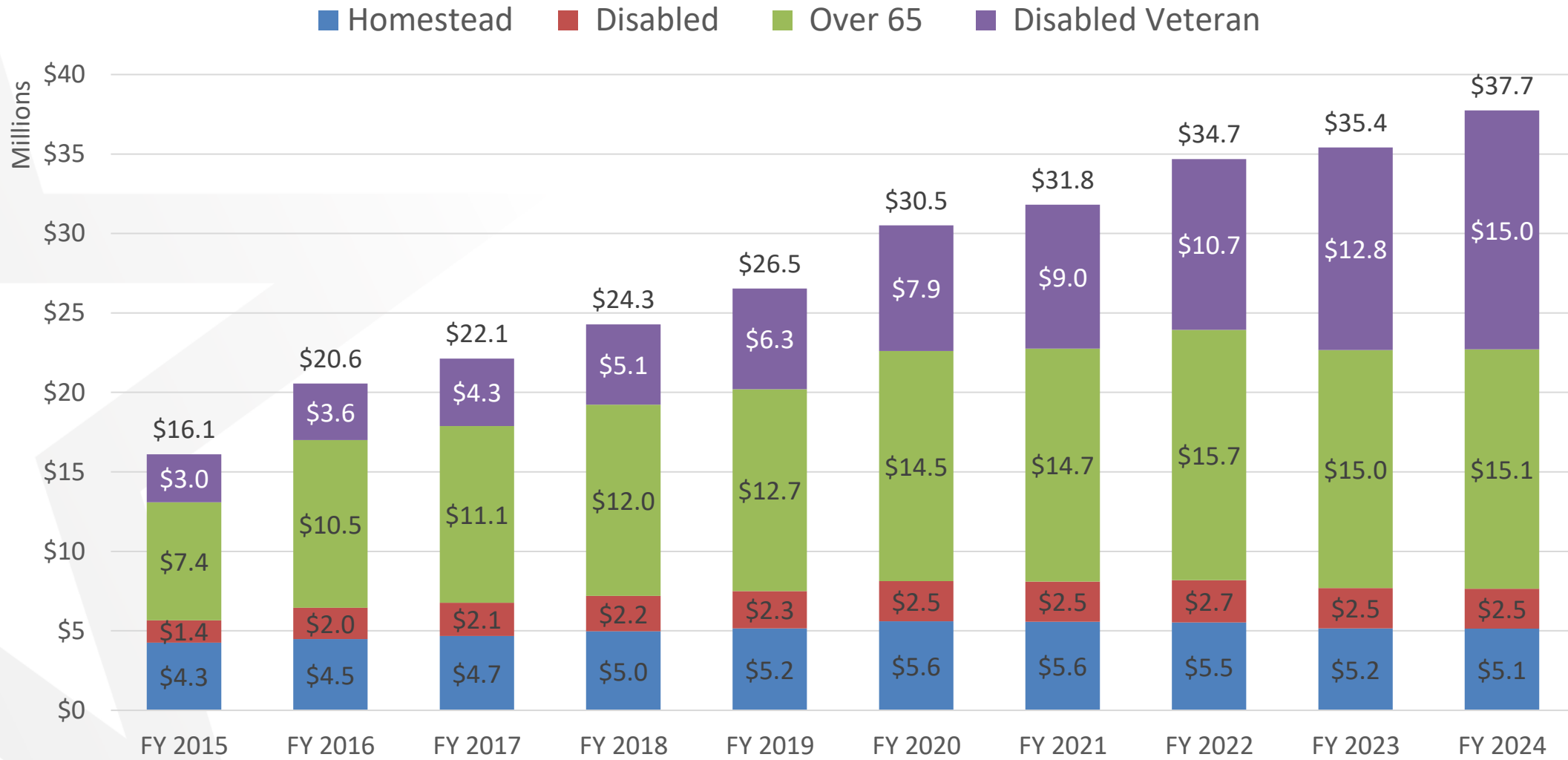
# Taxable Assessed Values



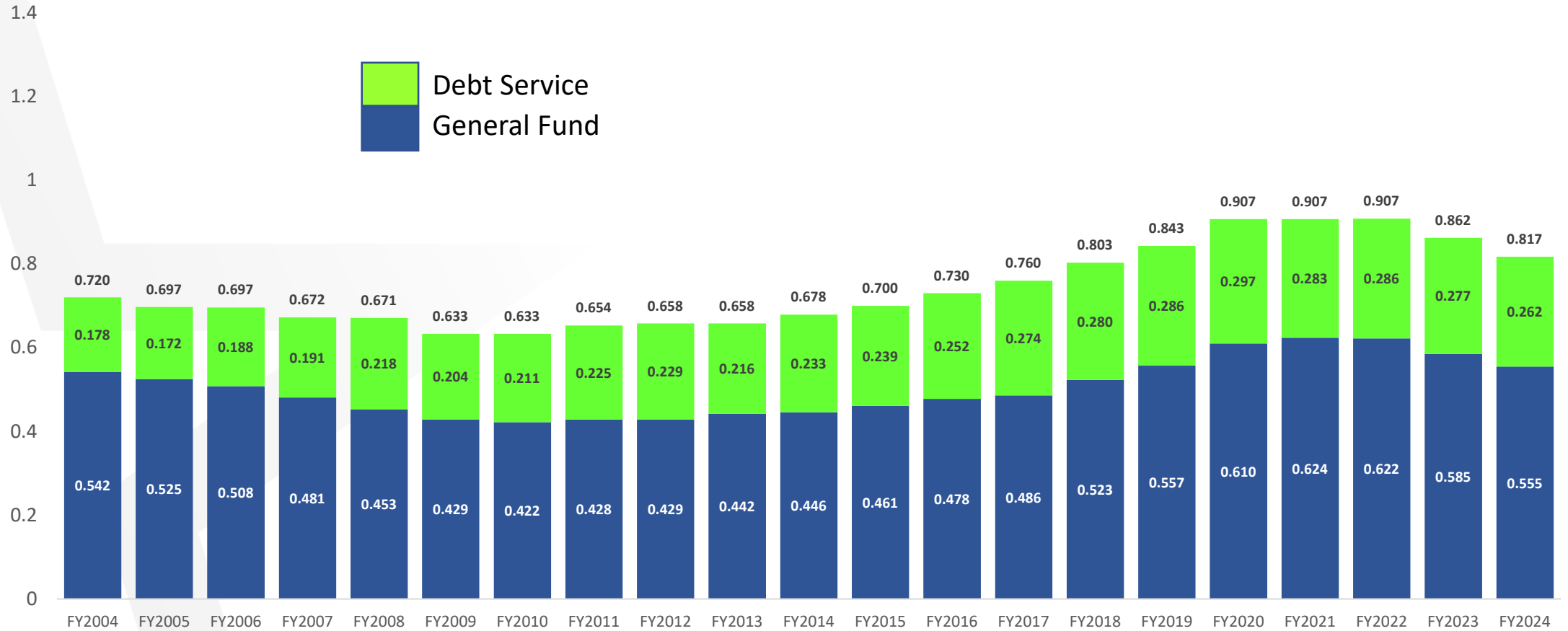
\*FY 2024 is estimated based on preliminary taxable values. Certified appraisal roll will be received July 25, 2023.



# City & State Property Tax Exemptions



# Property Tax Rate



\*FY 2024 property tax rate:

- 1) estimated based on preliminary taxable values
- 2) **debt service rate is well below maximum 40 cents per the policy**

# Projected TRZ & TIRZ Valuations

Tax Increment Reinvestment Zone	FY2020 Certified	FY2021 Certified	FY2022 Certified	FY2023 Certified	FY2024 Projected	FY2025 Projected	FY2026 Projected	FY2027 Projected	FY2028 Projected
<b>2303 TRZ #2</b>	402,048,888	599,147,577	538,194,438	751,862,704	772,099,709	903,531,976	968,230,169	1,011,122,424	1,037,470,433
<b>2304 TRZ #3</b>	41,020,416	88,689,481	93,518,511	136,646,443	138,573,089	150,881,628	159,371,340	166,189,381	172,006,010
<b>2302 TIRZ 5</b>	109,351,317	151,509,133	143,743,032	97,959,643	118,699,852	122,260,847	125,928,673	129,706,533	133,597,729
<b>2357 TIRZ 6 MEDICAL CTRS OF AMERICA</b>				2,976,811	5,332,871	5,652,843	5,992,014	6,351,534	6,732,626
<b>2358 TIRZ 7 NORTHGATE</b>		1,182,556	1,353,884	1,448,360	1,526,499	1,621,141	1,721,652	1,828,395	1,941,755
<b>2360 TIRZ 9 Eastside Sports Complex</b>	6,066,342	42,231,791	84,981,338	144,995,700	208,767,605	230,061,901	249,617,163	270,834,621	293,855,564
<b>2361 TIRZ 10 WATER TANK SITE</b>	678,663	1,182,293	1,197,141	1,925,389	2,067,026	2,219,986	2,384,265	2,560,700	2,750,192
<b>2362 TIRZ 10A WATER TNK EXPANSION</b>	47,738,015	41,731,077	59,687,174	89,194,245	146,025,765	176,691,175	208,495,587	241,854,881	263,621,820
<b>2366 TIRZ 13 NORTHEAST PARKWAY</b>	10,663,558	7,009,334	8,457,962	8,761,923	9,370,267	9,866,892	10,389,837	10,940,498	11,520,345
<b>2367 TIRZ 14 AIRPORT</b>				2,661,093	5,219,385	9,916,831	18,841,980	35,799,761	68,019,546

\*Forecasted TIRZ & TRZ Values are estimates based on current market conditions and are subject to change

# General Obligation Bond Status



Capital Plan	Approval Date	Authorized	Debt Amount Issued	Pending Debt To Be Issued	Encumbered*	YTD Expenses*	Available Cash
2012 Quality of Life Bond	11/6/2012	473,250,000	344,794,364	128,455,636	19,828,531	277,682,316	47,283,517
2019 Public Safety Bond	11/5/2019	413,122,650	167,297,200	245,825,650	30,830,598	51,785,081	84,681,521
2022 Community Progress Bond	11/8/2022	272,480,000	46,100,000	226,380,000	-	-	46,100,000
<b>Total</b>		<b>\$1,158,852,650</b>	<b>\$558,191,564</b>	<b>\$600,661,286</b>	<b>\$50,659,129</b>	<b>\$329,467,397</b>	<b>\$178,065,038</b>

\*Encumbered and YTD Expenses are as of June 13, 2023

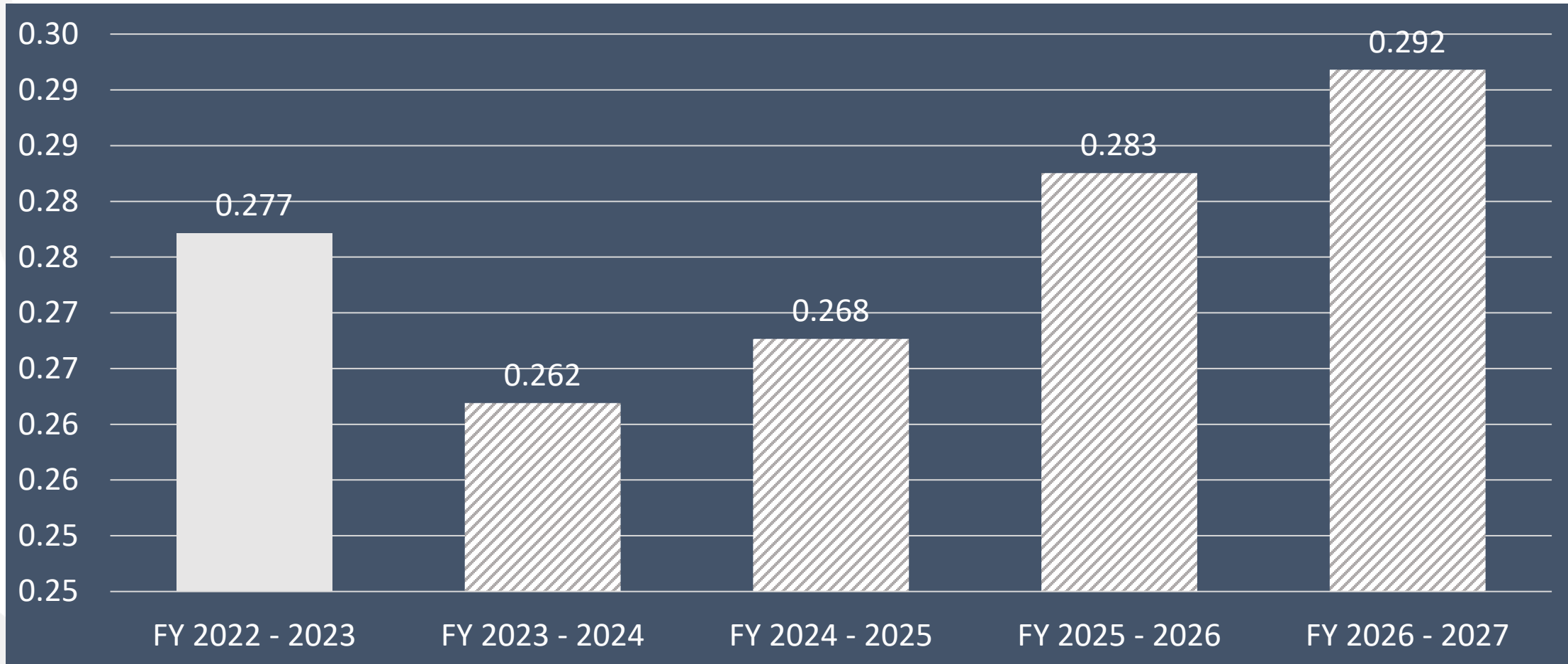


# Planned General Obligation Bond Issuances



		Planned Future Issuances			
Capital Plan	Approval Date	FY 2023 – 2024	FY 2024 – 2025	FY 2025 – 2026	FY 2026 – 2027
2012 Quality of Life Bond	11/6/2012		20,000,000	60,000,000	48,455,636
2019 Public Safety Bond	11/5/2019	-	75,000,000	75,000,000	50,000,000
2022 Community Progress Bond	11/8/2022	-	40,000,000	40,000,000	40,000,000
<b>Total</b>		<b>\$0</b>	<b>\$135,000,000</b>	<b>\$175,000,000</b>	<b>\$138,455,636</b>

# Debt Service Property Tax Rate

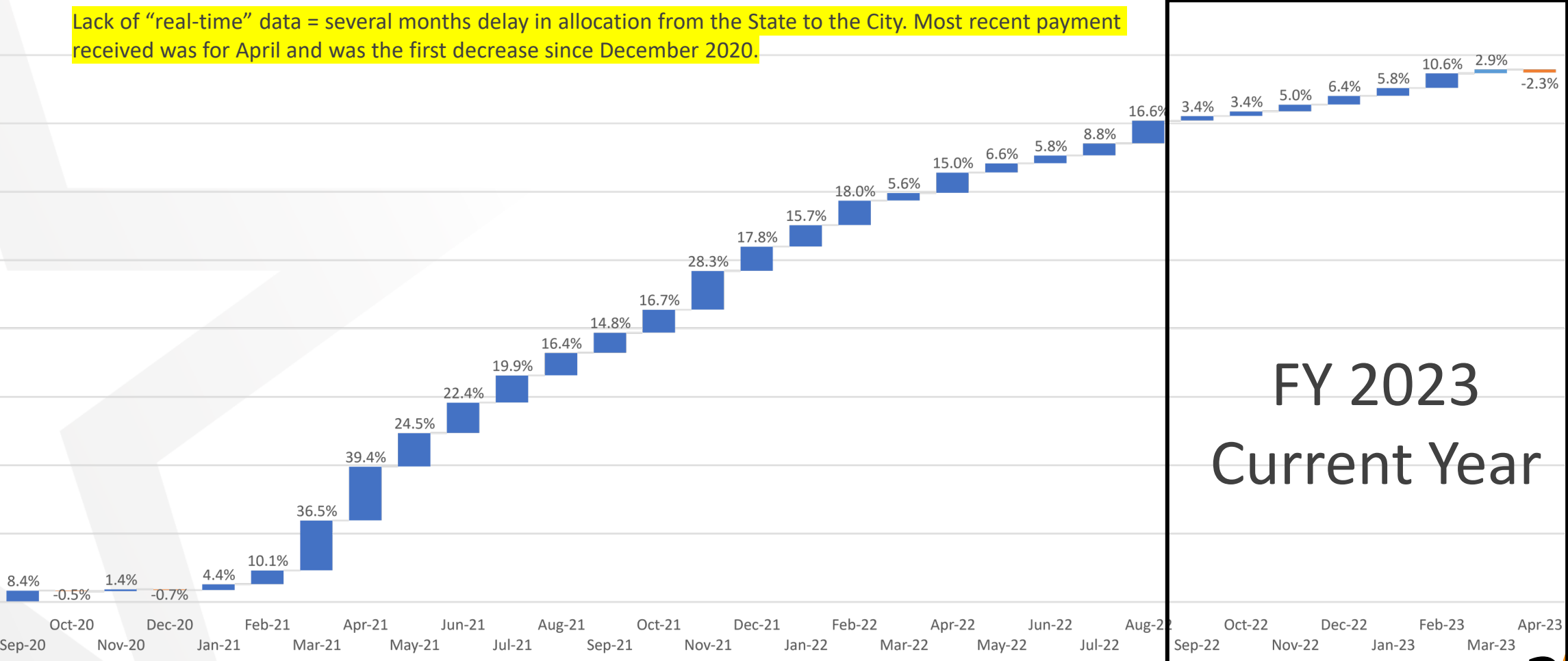


FY 2022 – 2023 is current debt service rate. Other years are estimates based on current assumptions

# Sales Tax Comparison



Lack of "real-time" data = several months delay in allocation from the State to the City. Most recent payment received was for April and was the first decrease since December 2020.



FY 2023  
Current Year

# Sales Tax



MONTH	FY 2020	FY 2021	FY 2022	FY 2023	FY2022 - FY2023 \$ VARIANCE	FY2022 - FY2023 % VARIANCE
SEPTEMBER	8,531,453	9,249,868	10,620,471	10,978,840	358,369	3.4%
OCTOBER	8,196,972	8,151,893	9,516,270	9,841,288	325,018	3.4%
NOVEMBER	8,000,613	8,114,935	10,410,936	10,929,250	518,314	5.0%
DECEMBER	11,043,946	10,970,054	12,918,763	13,746,468	827,705	6.4%
JANUARY	7,708,830	8,069,558	9,339,133	9,883,311	544,178	5.8%
FEBRUARY	6,985,854	7,616,442	8,987,021	9,939,568	952,548	10.6%
MARCH	8,039,429	10,975,509	11,589,220	11,926,334	337,114	2.9%
APRIL	6,680,305	9,309,326	10,703,166	10,451,765	(251,400)	-2.3%
MAY	7,724,896	9,617,957	10,252,620			
JUNE	8,907,540	10,898,661	11,530,201			
JULY	8,017,974	9,613,617	10,462,542			
AUGUST	7,759,741	9,033,541	10,537,038			
<b>TOTAL</b>	<b>97,597,554</b>	<b>111,621,361</b>	<b>126,867,380</b>	<b>87,696,825</b>	<b>3,611,846</b>	<b>4.3%</b>

# City Sales Tax Collections

## 2<sup>nd</sup> Quarter Projections



### Sales Tax Performance

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 Projected	FY 2024 Preliminary
<b>Annual Total</b>	\$89,525,918	\$93,852,294	\$97,597,554	\$111,621,362	\$126,867,380	130,479,226	132,735,181
<b>\$ Increase</b>	\$4,517,276	\$4,326,376	\$3,745,260	\$14,023,808	\$15,246,019	\$3,611,846	\$2,255,955
<b>% Increase</b>	5.3%	4.8%	4.0%	14.4%	13.7%	2.8%	1.7%

# Franchise Fees

## 2<sup>nd</sup> Quarter Projections



### Franchise Fee Performance

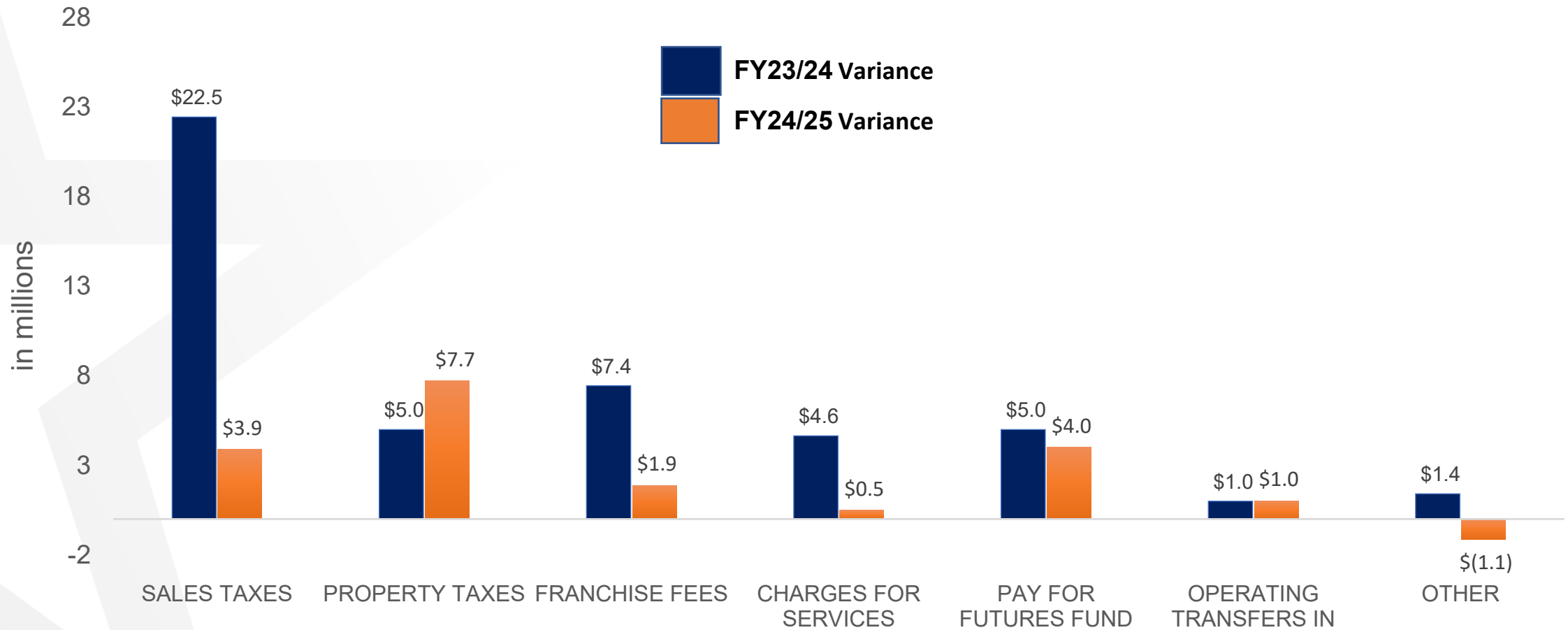
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 Projected	FY 2024 Preliminary
<b>Annual Total</b>	\$53,828,946	\$50,463,842	\$50,281,692	\$52,860,037	\$60,832,015	\$62,010,400	\$64,058,628
<b>\$ Change</b>	(\$229,901)	(\$3,365,103)	(\$182,150)	\$2,578,345	\$7,971,978	\$1,178,385	\$2,048,228
<b>% Change</b>	-0.4%	-6.3%	-0.4%	5.1%	15.1%	1.9%	3.3%

# Franchise Fee by Major Category



	FY 2020 Adopted	FY 2021 Adopted	FY 2022 Adopted	FY 2023 Adopted	FY 2024 Preliminary	Variance
Texas Gas	6,500,000	5,338,616	6,200,000	7,610,797	12,589,265	4,978,468
El Paso Water	19,803,698	18,820,292	18,800,000	21,245,700	22,563,071	1,317,371
El Paso Electric	17,800,000	13,868,833	16,800,000	19,246,789	20,741,800	1,495,012
<b>Total</b>	<b>\$ 44,103,698</b>	<b>\$ 38,027,741</b>	<b>\$ 41,800,000</b>	<b>\$ 48,103,285</b>	<b>\$ 55,894,137</b>	<b>\$ 7,790,851</b>

# Major Revenue Variances FY 2023/24 vs FY 2024/25







# FY 2024 Preliminary Budget Vision Block, Goal, Department

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- FY 2024 Preliminary Budget by Fund Source
- General Fund Budget Comparison
- Non-General Fund Budget Comparison
- Departmental Variance Commentary

# FY 2023/24 Source of Funds

	GF	NGF						
BUDGET BY GOAL	GENERAL FUND	CDBG	DEBT SERVICE	CAPITAL PROJECTS	SPECIAL REVENUE	ENTERPRISE	INTERNAL SERVICE	ALL FUNDS
GOAL 1: ECONOMIC DEVELOPMENT	3,219,430	-	-	4,250,000	43,162,802	96,572,293	-	147,204,525
GOAL 2: PUBLIC SAFETY	328,612,750	-	-	7,000,000	25,644,759	-	-	361,257,509
GOAL 3: VISUAL IMAGE	8,945,379	-	-	-	1,144,183	-	-	10,089,562
GOAL 4: QUALITY OF LIFE	70,447,536	-	-	1,300,000	6,638,976	-	-	78,386,512
GOAL 5: COMMUNICATIONS	24,676,524	-	-	-	-	-	-	24,676,524
GOAL 6: SOUND GOVERNANCE	50,735,128	50,638	122,084,150	102,662	27,065,254	2,614,462	75,312,591	277,964,887
GOAL 7: INFRASTRUCTURE	63,379,091	-	-	3,750,000	12,073,090	111,027,161	17,426,212	207,655,555
GOAL 8: COMMUNITY HEALTH	9,711,118	13,097,357	-	-	34,340,766	139,195,711	-	196,344,953
<b>TOTAL CITY</b>	<b>\$ 559,726,957</b>	<b>\$ 13,147,995</b>	<b>\$ 122,084,150</b>	<b>\$ 16,402,662</b>	<b>\$ 150,069,830</b>	<b>\$ 349,409,627</b>	<b>\$ 92,738,804</b>	<b>\$ 1,303,580,025</b>



# General Fund Summary by Vision Block

BUDGET BY VISION BLOCK		FY 2023 Adopted	FY 2024 Preliminary	Variance
VIBRANT REGIONAL ECONOMY	GOAL 1: ECONOMIC DEVELOPMENT	3,201,468	3,219,430	17,962
	GOAL 3: VISUAL IMAGE	8,362,486	8,945,379	582,893
	<b>VISION BLOCK TOTAL</b>	<b>11,563,954</b>	<b>12,164,810</b>	<b>600,855</b>
SAFE AND BEAUTIFUL NEIGHBORHOODS	GOAL 2: PUBLIC SAFETY	305,654,254	328,612,750	22,958,496
	GOAL 7: INFRASTRUCTURE	54,683,081	63,379,091	8,696,010
	GOAL 8: COMMUNITY HEALTH	8,304,210	9,711,118	1,406,908
	<b>VISION BLOCK TOTAL</b>	<b>368,641,546</b>	<b>401,702,960</b>	<b>33,061,414</b>
ERCEO	GOAL 4: QUALITY OF LIFE	63,477,805	70,447,536	6,969,731
	<b>VISION BLOCK TOTAL</b>	<b>63,477,805</b>	<b>70,447,536</b>	<b>6,969,731</b>
HIGH PERFORMING GOVERNMENT	GOAL 5: COMMUNICATIONS	22,916,444	24,676,524	1,760,079
	GOAL 6: SOUND GOVERNANCE	46,151,523	50,735,128	4,583,605
	<b>VISION BLOCK TOTAL</b>	<b>69,067,967</b>	<b>75,411,652</b>	<b>6,343,684</b>
<b>TOAL GENERAL FUND</b>		<b>512,751,272</b>	<b>559,726,957</b>	<b>46,975,685</b>

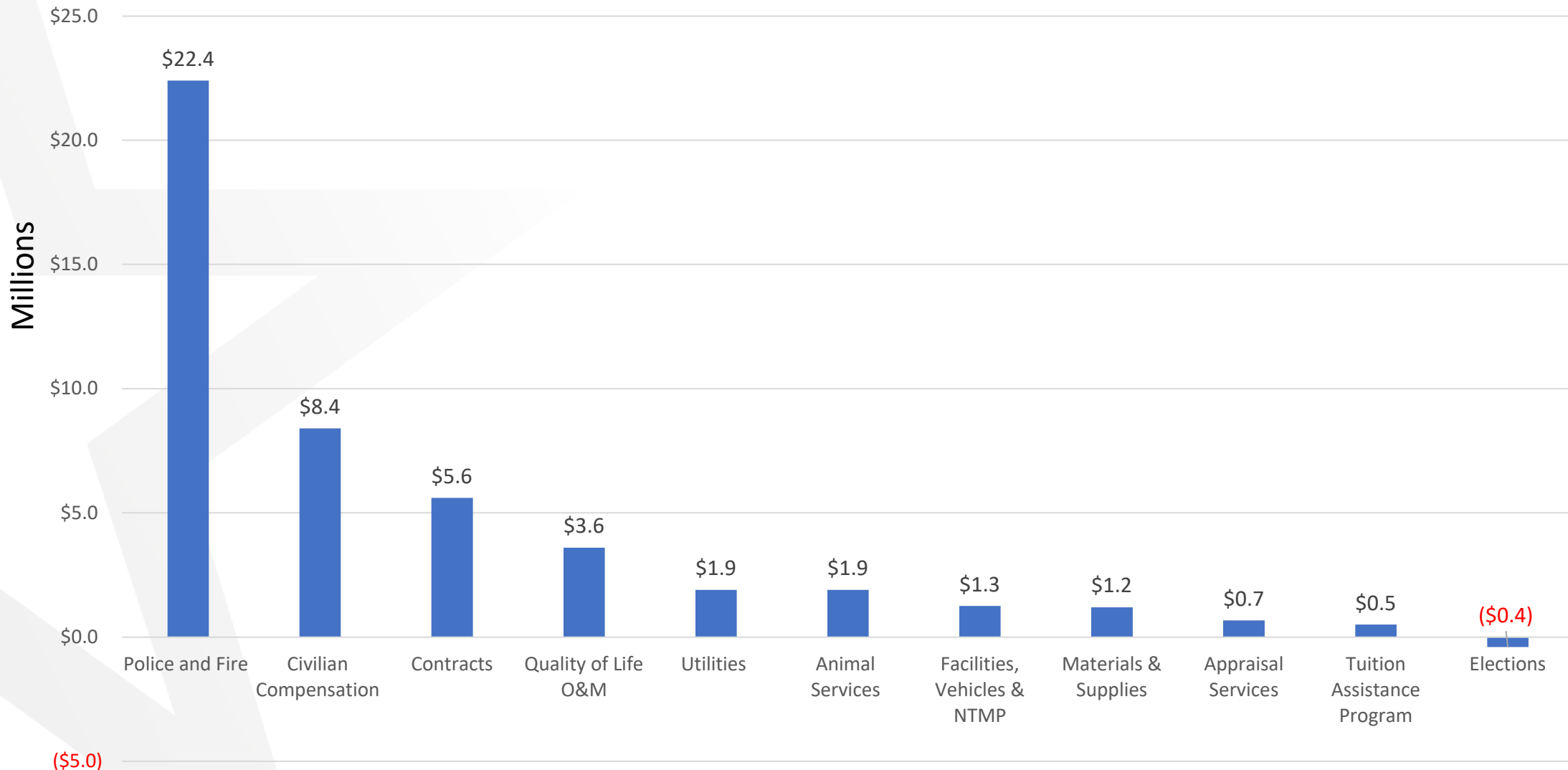
# FY 2024 Preliminary General Fund Expenses

EXPENDITURES BY CATEGORY	FY 2023	FY 2024	Variance	Percent
	Adopted	Preliminary		
SALARIES AND WAGES	268,408,287	293,582,252	25,173,965	9%
EMPLOYEE BENEFITS	105,369,649	112,896,878	7,527,229	7%
CONTRACTUAL SERVICES	1,556,323	1,580,000	23,677	2%
PROFESSIONAL SERVICES	8,827,161	10,366,017	1,538,857	17%
OUTSIDE CONTRACTS	31,098,342	35,243,776	4,145,434	13%
INTERFUND SERVICES	4,443,246	4,442,096	(1,150)	-
OPERATING LEASES	1,920,760	2,427,150	506,390	26%
FUEL AND LUBRICANTS	3,852,626	4,118,536	265,910	7%
MATERIALS AND SUPPLIES	14,067,949	15,627,925	1,559,976	11%
MAINTENANCE AND REPAIRS	7,199,471	8,728,904	1,529,433	21%
MINOR EQUIPMENT AND FURNITURE	1,606,606	1,927,843	321,238	20%
COMMUNICATIONS	2,482,023	2,440,522	(41,501)	-2%
UTILITIES	18,300,459	20,211,836	1,911,377	10%
TRAVEL	451,504	563,692	112,188	25%
OTHER OPERATING EXPENDITURES	8,869,611	7,075,453	(1,794,158)	-20%
COMMUNITY SERVICE PROJECTS	146,750	238,090	91,340	62%
OTHER NON-OPERATING EXPENDITURES	1,619,797	1,668,347	48,550	3%
GRANT MATCH	1,505,866	1,857,600	351,734	23%
OPERATING TRANSFERS OUT	29,436,877	33,526,100	4,089,223	14%
CAPITAL OUTLAY	1,587,965	1,203,938	(384,027)	-24%
<b>TOTAL EXPENDITURES</b>	<b>512,751,272</b>	<b>559,726,957</b>	<b>46,975,685</b>	<b>9%</b>

\*FY 2024 Preliminary Budget is subject to change during the budget process

# FY 2024 General Fund Major Variances

## \$46.9 million



# Major Variance by Expenditures

**FY 2023 Adopted** **\$512.7 million**

Police and Fire	\$22.4 million
Civilian Compensation	\$8.4 million
Contracts	\$5.6 million
Quality of Life O&M	\$3.6 million
Utilities	\$1.9 million
Animal Services	\$1.9 million
Facilities, Vehicles & NTMP	\$1.3 million
Materials & Supplies	\$1.2 million
Appraisal Services	\$0.7 million
Tuition Assistance Program	\$0.5 million
Elections	(\$0.4) million
<b>Subtotal</b>	<b>\$47.0 million</b>

**FY 2024 Preliminary** **\$559.7 million**



# Investment in Our Workforce Civilian Compensation Increases

<b>GENERAL FUND</b>		<b>FY 2024</b>		
		<b>September</b>	<b>March</b>	<b>Total</b>
<b><i>Salary Plan</i></b>				
General Service	2,835	3,821,746	636,958	4,458,703
Professional & Managerial	825	1,421,440	237,094	1,658,535
Executive	139	432,184	72,916	505,100
Attorneys	23	87,066	14,679	101,746
<b>Salary Increase</b>		<b>5,769,051</b>	<b>962,987</b>	<b>6,732,038</b>
<b>Total Increase including benefits</b>		<b>\$7,211,964</b>	<b>\$1,204,059</b>	<b>\$8,416,023</b>

Includes \$0.50 in September 2023 and \$0.50 end of February/March 2024

Increases the City's minimum wage from \$12.11 to \$13.11

GS and PM Employee average increase ranges from 6-4%

EX Employee increases on average 2.5%

City Attorney increases are 5%



# FY 2024 Preliminary General Fund Budget

## Vibrant Regional Economy

BUDGET BY VISION BLOCK			FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Preliminary	Variance
VIBRANT REGIONAL ECONOMY	Goal 1	ECONOMIC DEVELOPMENT	1,837,873	2,075,263	3,201,468	3,219,430	17,962
	ECONOMIC DEVELOPMENT TOTAL		1,837,873	2,075,263	3,201,468	3,219,430	17,962
	Goal 3	PLANNING AND INSPECTIONS	6,639,762	6,979,209	8,362,486	8,945,379	582,893
	VISUAL IMAGE TOTAL		6,639,762	6,979,209	8,362,486	8,945,379	582,893
	VISION BLOCK TOTAL		8,477,636	9,054,472	11,563,954	12,164,810	600,855

Variance Highlights:

Economic Development – Compensation increases and transfer of Real Estate Division to Streets and Maintenance

Planning and Inspections – Compensation Increases





# FY 2024 Preliminary Non-General Fund Budget

## Vibrant Regional Economy

BUDGET BY VISION BLOCK			FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Preliminary	Variance
VIBRANT REGIONAL ECONOMY	Goal 1	AVIATION	93,566,930	100,560,834	63,583,662	68,471,308	4,887,645
		DESTINATION EL PASO	9,756,764	14,900,369	19,770,288	23,369,648	3,599,360
		ECONOMIC DEVELOPMENT	33,574,306	11,308,814	22,844,416	24,043,154	1,198,738
		INTERNATIONAL BRIDGES	25,094,644	23,964,741	26,358,021	28,100,985	1,742,964
	<b>ECONOMIC DEVELOPMENT TOTAL</b>		<b>161,992,643</b>	<b>150,734,759</b>	<b>132,556,388</b>	<b>143,985,094</b>	<b>11,428,707</b>
	Goal 3	PLANNING AND INSPECTIONS	39,816	1,000,959	1,068,226	1,144,183	75,957
	<b>VISUAL IMAGE TOTAL</b>		<b>39,816</b>	<b>1,000,959</b>	<b>1,068,226</b>	<b>1,144,183</b>	<b>75,957</b>
	<b>VISION BLOCK TOTAL</b>		<b>162,032,458</b>	<b>151,735,717</b>	<b>133,624,614</b>	<b>145,129,277</b>	<b>11,504,664</b>

Variance Highlights:

Aviation – Increase is due to compensation, Airline management services, outside contracts and electricity

Destination El Paso – Increase in capital and convention contracts

Economic Development – Increase is due to an increase in EPE Auxiliary Franchise Fee

International Bridges – Increase in compensation, additional staffing, transfer to the general fund, security and janitorial contracts and traffic control

Planning & Inspections – PMZ code inspectors compensation increases



# FY 2024 Preliminary General Fund Budget

## Safe & Beautiful Neighborhoods

BUDGET BY VISION BLOCK			FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Preliminary	Variance	
SAFE AND BEAUTIFUL NEIGHBORHOODS	Goal 2	FIRE	125,878,680	125,067,798	133,496,335	140,586,883	7,090,548	
		MUNICIPAL COURT	4,763,161	5,105,613	5,862,214	6,370,086	507,872	
		POLICE	150,079,046	156,356,995	166,295,705	181,655,781	15,360,076	
	<b>PUBLIC SAFETY TOTAL</b>			<b>280,720,887</b>	<b>286,530,406</b>	<b>305,654,254</b>	<b>328,612,750</b>	<b>22,958,496</b>
	Goal 7	CAPITAL IMPROVEMENT DEPARTMENT	5,727,772	6,949,680	6,872,182	7,611,562	739,380	
		STREETS AND MAINTENANCE	38,448,372	45,495,081	47,810,899	55,767,529	7,956,630	
	<b>INFRASTRUCTURE TOTAL</b>			<b>44,176,144</b>	<b>52,444,761</b>	<b>54,683,081</b>	<b>63,379,091</b>	<b>8,696,010</b>
	Goal 8	COMMUNITY AND HUMAN DEVELOPMENT	669,606	682,596	1,462,977	2,037,178	574,200	
		PUBLIC HEALTH	5,747,325	6,010,864	6,841,233	7,673,941	832,707	
	<b>COMMUNITY HEALTH TOTAL</b>			<b>6,416,931</b>	<b>6,693,460</b>	<b>8,304,210</b>	<b>9,711,118</b>	<b>1,406,908</b>
	<b>VISION BLOCK TOTAL</b>			<b>331,313,962</b>	<b>345,668,628</b>	<b>368,641,546</b>	<b>401,702,960</b>	<b>33,061,414</b>

Variance Highlights:

Fire – Increase includes 11 additional firefighters, impact of the collectively bargained agreement, transfer of salaries from ARPA to general fund, civilian compensation increases, two fire academies, increase in the physicals contract, ambulance billing and collections contract and gasoline.

Municipal Court – Increases in compensation including the Elected Municipal Court Judges, an increase in security and janitorial contracts, and utilities

Police – Increase includes the impact of the new collectively bargained agreement, three graduating academies, Emergence Health Network (EHN), prisoner transport, taser maintenance and repair, uniform and apparel, and grant match for Body Worn Camera grants

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

Community and Human Development – Includes increase in compensation, transfer of the Veteran and Military Affairs Division from Non-Departmental, and increase in Climate & Sustainability Division

Public Health – Includes increase in compensation





# FY 2024 Preliminary Non-General Fund Budget

## Safe & Beautiful Neighborhoods

BUDGET BY VISION BLOCK			FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Preliminary	Variance	
SAFE AND BEAUTIFUL NEIGHBORHOODS	Goal 2	FIRE	46,284,039	28,124,404	7,090,305	10,548,096	3,457,791	
		MUNICIPAL COURT	874,759	866,291	1,015,573	990,599	(24,973)	
		POLICE	20,468,637	15,874,542	25,953,931	21,106,063	(4,847,868)	
	<b>PUBLIC SAFETY TOTAL</b>			<b>67,627,434</b>	<b>44,865,237</b>	<b>34,059,808</b>	<b>32,644,759</b>	<b>(1,415,050)</b>
	Goal 7	CAPITAL IMPROVEMENT DEPARTMENT	1,421,937	1,598,850	79,694	88,288	8,594	
		STREETS AND MAINTENANCE	36,692,744	36,661,936	36,600,247	33,161,015	(3,439,232)	
		SUN METRO	80,735,554	90,071,966	93,165,450	111,027,161	17,861,711 *	
	<b>INFRASTRUCTURE TOTAL</b>			<b>118,850,236</b>	<b>128,332,752</b>	<b>129,845,391</b>	<b>144,276,464</b>	<b>14,431,073</b>
	Goal 8	ANIMAL SERVICES	8,075,887	8,453,884	9,421,883	11,933,474	2,511,591	
		COMMUNITY AND HUMAN DEVELOPMENT	41,574,002	36,652,852	12,785,558	13,561,180	775,622	
		ENVIRONMENTAL SERVICES	79,073,186	76,871,281	96,418,320	150,166,194	53,747,874 *	
		PUBLIC HEALTH	15,874,607	18,561,636	12,151,632	10,972,986	(1,178,646)	
	<b>COMMUNITY HEALTH TOTAL</b>			<b>144,597,682</b>	<b>140,539,653</b>	<b>130,777,393</b>	<b>186,633,834</b>	<b>55,856,441</b>
	<b>VISION BLOCK TOTAL</b>			<b>331,075,352</b>	<b>313,737,642</b>	<b>294,682,592</b>	<b>363,555,057</b>	<b>68,872,464</b>

\* Includes an internal operating transfer: Sun Metro \$8.5M, ESD \$43.2M

### Variance Highlights

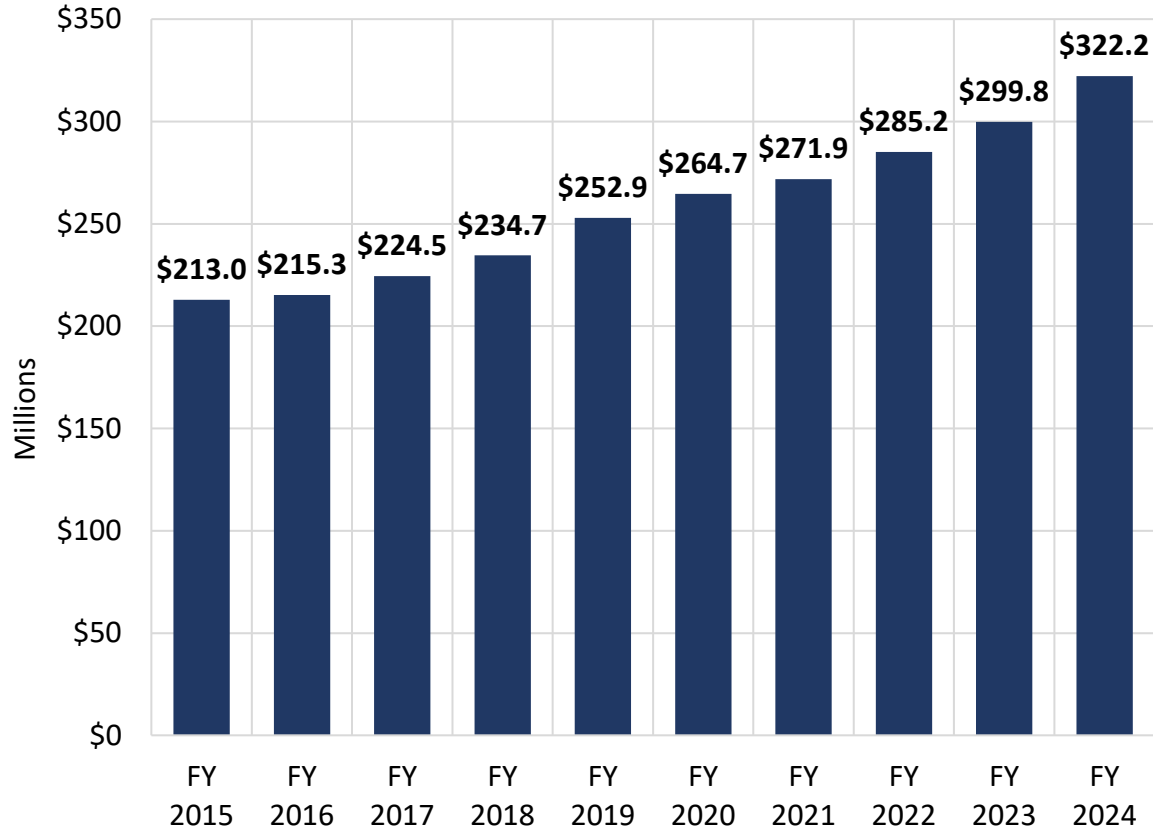
Fire – Increase is due to full allocation of the SAFER grant  
 Municipal Court – Transfer of a portion of the security contract to the General Fund  
 Police – Decrease in Texas Anti-Gang Center grant for building expansion no longer anticipated in FY24

Streets & Maintenance – Transfer of the Median Maintenance, Graffiti & Street Sweeping to Environmental Services  
 Sun Metro – Increase in capital, maintenance and transfer of salaries from ARPA  
 Animal Services – Increase in staffing compensation, pet food, part-time veterinarians  
 Environmental Services – Increase for landfill cell construction and transfer from Streets  
 Public Health – Reduction in federal grant appropriations



# 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 \$106.9 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 36

**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 \$7M for fleet and capital replacement, with no increase in FY 2024

**2019 Public Safety Bonds**

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



# FY 2023/24 Budget Highlights – Public Safety

- Collective bargaining impacts for public safety
- Increase in the Police Cadet starting salary from \$38,170 to \$48,648
- Three police academies starting in FY 2024 – net increase of 53 Officers
- Two fire academies starting in FY 2024 – net increase of 25 Firefighters
- Continued investment in the Crisis Intervention Team
- \$7M for Public Safety capital replacement (set-aside funds)
- Staffing for support 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.



# Collectively Bargained Agreements

## Police 2023 - 2027:

- **Police Officer** - Increase entry salary by 13%, from \$47,833 to \$54,054, then 2.5% increase each year
- **Advanced Police Officer / Detective** - Increase entry salary by 13%, from \$58,141 to \$65,703, then 2.5% increase each year
- **Sr. Police Officer / Detective**
  - Increase entry salary for a by 15.4%, from \$69,325 to \$79,977, then 2.5% COLA each year
  - Add two new steps, for those currently at the maximum, to provide an annual 2% step increase
- **Sergeant**
  - Increase entry salary 17.1%, from \$72,348 to \$84,749, then 2.5% COLA each year
  - Add one new step, for those currently at the maximum, to provide an annual 4% step increase
- **Lieutenant** - Increase entry salary by 5%, from \$82,573 to \$86,702, then 5% COLA each year
- **Commander** - Increase entry salary by 3.5%, from \$99,163 to \$102,634, then 3.5% COLA each year
- **Assistant Chief** - Increase entry salary by 2.5%, from \$115,823 to \$118,719, then 2.5% COLA each year
- **Executive Assistant Chief**
  - New Rank for Professional Development and Succession Implementation
  - 2.5% COLA each year

## Fire 2022 - 2026:

- 3% COLA, 5% Steps for all firefighters

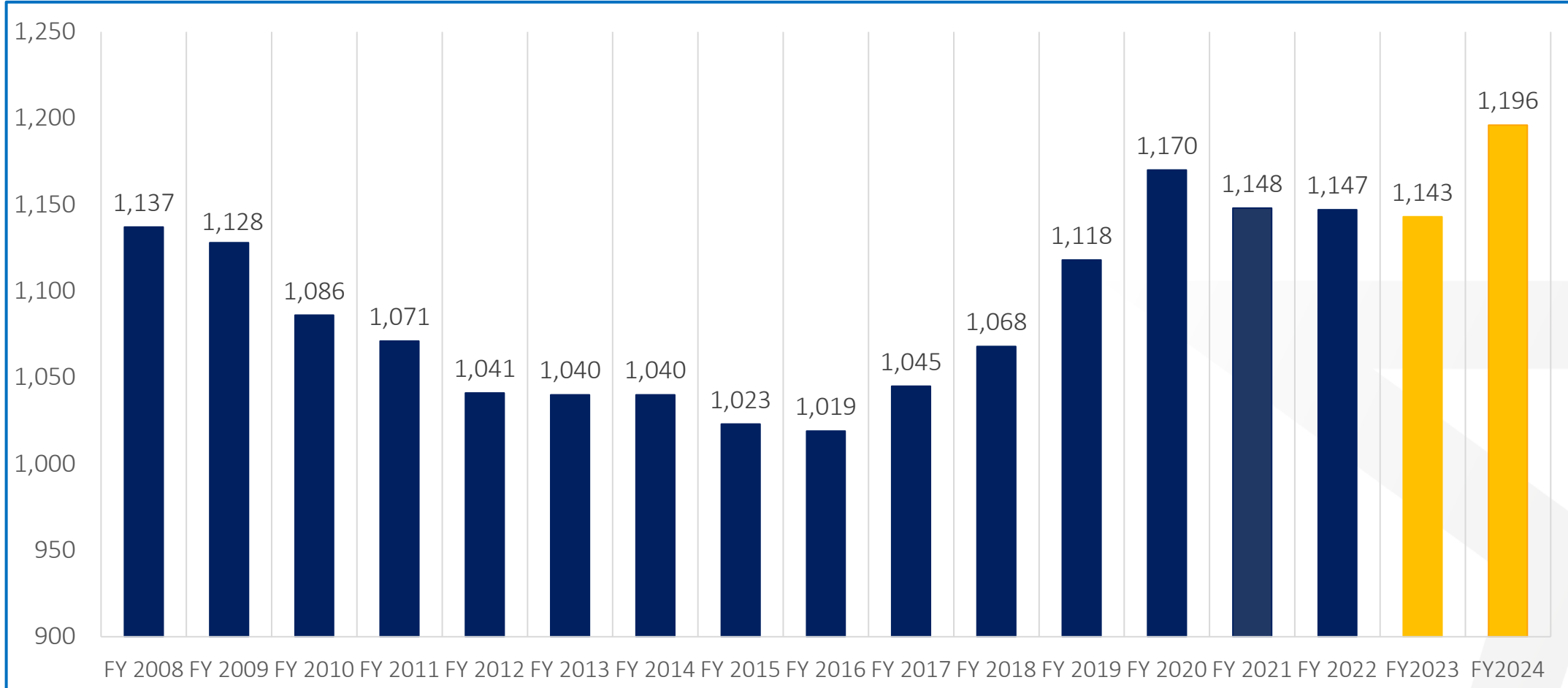
# Police Long-Term Staffing Plan

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032
FY Start (Filled)	1170	1148	1147	1143	1196	1248	1300	1351	1402	1452	1502	1551
Less Attrition	-52	-68	-60	-52	-53	-53	-54	-54	-55	-55	-56	-57
New Officers / Reinstated	30	67	56	105	105	105	105	105	105	105	105	105
<b>Net Growth</b>	-22	-1	-4	53	52	52	51	51	50	50	49	48
FY Ending (Filled)	1148	1147	1143	1196	1248	1300	1351	1402	1452	1502	1551	1599





# Police Uniformed Staffing



Net 30 plan started in FY 2016 – net increase of 300 officers in 10 years. FY 2024 includes funding to stay on this plan.



# Fire Department Current Staffing and Projected Academies

FY 2023 – 977 FTEs  
 54 vacancies  
 FY 2024 – 988 FTEs  
 55 vacancies  
 SAFER Grant – 21 of the 31  
 for Fire Station 36

	FY 2023	FY 2024
FY Start (Filled)	933	963
Less Attrition	-49	-45
Reinstatements		
New Firefighters	79	70
Class 103 (SAFER) (9/11/23-3/31/24)		35
Class 104 (Jan '24-07/31/24)		35
<b>Net Growth</b>	30	25
FY Ending (Filled)	963	988

*Table above only includes academies based on new stations. The 5-year forecast includes academies for projected attrition.*



# FY 2023/24 Budget Highlights - Streets & Maintenance

- Increase of \$250K to \$750K for ADA on-demand request funding
- \$350K in Neighborhood Traffic Management Plan funding
- \$1.5M for continued Intersection Safety
- \$2.2M increase in materials and supplies due to inflation
- \$1.9M increase cost of water, electricity and natural gas
- \$1M additional for facility renovation and vehicle replacement
- Median Maintenance, Graffiti and Street Sweeping was transferred from Streets and Maintenance to Environmental Services



# FY 2023/24 Budget Highlights – Sun Metro

- Includes capital replacement of 10 Fixed Route Buses for a total of \$7 million
- Transfer salaries to Sun Metro Operating Fund from ARPA Grants
- Actively recruiting additional drivers





# FY 2023/24 Budget Highlights – Environmental Services

- \$19.3 million increase in the use of Solid Waste Capital Funds for landfill cell construction, capital replacement cost increases and redevelopment of the Doniphan Citizen Collection Station
- Increase of \$6.2 million in transfer of Median Maintenance, Graffiti, and Street Sweeping from Streets and Maintenance
- Increase of \$775,000 associated to diesel fuel cost
- Increased salary accounts due compensation increase
- Total overall increase includes the operating transfers between the capital fund and operating funds





# FY 2023/24 Budget Highlights – Aviation and International Bridges

## Aviation

- Increase in passengers to pre-pandemic levels
- Continued effort to add international flights to destinations in Mexico
- Continue capital improvement projects and property development

## International Bridges

- Increase in commercial bridge crossings
- Rider 44 finalized required agreements project development and implementation
- Continue to pursue funding opportunities for port of entry projects
- Enhance parking management strategies



# FY 2024 Preliminary General Fund Budget

## Exceptional Recreational, Cultural, & Educational Opportunities

BUDGET BY VISION BLOCK			FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Preliminary	Variance
EXCEPTIONAL RECREATIONAL, CULTURAL AND EDUCATIONAL OPPORTUNITIES	Goal 4	LIBRARY	8,461,029	7,978,546	9,392,753	10,439,109	1,046,356
		MUSEUM AND CULTURAL AFFAIRS	2,221,095	2,639,870	4,827,549	7,020,401	2,192,852
		PARKS AND RECREATION	25,564,163	30,641,842	43,073,639	45,783,651	2,710,012
		ZOO	5,139,698	5,149,634	6,183,863	7,204,374	1,020,511
	QUALITY OF LIFE TOTAL		41,385,985	46,409,892	63,477,805	70,447,536	6,969,731
	VISION BLOCK TOTAL		41,385,985	46,409,892	63,477,805	70,447,536	6,969,731

Variance Highlights:

Library – Increase in compensation, security contracts and publications and subscriptions for books and online services

Museums and Cultural Affairs – Increase in compensation, La Nube (Children’s Museum) capital contribution and the Mexican American Cultural Center operations and maintenance

Parks and Recreation – Increase in compensation, aquatics position adjustments, Quality of Life operations and maintenance, and materials and supplies

Zoo – Increase in compensation and reduction in attrition for full year impact of Penguins exhibit



# FY 2024 Preliminary Non-General Fund Budget Exceptional Recreational, Cultural, & Educational Opportunities

BUDGET BY VISION BLOCK			FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Preliminary	Variance
EXCEPTIONAL RECREATIONAL, CULTURAL AND EDUCATIONAL OPPORTUNITIES	Goal 4	LIBRARY	328,595	1,020,174	157,496	211,893	54,398
		MUSEUM AND CULTURAL AFFAIRS	23,534,516	25,925,007	1,270,996	1,621,724	350,728
		PARKS AND RECREATION	1,885,056	3,139,841	3,145,000	3,145,000	0
		ZOO	1,521,696	1,714,220	2,777,859	2,960,359	182,500
	QUALITY OF LIFE TOTAL		27,269,862	31,799,242	7,351,350	7,938,976	587,626
	VISION BLOCK TOTAL		27,269,862	31,799,242	7,351,350	7,938,976	587,626

Variance Highlights:

Library – Increase in staffing for Passport Program at Armijo Library

Museums and Cultural Affairs – La Nube (Children's' Museum) capital and repair and maintenance funding and HOT programming

Zoo – Increase in operating expenditures for the new Penguin Exhibit and security contracts

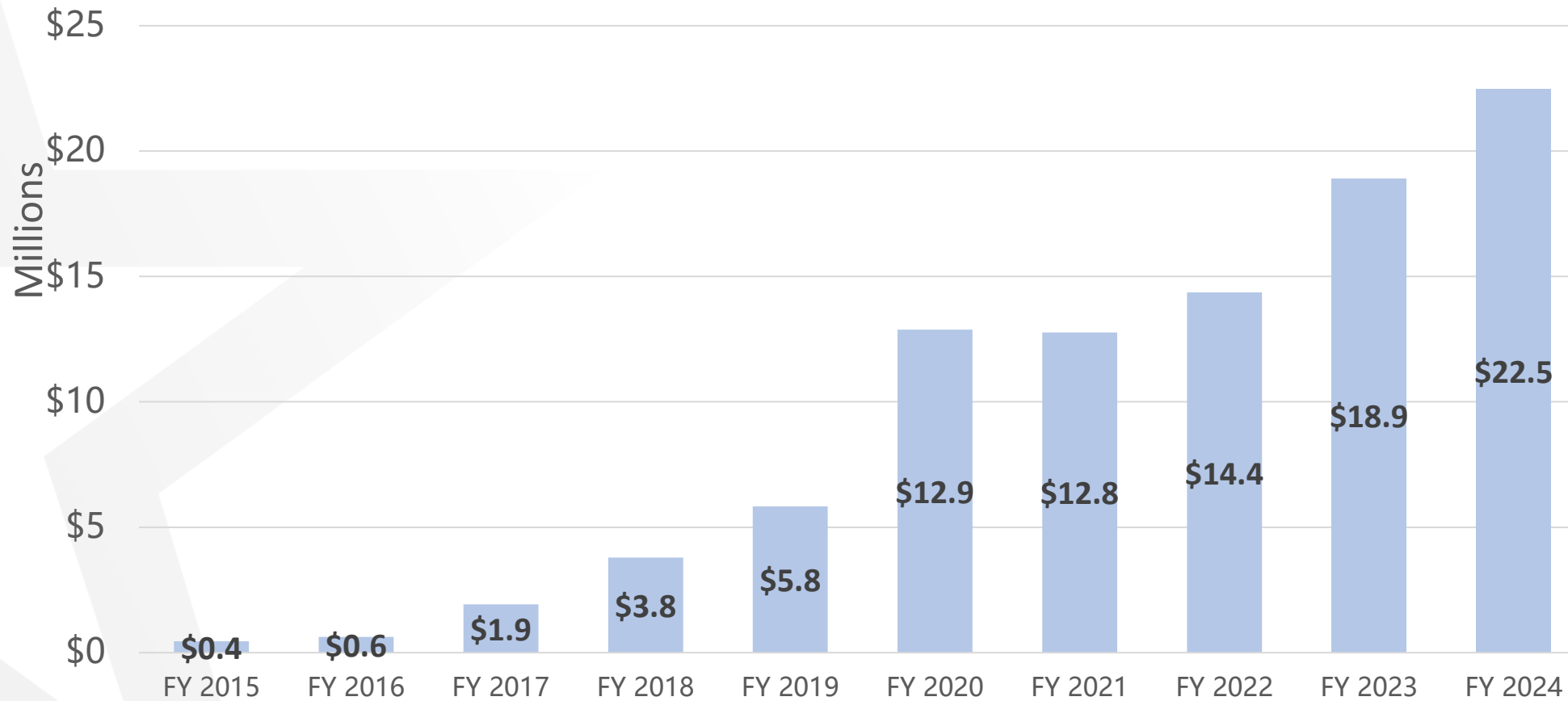




# FY 2023/24 Budget Highlights – Quality of Life

- \$3.6M increase for Quality of Life services and operating costs for new bond projects
  - Penguins Exhibit - Fall of 2023
  - Mexican American Cultural Center (MACC) - January/February 2024
  - La Nube (Children’s Museum) - Summer of 2024
- \$400K for sports court maintenance and park amenities
- \$355K for maintenance in parkland dedication parks
- \$280K for Phase II of the automated irrigation project
- \$1.3M for park amenities

# Quality of Life Investments Cumulative increase





# FY 2024 Preliminary General Fund Budget High Performing Government

BUDGET BY VISION BLOCK		FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Preliminary	Variance	
HIGH PERFORMING GOVERNMENT	Goal 5	INFORMATION TECHNOLOGY	22,464,034	21,082,373	22,916,444	24,676,524	1,760,079
	<b>COMMUNICATIONS TOTAL</b>		<b>22,464,034</b>	<b>21,082,373</b>	<b>22,916,444</b>	<b>24,676,524</b>	<b>1,760,079</b>
	Goal 6	CITY ATTORNEY	4,289,219	6,714,653	4,917,866	6,089,120	1,171,253
		CITY CLERK	1,600,923	1,673,008	1,315,254	922,507	(392,748)
		CITY MANAGER	3,019,683	2,868,090	3,089,473	3,220,658	131,186
		HUMAN RESOURCES	2,091,454	2,843,938	2,989,834	4,041,014	1,051,180
		INTERNAL AUDIT	663,166	835,303	905,122	1,061,620	156,498
		MAYOR AND COUNCIL	1,550,479	1,629,607	2,198,547	2,322,075	123,528
		NON-DEPARTMENTAL	35,264,937	77,673,987	25,637,760	27,585,612	1,947,852
		OFFICE OF THE COMPTROLLER	2,656,131	2,944,073	3,241,823	3,447,858	206,035
	PURCHASING AND STRATEGIC SOURCING	1,373,323	1,734,922	1,855,844	2,044,665	188,822	
	<b>SOUND GOVERNANCE TOTAL</b>		<b>52,509,316</b>	<b>98,917,580</b>	<b>46,151,523</b>	<b>50,735,128</b>	<b>4,583,605</b>
	<b>VISION BLOCK TOTAL</b>		<b>74,973,350</b>	<b>119,999,954</b>	<b>69,067,967</b>	<b>75,411,652</b>	<b>6,343,684</b>

Variance Highlights:

Information Technology – Increase in compensation & IT Maintenance Contracts

City Attorney – Increase in compensation and staffing

City Clerk – No election budgeted in FY 2024

City Manager – Increase in compensation and minor staffing increase

Human Resources – Increase compensation & in Tuition Assistance Program

Internal Audit – Increase in compensation and cybersecurity contract

Mayor and Council – Increase in compensation

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

Office of the Comptroller – Increase in compensation

Purchasing and Strategic Sourcing – Increase in compensation



# FY 2024 Preliminary Non-General Fund Budget High Performing Government

BUDGET BY VISION BLOCK			FY 2021 Actual	FY 2022 Actual	FY 2023 Adopted	FY 2024 Preliminary	Variance	
HIGH PERFORMING GOVERNMENT	Goal 5	INFORMATION TECHNOLOGY	1,869,004	1,390,941	-	-	-	
	<b>COMMUNICATIONS TOTAL</b>		<b>1,869,004</b>	<b>1,390,941</b>	-	-	-	
	Goal 6	CITY ATTORNEY		36,269	88,277	65,243	50,638	(14,605)
		CITY CLERK		107,246	52,022	-	-	-
		CITY MANAGER		723,114	132	-	-	-
		HUMAN RESOURCES		67,723,588	73,048,073	73,142,156	75,312,591	2,170,436
		MAYOR AND COUNCIL		85,788	111,896	80,000	80,000	-
		NON-DEPARTMENTAL		216,228,212	147,203,815	146,974,946	149,069,404	2,094,458
		OFFICE OF THE COMPTROLLER		211,883	108,957	89,608	102,662	13,054
		PURCHASING AND STRATEGIC SOURCING		41,063	83,415	-	-	-
	TAX		2,552,647	2,384,232	2,324,297	2,614,462	290,165	
<b>SOUND GOVERNANCE TOTAL</b>		<b>287,709,809</b>	<b>223,080,819</b>	<b>222,676,251</b>	<b>227,229,759</b>	<b>4,553,508</b>		
<b>VISION BLOCK TOTAL</b>		<b>289,578,813</b>	<b>224,471,760</b>	<b>222,676,251</b>	<b>227,229,759</b>	<b>4,553,508</b>		

Variance Highlights:

City Attorney – Reduction in funding from Community Development Block Grants (CDBG)

Human Resources – Increase in prescription benefit payment

Non-Departmental - Decrease in Debt Service requirement and increase in Camino Real Regional Mobility Authority (CRRMA) Transportation Reinvestment Zone (TRZ) 2 and 3

Office of the Comptroller – Increase in compensation for Property Control

Tax Office – Increase in compensation, indirect costs and contractual increases





# FTE Comparison

FTE BY VISION BLOCK			FY 2022 Adopted	FY 2023 Adopted	FY 2024 Preliminary	Variance
VIBRANT REGIONAL ECONOMY	Goal 1	AVIATION	222.60	231.60	231.60	-
		ECONOMIC DEVELOPMENT	17.00	30.00	25.50	(4.50)
		INTERNATIONAL BRIDGES	69.00	70.00	76.00	6.00
	<b>ECONOMIC DEVELOPMENT TOTAL</b>		<b>308.60</b>	<b>331.60</b>	<b>333.10</b>	<b>1.50</b>
	Goal 3	PLANNING AND INSPECTIONS	139.00	141.00	141.00	-
	<b>VISUAL IMAGE TOTAL</b>		<b>139.00</b>	<b>141.00</b>	<b>141.00</b>	<b>-</b>
	<b>VISION BLOCK TOTAL</b>		<b>447.60</b>	<b>472.60</b>	<b>474.10</b>	<b>1.50</b>
SAFE AND BEAUTIFUL NEIGHBORHOODS	Goal 2	FIRE	1,534.80	1,571.80	1,453.80	(118.00)
		MUNICIPAL COURT	92.65	98.65	94.65	(4.00)
		POLICE	1,596.60	1,566.60	1,601.00	34.40
	<b>PUBLIC SAFETY TOTAL</b>		<b>3,224.05</b>	<b>3,237.05</b>	<b>3,149.45</b>	<b>(87.60)</b>
	Goal 7	CAPITAL IMPROVEMENT DEPARTMENT	86.00	86.00	88.50	2.50
		STREETS AND MAINTENANCE	517.00	531.00	436.00	(95.00)
		SUN METRO	639.75	621.25	620.00	(1.25)
	<b>INFRASTRUCTURE TOTAL</b>		<b>1,242.75</b>	<b>1,238.25</b>	<b>1,144.50</b>	<b>(93.75)</b>
	Goal 8	ANIMAL SERVICES	141.50	143.50	163.00	19.50
		COMMUNITY AND HUMAN DEVELOPMENT	49.30	56.30	61.30	5.00
		ENVIRONMENTAL SERVICES	395.15	408.70	510.70	102.00
		PUBLIC HEALTH	353.85	425.00	357.75	(67.25)
	<b>COMMUNITY HEALTH TOTAL</b>		<b>939.80</b>	<b>1,033.50</b>	<b>1,092.75</b>	<b>59.25</b>
<b>VISION BLOCK TOTAL</b>		<b>5,406.60</b>	<b>5,508.80</b>	<b>5,386.70</b>	<b>(122.10)</b>	

Economic Development – Transfer of the Real Estate Division to Streets and Maintenance  
 International Bridges – Increase in toll collectors  
 Fire – Increase of 11 Firefighters and deletion of vacant COVID operator positions  
 Municipal Court – Deleted positions for the temporary court  
 Police – Increase in staffing for Crisis Intervention Team, Body Worn Camera and support services  
 CID - Transfer of the Grant Manager, Legislative Affairs Manager, and 0.5 Data Scientist  
 Streets and Maintenance – Transfer of Median Maintenance, Street Sweeping and Graffiti to Environmental Services and transfer in of Real Estate  
 Sun Metro – Deletion of 1 Managing Director and an Undergraduate Intern  
 Animal Services – Additional animal care attendants  
 Community and Human Development – Transfer 3 positions for Veteran and Military Affairs and 2 Climate positions  
 Environmental Services – Transfer of Streets and Maintenance programs  
 Public Health – Reduction in federal grants



# FTE Comparison

FTE BY VISION BLOCK			FY 2022 Adopted	FY 2023 Adopted	FY 2024 Preliminary	Variance
EXCEPTIONAL RECREATIONAL, CULTURAL AND EDUCATIONAL OPPORTUNITIES	Goal 4	LIBRARY	171.00	171.50	173.00	1.50
		MUSEUM AND CULTURAL AFFAIRS	56.50	52.50	68.00	15.50
		PARKS AND RECREATION	544.69	555.87	567.48	11.61
		ZOO	134.50	148.50	147.50	(1.00)
	<b>QUALITY OF LIFE TOTAL</b>		<b>906.69</b>	<b>928.37</b>	<b>955.98</b>	<b>27.61</b>
	<b>VISION BLOCK TOTAL</b>		<b>906.69</b>	<b>928.37</b>	<b>955.98</b>	<b>27.61</b>
HIGH PERFORMING GOVERNMENT	Goal 5	INFORMATION TECHNOLOGY	82.00	91.00	95.00	4.00
	<b>COMMUNICATIONS TOTAL</b>		<b>82.00</b>	<b>91.00</b>	<b>95.00</b>	<b>4.00</b>
	Goal 6	CITY ATTORNEY	43.50	45.50	48.50	3.00
		CITY CLERK	8.00	8.00	8.00	-
		CITY MANAGER	30.00	32.00	32.50	0.50
		HUMAN RESOURCES	55.00	61.00	67.00	6.00
		INTERNAL AUDIT DEPARTMENT	9.00	9.50	10.00	0.50
		MAYOR AND COUNCIL	24.00	28.00	28.00	-
		NON-DEPARTMENTAL	7.00	19.00	19.00	-
		OFFICE OF THE COMPTROLLER	38.00	38.00	38.00	-
		PURCHASING AND STRATEGIC SOURCING	29.00	29.00	29.00	-
		TAX	24.50	24.50	24.50	-
	<b>SOUND GOVERNANCE TOTAL</b>		<b>268.00</b>	<b>294.50</b>	<b>304.50</b>	<b>10.00</b>
	<b>VISION BLOCK TOTAL</b>		<b>350.00</b>	<b>385.50</b>	<b>399.50</b>	<b>14.00</b>
	<b>TOTAL CITY</b>			<b>7,110.89</b>	<b>7,295.27</b>	<b>7,216.28</b>

Library – Increase for Passport program  
 Museums and Cultural Affairs – Increase in staffing for the Mexican American Cultural Center  
 Parks and Recreation – Increase in Parkland Management and Aquatics  
 Zoo – Deleted vacant position  
 Information Technology – Addition for Body Worn Camera program and cybersecurity  
 City Attorney – Increase of 3 City Attorney I  
 City Manager – Increase for an Undergraduate Intern  
 Human Resources – Creation of Risk Management and ADA Coordinator  
 Internal Audit – Increase for an Auditor I

# FY 2024 Preliminary All Funds Staffing

\*As of June 2023

FY 2024 Preliminary Budget	Authorized		Filled		Vacant	
Department	FTE	Salary base	FTE	Salary base	FTE	Salary base
ANIMAL SERVICES	163.00	6,782,867	132.00	5,402,922	31.00	1,379,945
AVIATION	298.60	15,600,518	254.00	13,888,986	44.60	1,711,532
CAPITAL IMPROVEMENT DEPARTMENT	88.50	6,052,229	72.50	5,115,879	16.00	936,350
CITY ATTORNEY	48.50	4,498,257	40.50	3,618,967	8.00	879,290
CITY CLERK	8.00	516,874	8.00	516,874		
CITY MANAGER	32.50	3,265,903	28.50	3,060,693	4.00	205,210
COMMUNITY AND HUMAN DEVELOPMENT	61.30	3,326,950	47.00	2,603,743	14.30	723,207
ECONOMIC DEVELOPMENT	25.50	1,946,522	24.00	1,907,312	1.50	39,211
ENVIRONMENTAL SERVICES	510.70	19,694,426	369.70	14,791,896	141.00	4,902,531
FIRE	1,421.80	91,182,712	1,203.00	82,581,863	218.80	8,600,850
HUMAN RESOURCES	67.00	4,011,316	50.00	3,196,582	17.00	814,734
INFORMATION TECHNOLOGY	95.00	6,740,970	76.50	5,783,262	18.50	957,709
INTERNAL AUDIT	10.00	812,868	9.00	756,248	1.00	56,620
INTERNATIONAL BRIDGES	76.00	3,029,884	63.25	2,469,741	12.75	560,143
LIBRARY	173.00	6,700,424	131.50	5,351,460	41.50	1,348,964
MAYOR AND COUNCIL	28.00	1,702,970	21.00	1,365,622	7.00	337,348
MUNICIPAL COURT	94.65	4,066,852	87.20	3,762,422	7.45	304,430
MUSEUM AND CULTURAL AFFAIRS	68.00	3,826,557	36.50	2,268,168	31.50	1,558,390
NONDEPARTMENTAL	19.00	1,274,081	15.00	1,074,011	4.00	200,070
OFFICE OF THE COMPTROLLER	38.00	2,442,791	35.00	2,300,731	3.00	142,060
PARKS AND RECREATION	567.48	18,798,608	302.90	11,242,274	264.58	7,556,334
PLANNING AND INSPECTIONS	141.00	7,230,856	116.00	6,080,346	25.00	1,150,510
POLICE	1,566.00	111,099,803	1,347.00	103,536,232	219.00	7,563,571
PUBLIC HEALTH	357.75	17,007,465	269.00	13,303,878	88.75	3,703,586
PURCHASING AND STRATEGIC SOURCE	29.00	1,693,397	18.00	1,086,747	11.00	606,650
STREETS AND MAINTENANCE	436.00	17,628,291	300.00	13,111,376	136.00	4,516,915
SUN METRO	620.00	25,389,543	468.50	20,099,280	151.50	5,290,263
TAX	24.50	1,056,250	20.00	924,155	4.50	132,095
ZOO	147.50	5,447,908	107.50	4,097,974	40.00	1,349,934
<b>Grand Total</b>	<b>7,216.28</b>	<b>\$ 392,828,092</b>	<b>5,653.05</b>	<b>\$ 335,299,642</b>	<b>1,563.23</b>	<b>\$ 57,528,450</b>

# FY 2024 Preliminary All Funds Attrition – 37.5%

\*As of June 2023

FY 2024 Preliminary Budget	Vacant		Average	Unfunded (Attrition)	Unfunded (Attrition)	Funded Vacancies
Department	FTE	Salary base	Salary	Amount	FTEs	FTEs
ANIMAL SERVICES	31.00	1,379,945	38,321	(1,028,923)	(26.85)	4.15
AVIATION	44.60	1,711,532	50,816	(354,353)	(6.97)	37.63
CAPITAL IMPROVEMENT DEPARTMENT	16.00	936,350	65,078	(451,717)	(6.94)	9.06
CITY ATTORNEY	8.00	879,290	78,917	(239,467)	(3.03)	4.97
CITY CLERK	-	-	64,609	(9,947)	(0.15)	-
CITY MANAGER	4.00	205,210	81,648	(101,245)	(1.24)	2.76
COMMUNITY AND HUMAN DEVELOPMENT	14.30	723,207	53,660	(181,376)	(3.38)	10.92
ECONOMIC DEVELOPMENT	1.50	39,211	72,093	(110,024)	(1.53)	(0.03)
ENVIRONMENTAL SERVICES	141.00	4,902,531	37,020	(1,764,882)	(47.67)	93.33
FIRE	218.80	8,600,850	64,078	(4,132,944)	(64.50)	154.30
HUMAN RESOURCES	17.00	814,734	56,497	(442,401)	(7.83)	9.17
INFORMATION TECHNOLOGY	18.50	957,709	67,410	(531,949)	(7.89)	10.61
INTERNAL AUDIT	1.00	56,620	81,287	-	-	1.00
INTERNATIONAL BRIDGES	12.75	560,143	37,406	(165,508)	(4.42)	8.33
LIBRARY	41.50	1,348,964	35,831	(774,857)	(21.63)	19.87
MAYOR AND COUNCIL	7.00	337,348	41,536	0	0.00	7.00
MUNICIPAL COURT	7.45	304,430	35,674	(84,836)	(2.38)	5.07
MUSEUM AND CULTURAL AFFAIRS	31.50	1,558,390	51,710	(353,352)	(6.83)	24.67
NONDEPARTMENTAL	4.00	200,070	41,099	(361,330)	(8.79)	(4.79)
NONDEPARTMENTAL - CITYWIDE			52,230	(983,681)	(18.83)	(18.83)
OFFICE OF THE COMPTROLLER	3.00	142,060	64,284	(52,506)	(0.82)	2.18
PARKS AND RECREATION	264.58	7,556,334	21,193	(1,626,462)	(76.74)	187.84
PLANNING AND INSPECTIONS	25.00	1,150,510	50,922	(656,231)	(12.89)	12.11
POLICE	219.00	7,563,571	70,900	(4,258,434)	(60.06)	158.94
PUBLIC HEALTH	88.75	3,703,586	42,625	(586,050)	(13.75)	75.00
PURCHASING AND STRATEGIC SOURC	11.00	606,650	54,626	(200,513)	(3.67)	7.33
STREETS AND MAINTENANCE	136.00	4,516,915	40,247	(1,392,614)	(34.60)	101.40
SUN METRO	151.50	5,290,263	39,733	(5,115,767)	(128.75)	22.75
TAX	4.50	132,095	39,120	(17,232)	(0.44)	4.06
ZOO	40.00	1,349,934	36,319	(483,411)	(13.31)	26.69
<b>Grand Total</b>	<b>1,563.23</b>	<b>\$ 57,528,450</b>	<b>\$ 52,230</b>	<b>\$ (26,462,012)</b>	<b>(585.92)</b>	<b>977.47</b>





# All Funds Attrition by Department FY 2023 vs FY 2024

<b>FY 2024 Preliminary Budget</b>	<b>FY 2023 Unfunded (Attriton)</b>	<b>FY 2024 Unfunded (Attriton)</b>
<b>Department</b>	<b>Dollars</b>	<b>Dollars</b>
ANIMAL SERVICES	(716,784)	(1,028,923)
AVIATION	(477,034)	(354,353)
CAPITAL IMPROVEMENT DEPARTMENT	(308,801)	(451,717)
CITY ATTORNEY	(260,646)	(239,467)
CITY CLERK	(11,901)	(9,947)
CITY MANAGER	(163,759)	(101,245)
COMMUNITY AND HUMAN DEVELOPMENT	(31,061)	(181,376)
ECONOMIC DEVELOPMENT	(406,015)	(110,024)
ENVIRONMENTAL SERVICES	(1,262,860)	(1,764,882)
FIRE	(3,726,454)	(4,132,944)
HUMAN RESOURCES	(536,640)	(442,401)
INFORMATION TECHNOLOGY	(271,852)	(531,949)
INTERNAL AUDIT	-	-
INTERNATIONAL BRIDGES	(548,744)	(165,508)
LIBRARY	(815,218)	(774,857)
MAYOR AND COUNCIL	-	-
MUNICIPAL COURT	(67,875)	(84,836)
MUSEUM AND CULTURAL AFFAIRS	(331,912)	(353,352)
NONDEPARTMENTAL	(192,941)	(361,330)
NONDEPARTMENTAL - CITYWIDE	-	(983,681)
OFFICE OF THE COMPTROLLER	(102,447)	(52,506)
PARKS AND RECREATION	(1,389,827)	(1,626,462)
PLANNING AND INSPECTIONS	(446,115)	(656,231)
POLICE	(5,575,256)	(4,258,434)
PUBLIC HEALTH	(373,012)	(586,050)
PURCHASING AND STRATEGIC SOURCE	(169,625)	(200,513)
STREETS AND MAINTENANCE	(750,608)	(1,392,614)
SUN METRO	(11,807,759)	(5,115,767)
TAX	(15,062)	(17,232)
ZOO	(385,681)	(483,411)
<b>Grand Total</b>	<b>(\$31,145,889)</b>	<b>(\$26,462,012)</b>



# FY 2024 Supplemental Requests Unfunded

Dept	Item	Est. Cost
Fire	Vehicle Replacement	\$ 500,000
Police	Code Enforcement Positions	\$ 199,337
Police	Marked and Unmarked Vehicles	\$ 5,230,000
Streets & Maintenance	HVAC Units	\$ 800,000
Streets & Maintenance	Fleet Replacement	\$ 12,400,000
Climate and Sustainability	13.5 positions	\$ 1,506,946
Community Development	ESG Match and Additional Funding	\$ 1,042,579
Information Technology	Equipment Replacement and Cybersecurity	\$ 1,381,758
City-wide	Municipal ID	\$ 250,000
City-wide	Office of Equity (June 20 <sup>th</sup> Council Item)	TBD
<b>Total</b>		<b>\$ 23,310,620</b>



# General Fund Reserves

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY 2021	FY 2022	Current
<b>Restricted</b>	16,000,000	16,000,000	17,417,752	17,506,277	18,008,119	18,370,749	19,098,290	19,098,290	21,429,890	22,897,246	22,099,714	22,099,714
<b>Unassigned</b>	20,697,776	15,921,724	9,151,599	21,410,712	22,688,252	22,651,640	20,334,896	29,356,910	32,396,508	60,183,708	51,726,887	51,726,887
<b>Assigned</b>	1,206,000	800,000										
<b>Committed</b>	1,000,000	1,000,000										
Budget Stabilization			-	-	-	-			14,004,647	16,818,794	52,736,299	52,736,299
Pension Stabilization			-	-	-	-				-	22,190,294	22,190,294
Pay For Futures												15,000,000
<b>Total General Fund Balance</b>	<b>\$38,903,776</b>	<b>\$33,721,724</b>	<b>\$26,569,351</b>	<b>\$38,916,989</b>	<b>\$40,696,371</b>	<b>\$41,022,389</b>	<b>\$39,433,186</b>	<b>\$48,455,200</b>	<b>\$67,831,045</b>	<b>\$99,899,748</b>	<b>\$148,753,194</b>	<b>\$163,753,194</b>
Daily Operating Cost		\$962,345	\$984,977	\$1,010,118	\$1,046,457	\$1,090,723	\$1,174,241	\$1,254,644	\$1,210,919	\$1,304,742	\$1,404,798	\$1,538,247
# Operating Days (Unassigned/Committed)		18	9	21	22	21	17	23	38	59	90	92

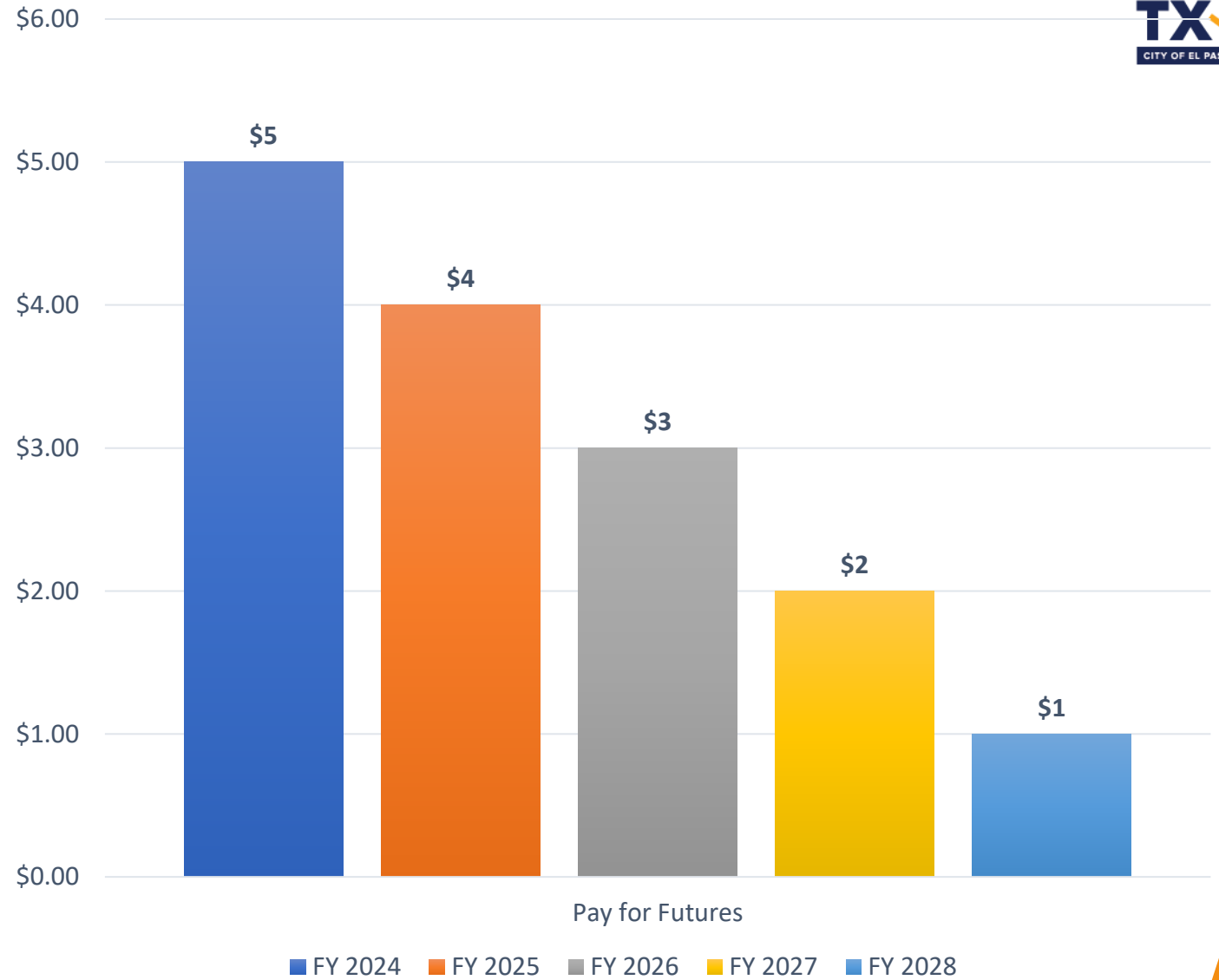
Restricted (cash reserve) - includes amounts that can be spent only for the specific purposes stipulated by the City Charter

Unassigned - the residual classification for the government’s general fund and includes all spendable amounts not contained in the other classifications.

Committed - includes amounts that can be used only for the specific purposes determined by a formal action of City Council (stabilization funds)

Current # operating days is based on FY 2024 Preliminary Budget

# Pay for Futures Fund 5 Year Plan (millions)



# Multi-year Financial Outlook FY 2023/24 & FY 2024/25

REVENUE BY SOURCE	FY 2023 Adopted	FY 2024 Preliminary	FY 2025 MYFO	Variance	Percent
PROPERTY TAXES	251,280,449	256,303,145	263,113,009	6,809,864	3%
SALES TAXES	112,783,370	135,235,182	139,143,478	3,908,297	3%
FRANCHISE FEES	56,616,885	64,058,628	65,952,201	1,893,573	3%
CHARGES FOR SERVICES	30,250,649	34,893,318	35,411,429	518,111	1%
FINES AND FORFEITURES	7,097,584	7,087,584	7,172,635	85,051	1%
LICENSES AND PERMITS	12,944,114	12,712,880	13,090,915	378,035	3%
INTERGOVERNMENTAL REVENUES	1,268,809	1,478,809	1,478,809	-	0%
INTEREST	125,000	500,000	500,000	-	0%
RENTS AND OTHER	2,277,531	3,350,731	3,350,731	-	0%
OTHER SOURCES (USES)	5,321,175	5,321,175	5,321,175	-	0%
OPERATING TRANSFERS IN	32,785,706	38,785,505	40,888,949	2,103,444	5%
<b>TOTAL REVENUES</b>	<b>512,751,272</b>	<b>559,726,957</b>	<b>575,423,331</b>	<b>15,696,374</b>	<b>9%</b>
<b>EXPENDITURES BY CATEGORY</b>					
SALARIES AND WAGES	268,408,287	293,582,252	306,000,782	12,418,529	4%
EMPLOYEE BENEFITS	105,369,649	112,896,878	119,738,429	6,841,551	6%
CONTRACTUAL SERVICES	1,556,323	1,580,000	1,635,300	55,300	3%
PROFESSIONAL SERVICES	8,827,161	10,366,017	10,728,828	362,811	4%
OUTSIDE CONTRACTS	31,098,342	35,243,776	36,477,309	1,233,532	3%
INTERFUND SERVICES	4,443,246	4,442,096	4,597,569	155,473	3%
OPERATING LEASES	1,920,760	2,427,150	2,512,100	84,950	4%
FUEL AND LUBRICANTS	3,852,626	4,118,536	4,262,685	144,149	3%
MATERIALS AND SUPPLIES	14,067,949	15,627,925	16,174,903	546,977	3%
MAINTENANCE AND REPAIRS	7,199,471	8,728,904	9,034,415	305,512	4%
MINOR EQUIPMENT AND FURNITURE	1,606,606	1,927,843	1,995,318	67,475	4%
COMMUNICATIONS	2,482,023	2,440,522	2,525,940	85,418	4%
UTILITIES	18,300,459	20,211,836	20,919,250	707,414	3%
TRAVEL	451,504	563,692	583,421	19,729	3%
OTHER OPERATING EXPENDITURES	8,869,611	7,075,453	7,323,094	247,641	3%
COMMUNITY SERVICE PROJECTS	146,750	238,090	246,423	8,333	4%
OTHER NON-OPERATING EXPENDITURES	1,619,797	1,668,347	1,726,739	58,392	3%
GRANT MATCH	1,505,866	1,857,600	1,922,616	65,016	3%
OPERATING TRANSFERS OUT	29,436,877	33,526,100	34,699,514	1,173,414	4%
CAPITAL OUTLAY	1,587,965	1,203,938	1,246,076	42,138	3%
<b>TOTAL EXPENDITURES</b>	<b>512,751,272</b>	<b>559,726,957</b>	<b>584,350,710</b>	<b>24,623,754</b>	<b>4%</b>
<b>Surplus/Deficit</b>				<b>(8,927,380)</b>	

# May 23, 2023 Council Direction

- DIRECT the City Manager to identify budget adjustments to reduce the property tax rate for the next fiscal year 2024, such as but not limited to; no new revenue, to further ease the burden on the taxpayers and while still maintaining a high level of all City services and present the recommendations at the first proposed budget meeting.
- **Achieved No-New-Revenue Rate**
  - Pay for Futures Fund
  - Tax Increment Finance zone adjustment
  - Debt Service – modify planned FY 2024 issuance
  - Vacancy attrition
  - Property values – pending certified values until July 25th

# Budget Calendar

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



# Budget Calendar

- July 10 - 12 – 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 8 – Public Hearing on FY 2024 Budget
- August 15 – Adopt FY 2024 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,  
**A**ccountability, **P**eople

# Source of funds – Goal 1

DEPARTMENT	FUND GROUP	REPORTING GROUP	FUND	FUND DESCRIPTION	FY 2021 ADOPTED	FY 2022 ADOPTED	FY 2023 ADOPTED	FY 2024 PRELIMINARY	Variance	
AVIATION	Non-General Fund	ENTERPRISE	3000	Airport Operations	34,622,527	36,621,572	43,051,810	47,799,939	4,748,129	
			3010	Airport Capital Fund	45,000	600,000	850,000	484,000	(366,000)	
			3040	Airport PFC Fund	4,421,150	4,422,550	6,002,000	6,500,000	498,000	
			3050	Airport Customer Facility Char	3,101,736	3,158,862	3,774,000	3,774,000	-	
			3060	Airport Debt Service	9,548,186	9,552,362	9,550,902	9,558,419	7,517	
			3070	Airport Restricted Fund	355,250	355,250	354,950	354,950	-	
	<b>Non-General Fund Total</b>					<b>52,093,848</b>	<b>54,710,596</b>	<b>63,583,662</b>	<b>68,471,308</b>	<b>4,887,645</b>
DESTINATION EL PASO	Non-General Fund	CAPITAL PROJECTS	4920	HOT Capital Fund	2,762,500	3,059,145	3,000,000	4,250,000	1,250,000	
		SPECIAL REVENUE	2326	SMG Contract	10,422,915	16,415,799	16,770,288	19,119,648	2,349,360	
	<b>Non-General Fund Total</b>					<b>13,185,415</b>	<b>19,474,944</b>	<b>19,770,288</b>	<b>23,369,648</b>	<b>3,599,360</b>
ECONOMIC DEVELOPMENT	General Fund	GENERAL GOVERNMENT	1000	General Fund	1,826,045	1,961,689	3,201,468	3,219,430	17,962	
	<b>General Fund Total</b>					<b>1,826,045</b>	<b>1,961,689</b>	<b>3,201,468</b>	<b>3,219,430</b>	<b>17,962</b>
	Non-General Fund	SPECIAL REVENUE	2161	Econ Dev Parking Districts	-	-	-	147,324	147,324	
			2302	TIRZ #5	1,374,644	1,304,182	844,802	828,342	(16,460)	
			2313	ED Impact Funded Projects	4,625,877	4,524,004	4,675,158	4,604,631	(70,527)	
			2315	EPE Auxiliary Franchise Fee	2,308,539	5,169,231	4,886,400	6,658,653	1,772,253	
			2316	TX Economic Development Fund		5,333,333	5,333,333	5,333,333	-	
			2323	Economic Development Incentive	5,542,949	8,856,203	6,893,324	6,259,472	(633,853)	
	2533	Lobbyist	191,399	191,399	211,399	211,399	-			
<b>Non-General Fund Total</b>					<b>14,043,408</b>	<b>25,378,351</b>	<b>22,844,416</b>	<b>24,043,154</b>	<b>1,198,738</b>	
INTERNATIONAL BRIDGES	Non-General Fund	ENTERPRISE	3300	International Bridges Operations	15,015,015	17,454,355	19,426,066	20,947,271	1,521,205	
			3302	Cash Differential Fund	-	1,559,486	3,636,736	3,636,736	-	
			3305	International Bridges Maintenance	280,927	150,000	241,782	241,782	-	
			3360	International Bridges Restricted	8,474,304	2,687,015	3,053,437	3,275,196	221,759	
	<b>Non-General Fund Total</b>					<b>23,770,246</b>	<b>21,850,856</b>	<b>26,358,021</b>	<b>28,100,985</b>	<b>1,742,964</b>
<b>GOAL TEAM TOTAL</b>					<b>104,918,963</b>	<b>123,376,437</b>	<b>135,757,856</b>	<b>147,204,525</b>	<b>11,446,668</b>	

# Source of funds – Goal 2

DEPARTMENT	FUND GROUP	REPORTING GROUP	FUND	FUND DESCRIPTION	FY 2021 ADOPTED	FY 2022 ADOPTED	FY 2023 ADOPTED	FY 2024 PRELIMINARY	Variance
FIRE	General Fund	GENERAL GOVERNMENT	1000	General Fund	119,240,343	123,215,321	133,496,335	140,586,883	7,090,548
	<b>General Fund Total</b>				<b>119,240,343</b>	<b>123,215,321</b>	<b>133,496,335</b>	<b>140,586,883</b>	<b>7,090,548</b>
	Non-General Fund	CAPITAL PROJECTS	4932	Fleet Replacement	-	5,300,000	4,000,000	4,000,000	-
			2141	DSRIP Medicaid Waiver Program	397,472	-	-	0	0
		SPECIAL REVENUE	2305	Environmental Fee	2,140,233	2,288,469	2,330,689	2,410,044	79,355
			2720	FFA-PD	249,948	277,184	752,616	4,128,052	3,375,436
			2850	Fire Donations	-	7,000	7,000	10,000	3,000
			4360	Fire-Donations	5,000	-	-	-	-
	<b>Non-General Fund Total</b>				<b>2,792,652</b>	<b>7,872,653</b>	<b>7,090,305</b>	<b>10,548,096</b>	<b>3,457,791</b>
	MUNICIPAL COURT	General Fund	GENERAL GOVERNMENT	1000	General Fund	5,193,888	5,346,895	5,862,214	6,370,086
<b>General Fund Total</b>				<b>5,193,888</b>	<b>5,346,895</b>	<b>5,862,214</b>	<b>6,370,086</b>	<b>507,872</b>	
Non-General Fund		SPECIAL REVENUE	2532	Municipal Court Security	438,000	442,498	527,271	410,827	(116,444)
			2535	PMC0001 Municipal Technology	78,000	78,000	305,543	340,203	34,660
			2536	Municipal Court Special Revenue	121,389	132,766	118,363	157,398	39,035
			2537	Municipal Jury Fund	3,000	3,000	4,396	4,396	-
			2538	Time Payment Reimbursement Fee	15,000	30,000	60,000	77,776	17,776
<b>Non-General Fund Total</b>				<b>655,389</b>	<b>686,264</b>	<b>1,015,573</b>	<b>990,599</b>	<b>(24,973)</b>	
POLICE	General Fund	GENERAL GOVERNMENT	1000	General Fund	152,636,914	161,991,630	166,295,705	181,655,781	15,360,076
	<b>General Fund Total</b>				<b>152,636,914</b>	<b>161,991,630</b>	<b>166,295,705</b>	<b>181,655,781</b>	<b>15,360,076</b>
	Non-General Fund	CAPITAL PROJECTS	4930	Capital Projects-Internal	-	2,500,000	3,000,000	3,000,000	-
			SPECIAL REVENUE	2305	Environmental Fee	3,000,564	2,685,261	3,255,699	3,560,155
		2680		SFA-PD	2,594,290	2,621,949	11,953,171	7,001,056	(4,952,115)
		2710		FFA-PD	4,355,186	4,270,897	4,324,035	4,274,133	(49,902)
		2811		Police Tow Lot	2,780,000	2,900,000	3,379,433	3,270,719	(108,714)
		2830	Police Red Light Camera	61,976	55,450	41,594	-	(41,594)	
	<b>Non-General Fund Total</b>				<b>12,792,015</b>	<b>15,033,557</b>	<b>25,953,931</b>	<b>21,106,063</b>	<b>(4,847,868)</b>
	<b>GOAL TEAM TOTAL</b>					<b>293,311,202</b>	<b>314,146,321</b>	<b>339,714,062</b>	<b>361,257,509</b>

# Source of funds – Goal 3

DEPARTMENT	FUND GROUP	REPORTING GROUP	FUND	FUND DESCRIPTION	FY 2021 ADOPTED	FY 2022 ADOPTED	FY 2023 ADOPTED	FY 2024 PRELIMINARY	Variance
PLANNING AND INSPECTIONS	General Fund	GENERAL GOVERNMENT	1000	General Fund	7,343,043	6,950,879	8,362,486	8,945,379	582,893
	General Fund Total				7,343,043	6,950,879	8,362,486	8,945,379	582,893
	Non-General Fund	SPECIAL REVENUE	2305	Environmental Fee		1,019,567	1,068,226	1,144,183	75,957
	Non-General Fund Total				-	1,019,567	1,068,226	1,144,183	75,957
GOAL TEAM TOTAL					7,343,043	7,970,447	9,430,712	10,089,562	658,850

# Source of funds – Goal 4

DEPARTMENT	FUND GROUP	REPORTING GROUP	FUND	FUND DESCRIPTION	FY 2021 ADOPTED	FY 2022 ADOPTED	FY 2023 ADOPTED	FY 2024 PRELIMINARY	Variance	
LIBRARY	General Fund	GENERAL GOVERNMENT	1000	General Fund	8,994,799	9,021,338	9,392,753	10,439,109	1,046,357	
	<b>General Fund Total</b>				<b>8,994,799</b>	<b>9,021,338</b>	<b>9,392,753</b>	<b>10,439,109</b>	<b>1,046,357</b>	
	Non-General Fund	SPECIAL REVENUE	2329	Library Donations	190,500	142,875	157,496	211,893	54,398	
			2740	FFA-Library	22,603	-	-	-	-	
	<b>Non-General Fund Total</b>				<b>213,103</b>	<b>142,875</b>	<b>157,496</b>	<b>211,893</b>	<b>54,398</b>	
MUSEUMS AND CULTURAL AFFAIRS	General Fund	GENERAL GOVERNMENT	1000	General Fund	2,393,440	3,327,737	4,827,549	7,020,401	2,192,852	
	<b>General Fund Total</b>				<b>2,393,440</b>	<b>3,327,737</b>	<b>4,827,549</b>	<b>7,020,401</b>	<b>2,192,852</b>	
	Non-General Fund	CAPITAL PROJECTS	4806	EPCM Capital Repairs Fund				300,000	300,000	
			SPECIAL REVENUE	2045	Children's Museum Operations				24,000	24,000
				2050	Art Museum	305,593	162,053	165,500	165,500	-
				2060	Archaeology Museum Instruction	60,438	59,951	59,946	60,673	728
				2080	Cultural Affairs Art Restricted	40,200	40,200	45,000	45,000	-
				2150	History Museum	79,893	77,900	76,550	76,550	-
	2321	Destination El Paso-CVB	848,585	924,000	924,000	950,000	26,000			
	<b>Non-General Fund Total</b>				<b>1,334,709</b>	<b>1,264,104</b>	<b>1,270,996</b>	<b>1,621,723</b>	<b>350,728</b>	
PARKS AND RECREATION	General Fund	GENERAL GOVERNMENT	1000	General Fund	26,115,835	35,558,487	43,073,639	45,783,651	2,710,012	
	<b>General Fund Total</b>				<b>26,115,835</b>	<b>35,558,487</b>	<b>43,073,639</b>	<b>45,783,651</b>	<b>2,710,012</b>	
	Non-General Fund	CDBG	2420	HUD-Social Services Entitlement	60,000	60,000			-	
		CAPITAL PROJECTS	4930	Capital Projects-Internal	-	-	1,000,000	1,000,000	-	
		SPECIAL REVENUE	2305	Environmental Fee	1,933,200	2,145,000	2,145,000	2,145,000	-	
<b>Non-General Fund Total</b>				<b>1,993,200</b>	<b>2,205,000</b>	<b>3,145,000</b>	<b>3,145,000</b>	<b>0</b>		
ZOO	General Fund	GENERAL GOVERNMENT	1000	General Fund	5,230,432	5,521,712	6,183,863	7,204,374	1,020,511	
	<b>General Fund Total</b>				<b>5,230,432</b>	<b>5,521,712</b>	<b>6,183,863</b>	<b>7,204,374</b>	<b>1,020,511</b>	
	Non-General Fund	SPECIAL REVENUE	3400	Zoo Operations	2,261,246	2,273,562	2,777,859	2,960,359	182,500	
	<b>Non-General Fund Total</b>				<b>2,261,246</b>	<b>2,273,562</b>	<b>2,777,859</b>	<b>2,960,359</b>	<b>182,500</b>	
<b>GOAL TEAM TOTAL</b>					<b>48,536,764</b>	<b>59,314,815</b>	<b>70,829,155</b>	<b>78,386,512</b>	<b>7,557,357</b>	

# Source of funds – Goal 5

DEPARTMENT	FUND GROUP	REPORTING GROUP	FUND	FUND DESCRIPTION	FY 2021 ADOPTED	FY 2022 ADOPTED	FY 2023 ADOPTED	FY 2024 PRELIMINARY	Variance
INFORMATION TECHNOLOGY	General Fund	GENERAL GOVERNMENT	1000	General Fund	18,953,219	21,442,986	22,916,444	24,676,524	1,760,080
	General Fund Total				18,953,219	21,442,986	22,916,444	24,676,524	1,760,080
GOAL TEAM TOTAL					18,953,219	21,442,986	22,916,444	24,676,524	1,760,080

# Source of funds – Goal 6

DEPARTMENT	FUND GROUP	REPORTING GROUP	FUND	FUND DESCRIPTION	FY 2021 ADOPTED	FY 2022 ADOPTED	FY 2023 ADOPTED	FY 2024 PRELIMINARY	Variance
CITY ATTORNEY	General Fund	GENERAL GOVERNMENT	1000	General Fund	3,845,153	4,593,071	4,917,866	6,089,120	1,171,253
	<b>General Fund Total</b>				<b>3,845,153</b>	<b>4,593,071</b>	<b>4,917,866</b>	<b>6,089,120</b>	<b>1,171,253</b>
	Non-General Fund	CDBG	2400	HUD CDBG Block Grant	52,425	60,280	65,243	50,638	(14,605)
		SPECIAL REVENUE	2533	Lobbyist	20,000	20,000			-
<b>Non-General Fund Total</b>				<b>72,425</b>	<b>80,280</b>	<b>65,243</b>	<b>50,638</b>	<b>(14,605)</b>	
CITY CLERK	General Fund	GENERAL GOVERNMENT	1000	General Fund	1,293,756	778,110	1,315,254	922,507	(392,748)
	<b>General Fund Total</b>				<b>1,293,756</b>	<b>778,110</b>	<b>1,315,254</b>	<b>922,507</b>	<b>(392,748)</b>
CITY MANAGER	General Fund	GENERAL GOVERNMENT	1000	General Fund	2,876,099	2,989,074	3,089,473	3,220,658	131,185
	<b>General Fund Total</b>				<b>2,876,099</b>	<b>2,989,074</b>	<b>3,089,473</b>	<b>3,220,658</b>	<b>131,185</b>
HUMAN RESOURCES	General Fund	GENERAL GOVERNMENT	1000	General Fund	2,184,186	2,577,080	2,989,834	4,041,014	1,051,180
	<b>General Fund Total</b>				<b>2,184,186</b>	<b>2,577,080</b>	<b>2,989,834</b>	<b>4,041,014</b>	<b>1,051,180</b>
	Non-General Fund	INTERNAL SERVICE	3500	Self Insurance Fund	67,912,919	67,939,133	73,142,156	75,312,591	2,170,436
	<b>Non-General Fund Total</b>				<b>67,912,919</b>	<b>67,939,133</b>	<b>73,142,156</b>	<b>75,312,591</b>	<b>2,170,436</b>
INTERNAL AUDIT	General Fund	GENERAL GOVERNMENT	1000	General Fund	808,203	796,251	905,122	1,061,620	156,498
	<b>General Fund Total</b>				<b>808,203</b>	<b>796,251</b>	<b>905,122</b>	<b>1,061,620</b>	<b>156,498</b>
MAYOR AND COUNCIL	General Fund	GENERAL GOVERNMENT	1000	General Fund	1,592,657	1,669,697	2,198,547	2,322,075	123,528
	<b>General Fund Total</b>				<b>1,592,657</b>	<b>1,669,697</b>	<b>2,198,547</b>	<b>2,322,075</b>	<b>123,528</b>
	Non-General Fund	SPECIAL REVENUE	2201	District 1 Special Projects	10,000	10,000	10,000	10,000	-
			2202	District 2 Special Projects	10,000	10,000	10,000	10,000	-
			2203	District 3 Special Projects	10,000	10,000	10,000	10,000	-
			2204	District 4 Special Projects	10,000	10,000	10,000	10,000	-
			2205	District 5 Special Projects	10,000	10,000	10,000	10,000	-
			2206	District 6 Special Projects	10,000	10,000	10,000	10,000	-
			2207	District 7 Special Projects	10,000	10,000	10,000	10,000	-
			2208	District 8 Special Projects	10,000	10,000	10,000	10,000	-
<b>Non-General Fund Total</b>				<b>80,000</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>	<b>-</b>	

# Source of funds – Goal 6 (continued)

DEPARTMENT	FUND GROUP	REPORTING GROUP	FUND	FUND DESCRIPTION	FY 2021 ADOPTED	FY 2022 ADOPTED	FY 2023 ADOPTED	FY 2024 PRELIMINARY	Variance
NONDEPARTMENTAL	General Fund	GENERAL GOVERNMENT	1000	General Fund	27,922,585	23,452,826	25,637,760	27,585,612	1,947,852
	<b>General Fund Total</b>				<b>27,922,585</b>	<b>23,452,826</b>	<b>25,637,760</b>	<b>27,585,612</b>	<b>1,947,852</b>
	Non-General Fund	DEBT SERVICE	1100	Debt Service	110,453,495	111,077,741	122,714,316	120,879,900	(1,834,416)
			1110	Debt Service Plaza Theater	1,206,250	1,211,250	1,203,750	1,204,250	500
		SPECIAL REVENUE	2303	TRZ #2	5,436,072	4,883,044	6,484,049	7,856,473	1,372,424
			2304	TRZ #3	804,681	848,494	1,178,436	1,407,215	228,779
			2305	Environmental Fee	1,325,467	1,325,467	1,325,467	1,325,467	-
			2321	Destination El Paso-CVB	7,586,415	8,176,000	8,476,000	9,807,000	1,331,000
			2322	1% PEG CABLE FEE	720,000	720,000	720,000	720,000	-
			2357	TIRZ 6 Medical Centers of America			25,672	183,982	158,310
			2358	TIRZ 7 Northgate	10,729	12,284	12,491	23,566	11,075
			2360	TIRZ#9 Eastside Sports Complex	383,169	771,037	1,250,440	1,657,468	407,028
			2361	TIRZ 10 Water Tank Site	10,727	10,862	16,605	24,636	8,031
			2362	TIRZ 10A Water Tank Expansion	378,626	541,542	769,209	1,120,805	351,595
			2366	TIRZ #13 Northeast Parkway	63,596	76,739	75,563	92,650	17,087
	2367	TIRZ 14 Airport			22,949	65,992	43,043		
	2534	Motor Vehicle Rental Tax	2,700,000	2,700,000	2,700,000	2,700,000	-		
	<b>Non-General Fund Total</b>				<b>131,079,228</b>	<b>132,354,459</b>	<b>146,974,947</b>	<b>149,069,404</b>	<b>2,094,458</b>
	OFFICE OF THE COMPTROLLER	General Fund	GENERAL GOVERNMENT	1000	General Fund	2,711,287	2,969,707	3,241,823	3,447,858
<b>General Fund Total</b>				<b>2,711,287</b>	<b>2,969,707</b>	<b>3,241,823</b>	<b>3,447,858</b>	<b>206,035</b>	
Non-General Fund		CAPITAL PROJECTS	4930	Capital Projects-Internal	70,000	71,789	89,608	102,662	13,054
<b>Non-General Fund Total</b>				<b>70,000</b>	<b>71,789</b>	<b>89,608</b>	<b>102,662</b>	<b>13,054</b>	
PURCHASING AND STRATEGIC SOURCING	General Fund	GENERAL GOVERNMENT	1000	General Fund	1,534,502	1,743,811	1,855,844	2,044,665	188,822
	<b>General Fund Total</b>				<b>1,534,502</b>	<b>1,743,811</b>	<b>1,855,844</b>	<b>2,044,665</b>	<b>188,822</b>
TAX	Non-General Fund	ENTERPRISE	3700	Tax Office Enterprise Fund	2,176,237	2,330,540	2,324,297	2,614,462	290,165
	<b>Non-General Fund Total</b>				<b>2,176,237</b>	<b>2,330,540</b>	<b>2,324,297</b>	<b>2,614,462</b>	<b>290,165</b>
<b>GOAL TEAM TOTAL</b>					<b>246,159,238</b>	<b>244,425,828</b>	<b>268,827,774</b>	<b>277,964,887</b>	<b>9,137,113</b>



# Source of funds – Goal 7

DEPARTMENT	FUND GROUP	REPORTING GROUP	FUND	FUND DESCRIPTION	FY 2021 ADOPTED	FY 2022 ADOPTED	FY 2023 ADOPTED	FY 2024 PRELIMINARY	Variance
CAPITAL IMPROVEMENT DEPARTMENT	General Fund	GENERAL GOVERNMENT	1000	General Fund	6,128,199	6,915,552	6,872,182	7,611,562	739,380
	General Fund Total				6,128,199	6,915,552	6,872,182	7,611,562	739,380
	Non-General Fund	SPECIAL REVENUE	2305	Environmental Fee	80,443	78,724	79,694	88,288	8,594
	Non-General Fund Total				80,443	78,724	79,694	88,288	8,594
STREETS AND MAINTENANCE	General Fund	GENERAL GOVERNMENT	1000	General Fund	35,663,886	45,652,341	47,810,899	55,767,529	7,956,630
	General Fund Total				35,663,886	45,652,341	47,810,899	55,767,529	7,956,630
	Non-General Fund	CAPITAL PROJECTS	4930	Capital Projects-Internal	-	1,000,000	2,500,000	3,750,000	1,250,000
		SPECIAL REVENUE	2305	Environmental Fee	6,338,655	6,661,580	6,886,637	1,953,486	(4,933,150)
			2560	Street Maintenance	3,000,000	14,165,489	10,000,000	10,031,316	31,316
	INTERNAL SERVICE	3600	Supply Support Fund	16,902,000	17,513,610	17,213,610	17,426,212	212,602	
Non-General Fund Total				26,240,655	39,340,678	36,600,247	33,161,015	(3,439,232)	
SUN METRO	Non-General Fund	ENTERPRISE	3200	Sun Metro General Operations	56,541,688	57,215,000	60,951,000	78,912,090	17,961,090
			3210	Sun Metro Grants	2,396,542	6,280,132	20,105,262		(20,105,262)
			3215	FTA Subsidy	12,000,000	8,033,019	9,844,188	23,638,071	13,793,883
			3250	Sun Metro Capital		-	2,265,000	8,477,000	6,212,000
	Non-General Fund Total				70,938,230	71,528,151	93,165,450	111,027,161	17,861,711
GOAL TEAM TOTAL					139,051,413	163,515,447	184,528,472	207,655,555	23,127,083

# Source of funds – Goal 8

DEPARTMENT	FUND GROUP	REPORTING GROUP	FUND	FUND DESCRIPTION	FY 2021 ADOPTED	FY 2022 ADOPTED	FY 2023 ADOPTED	FY 2024 PRELIMINARY	Variance
ANIMAL SERVICES	Non-General Fund	SPECIAL REVENUE	2580	Animal Services	8,859,029	8,999,999	9,396,883	11,933,474	2,536,591
			2582	Animal Services Grants	-	25,000	25,000		(25,000)
	<b>Non-General Fund Total</b>				<b>8,859,029</b>	<b>9,024,999</b>	<b>9,421,883</b>	<b>11,933,474</b>	<b>2,511,591</b>
COMMUNITY AND HUMAN DEVELOPMENT	General Fund	GENERAL GOVERNMENT	1000	General Fund	911,708	945,421	1,462,977	2,037,178	574,200
	<b>General Fund Total</b>				<b>911,708</b>	<b>945,421</b>	<b>1,462,977</b>	<b>2,037,178</b>	<b>574,200</b>
	Non-General Fund	CDBG	2010	CD Empowerment Zone	519,505	519,505	519,505	519,505	(0)
			2020	CD Emergency Shelter Grant	551,646	544,716	548,484	540,889	(7,595)
			2030	CD Home Program	4,403,143	4,431,084	4,357,125	4,962,143	605,018
			2032	CD CDBG RLF	500,000	500,000	500,000	500,000	0
			2400	HUD CDBG Block Grant	6,301,114	6,269,895	6,338,545	6,536,718	198,173
			2430	HUD-Foster Grandparents Prog	5,000	5,000	5,000	5,316	316
	2440	HUD-RSVP	34,976	32,469	32,469	32,785	316		
		SPECIAL REVENUE	2040	Seymour Foundation Awards	483,738	484,430	484,430	463,823	(20,607)
<b>Non-General Fund Total</b>				<b>12,799,122</b>	<b>12,787,098</b>	<b>12,785,558</b>	<b>13,561,180</b>	<b>775,622</b>	
ENVIRONMENTAL SERVICES	Non-General Fund	SPECIAL REVENUE	2305	Environmental Fee	4,735,933	3,808,911	3,810,423	10,970,483	7,160,060
		ENTERPRISE	3100	Environmental Services	67,870,696	73,397,186	76,793,854	104,555,702	27,761,847
			3105	ESD-Landfill Closure Fund	2,000,000	-	-	-	-
			3110	Environmental Services-Grants	644,702	693,699	791,043	718,010	(73,033)
			3150	Environmental Services-Capital	10,940,750	14,763,450	15,023,000	33,922,000	18,899,000
<b>Non-General Fund Total</b>				<b>86,192,081</b>	<b>92,663,246</b>	<b>96,418,320</b>	<b>150,166,194</b>	<b>53,747,874</b>	
PUBLIC HEALTH	General Fund	GENERAL GOVERNMENT	1000	General Fund	6,585,140	6,809,247	6,841,233	7,673,941	832,707
	<b>General Fund Total</b>				<b>6,585,140</b>	<b>6,809,247</b>	<b>6,841,233</b>	<b>7,673,941</b>	<b>832,707</b>
	Non-General Fund	SPECIAL REVENUE	2140	Public Health Grants	11,053,483	11,053,537	12,151,632	10,972,986	(1,178,646)
	<b>Non-General Fund Total</b>				<b>11,053,483</b>	<b>11,053,537</b>	<b>12,151,632</b>	<b>10,972,986</b>	<b>(1,178,646)</b>
<b>GOAL TEAM TOTAL</b>					<b>126,400,564</b>	<b>133,283,549</b>	<b>139,081,604</b>	<b>196,344,953</b>	<b>57,263,349</b>