



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

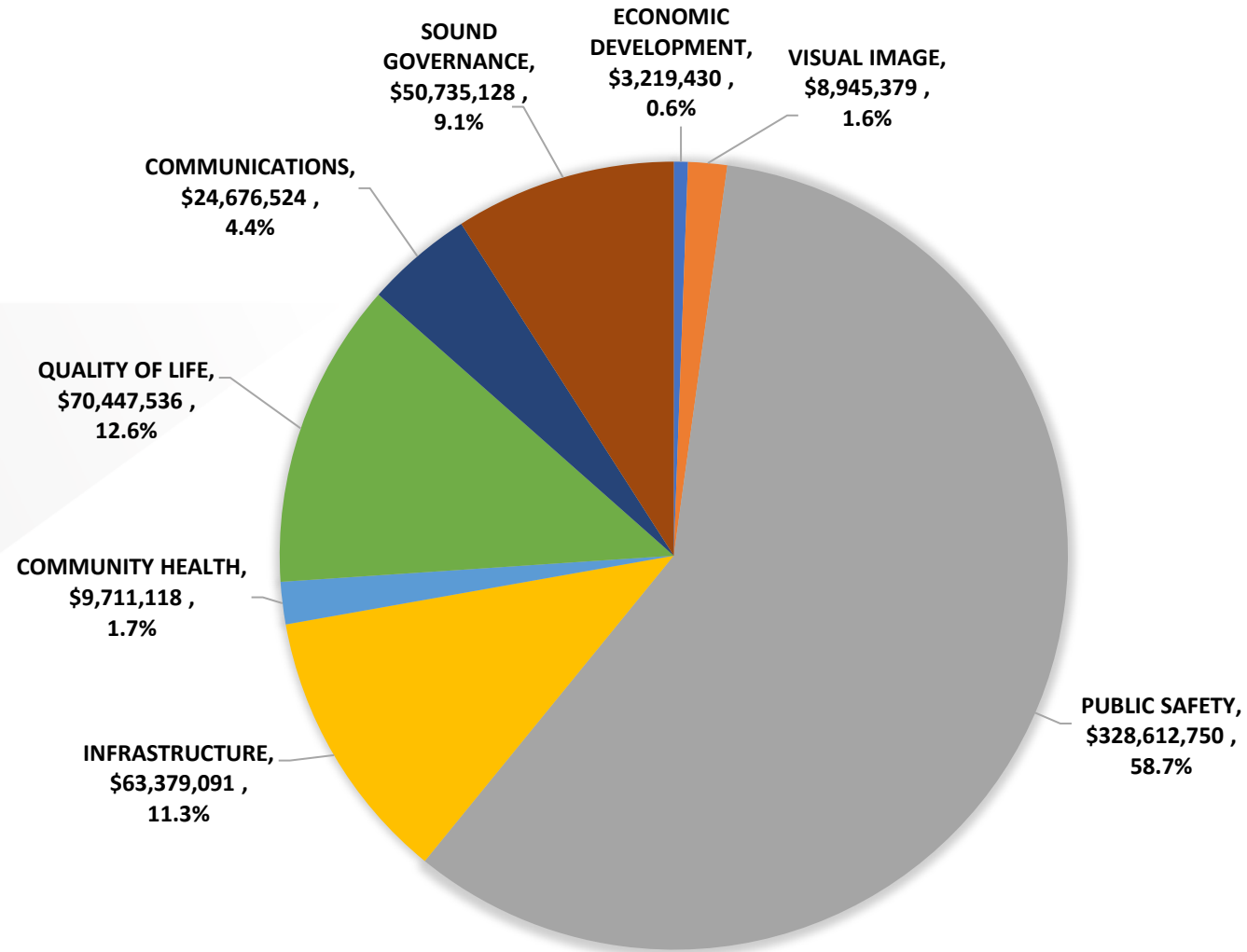
Budget Development Approach

- 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

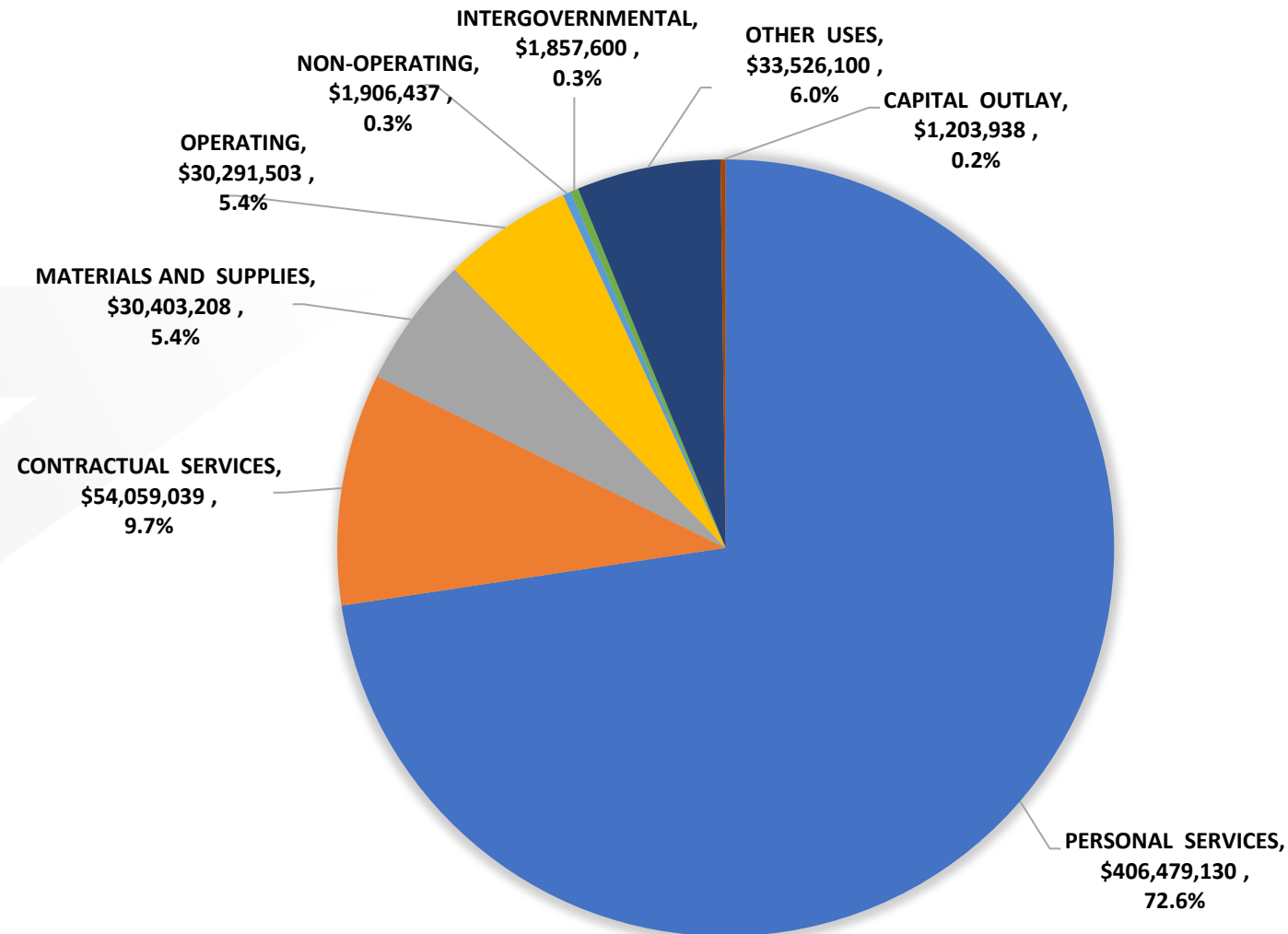
Budget Development Approach

- 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

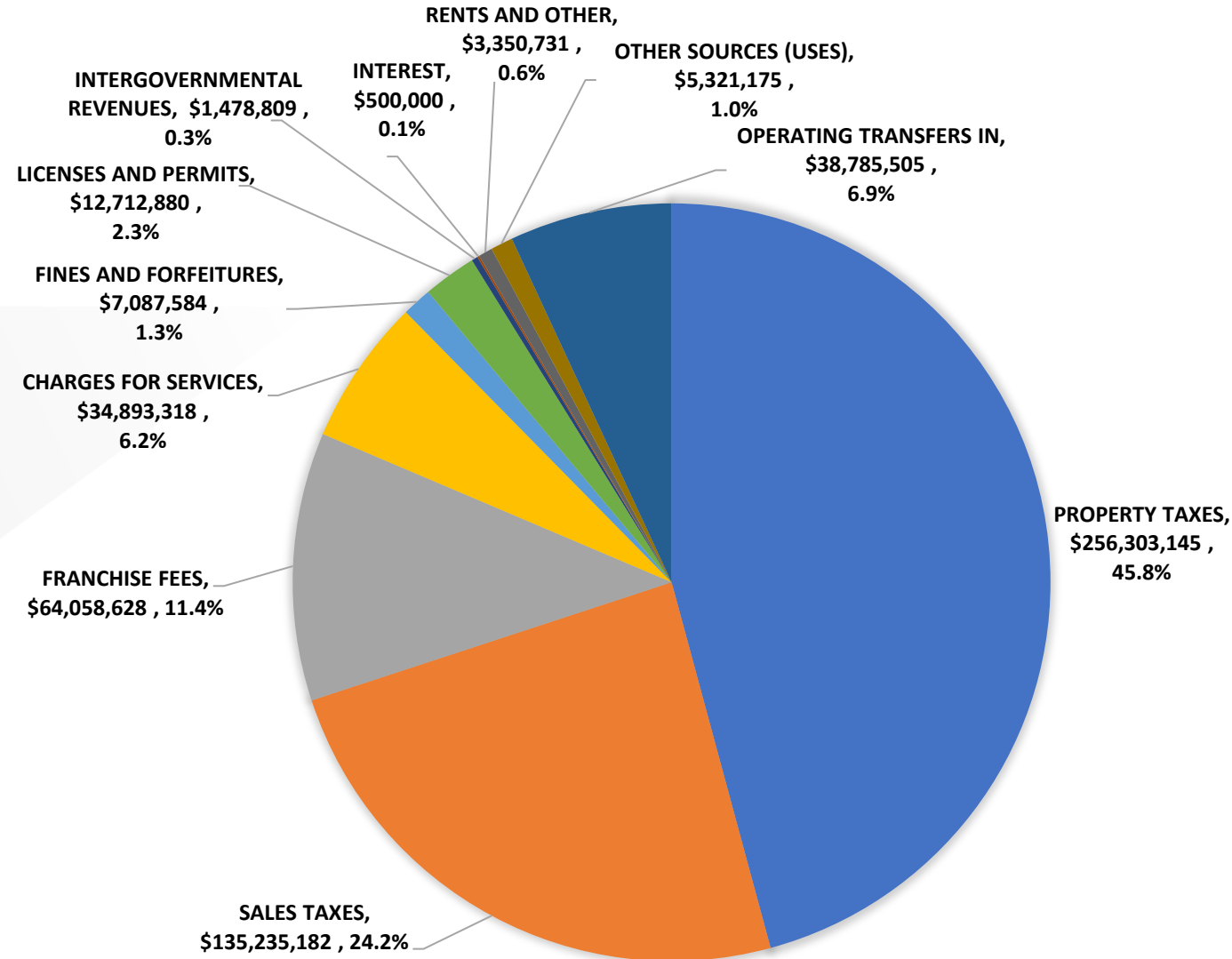
FY 2023/24 General Fund by Strategic Goal



FY 2023/24 General Fund by Category



FY 2023/24 General Fund Revenue by Category



FY 2024 Preliminary General Fund Budget By Department

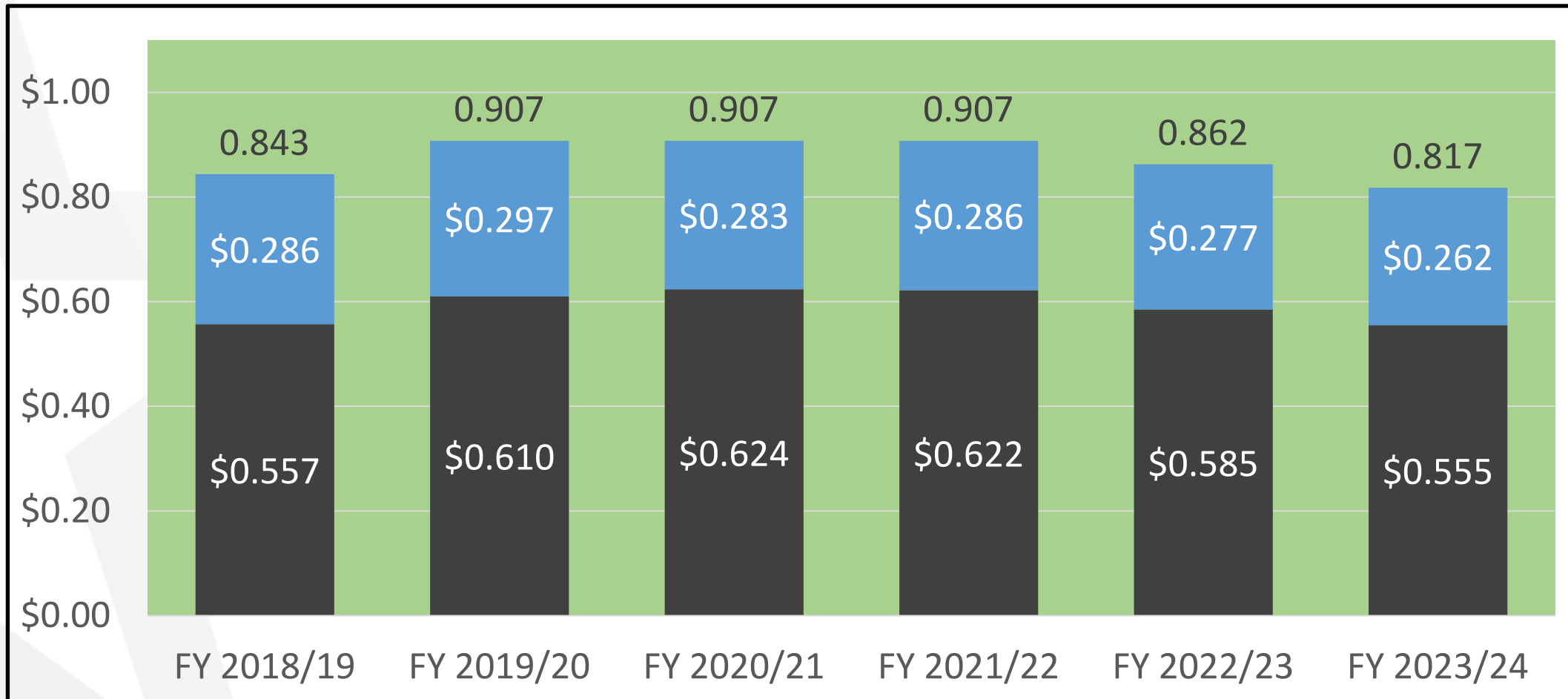
| Departments | FY 2023 | FY 2024 | Variance |
|-----------------------------------|-------------|-------------|------------|
| | Adopted | Preliminary | |
| CAPITAL IMPROVEMENT DEPARTMENT | 6,872,182 | 7,611,562 | 739,380 |
| CITY ATTORNEY | 4,917,866 | 6,089,120 | 1,171,253 |
| CITY CLERK | 1,315,254 | 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 |
| Total Expenditures | 512,751,272 | 559,726,957 | 46,975,685 |



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 |
| Total Expenditures | 1,171,086,079 | 1,303,580,025 | 132,493,947 |

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

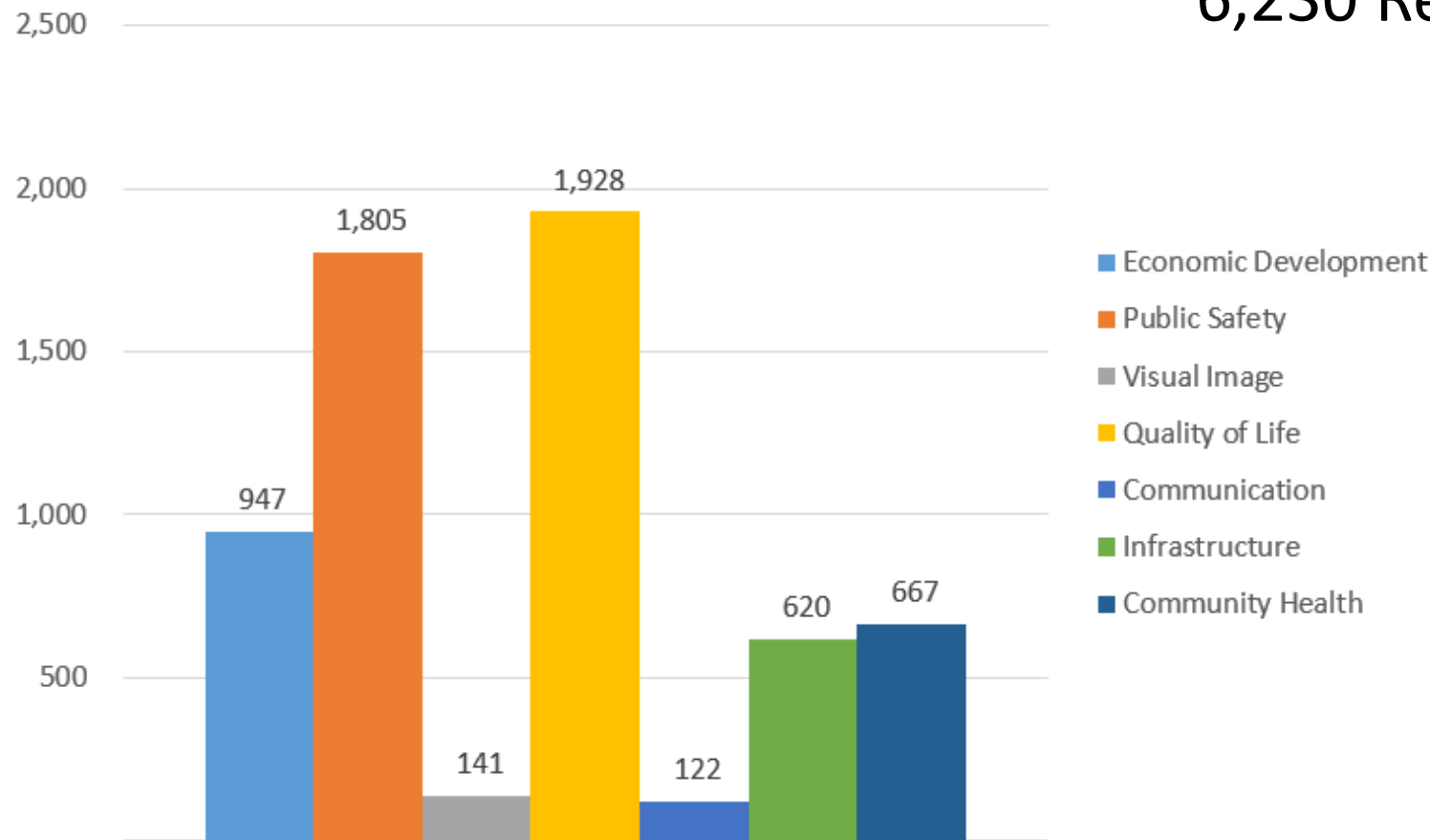


* FY 2023/24 Tax Rate is based on preliminary reports provided by the Central Appraisal District

Chime In Budget Survey Responses

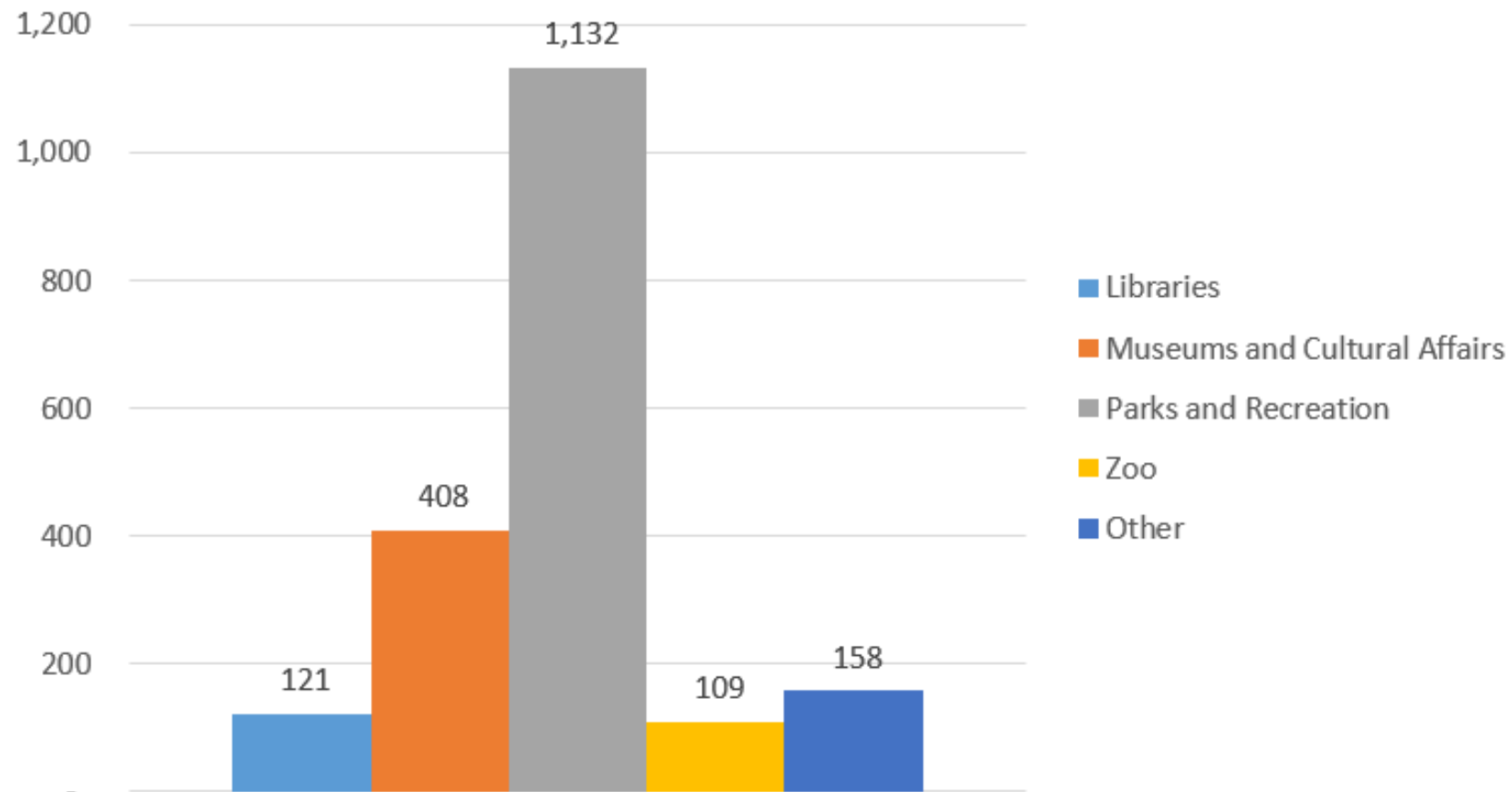
What is your top priority?

6,230 Responses



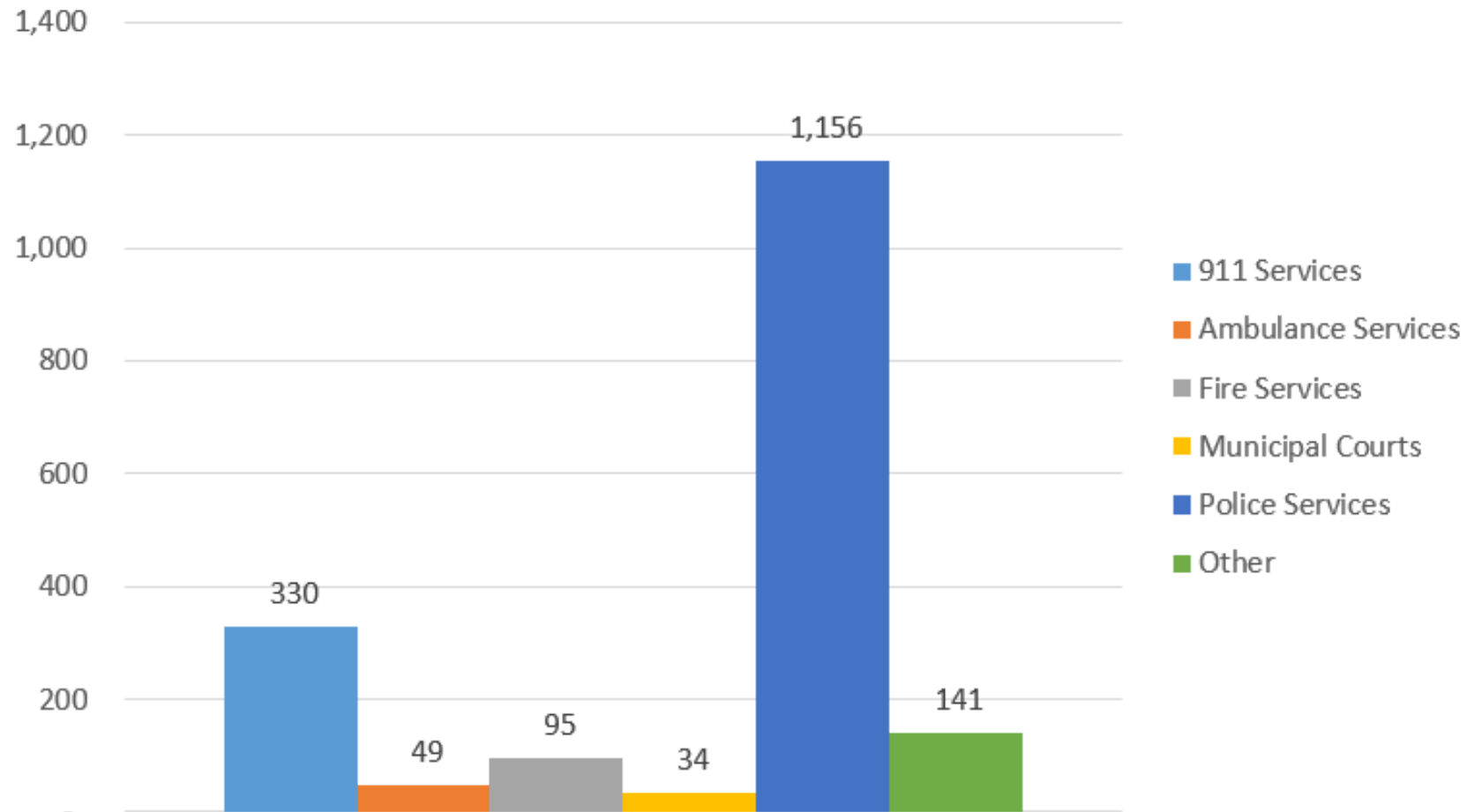
Chime In Budget Survey Responses

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



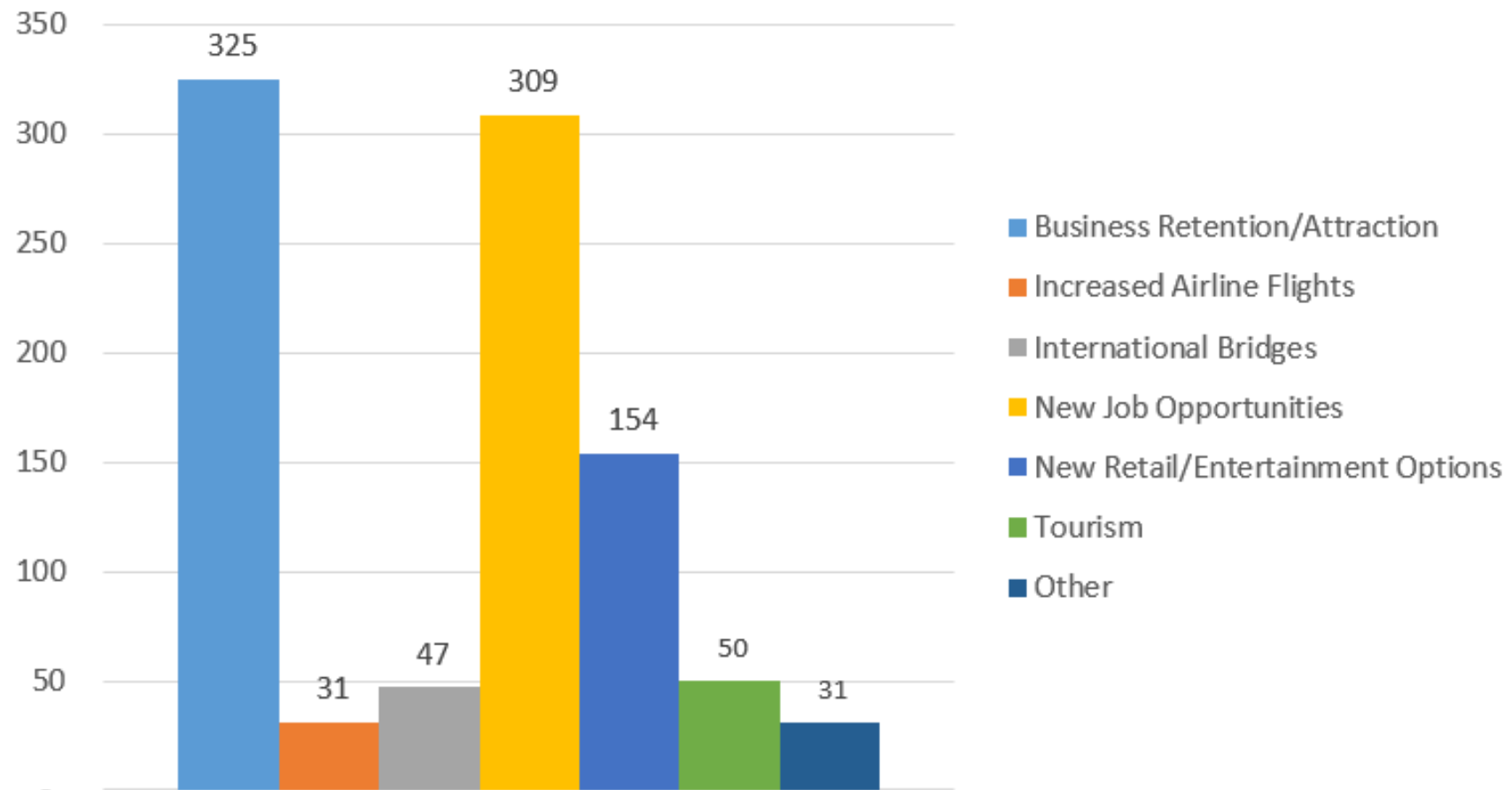
Chime In Budget Survey Responses

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

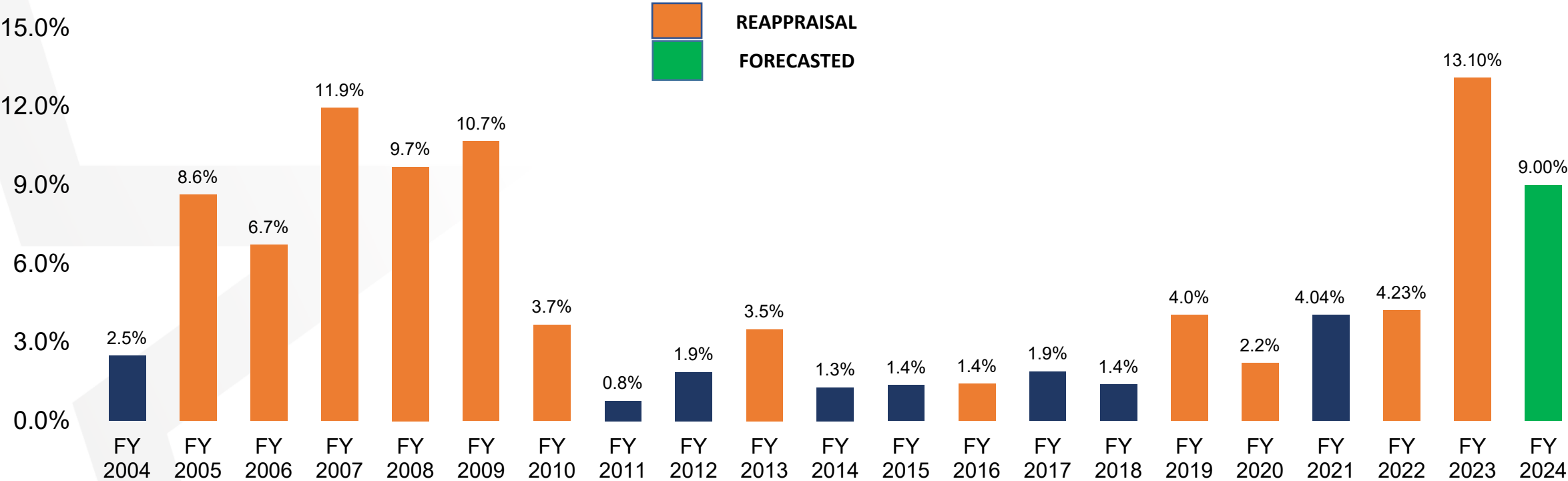
- Revenue by category
- Property tax information
- Sales tax information
- Major Variance – FY 2024 vs FY 2025

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% |
| TOTAL REVENUES | 476,230,863 | 512,751,272 | 559,726,956 | 46,975,685 | 9% |

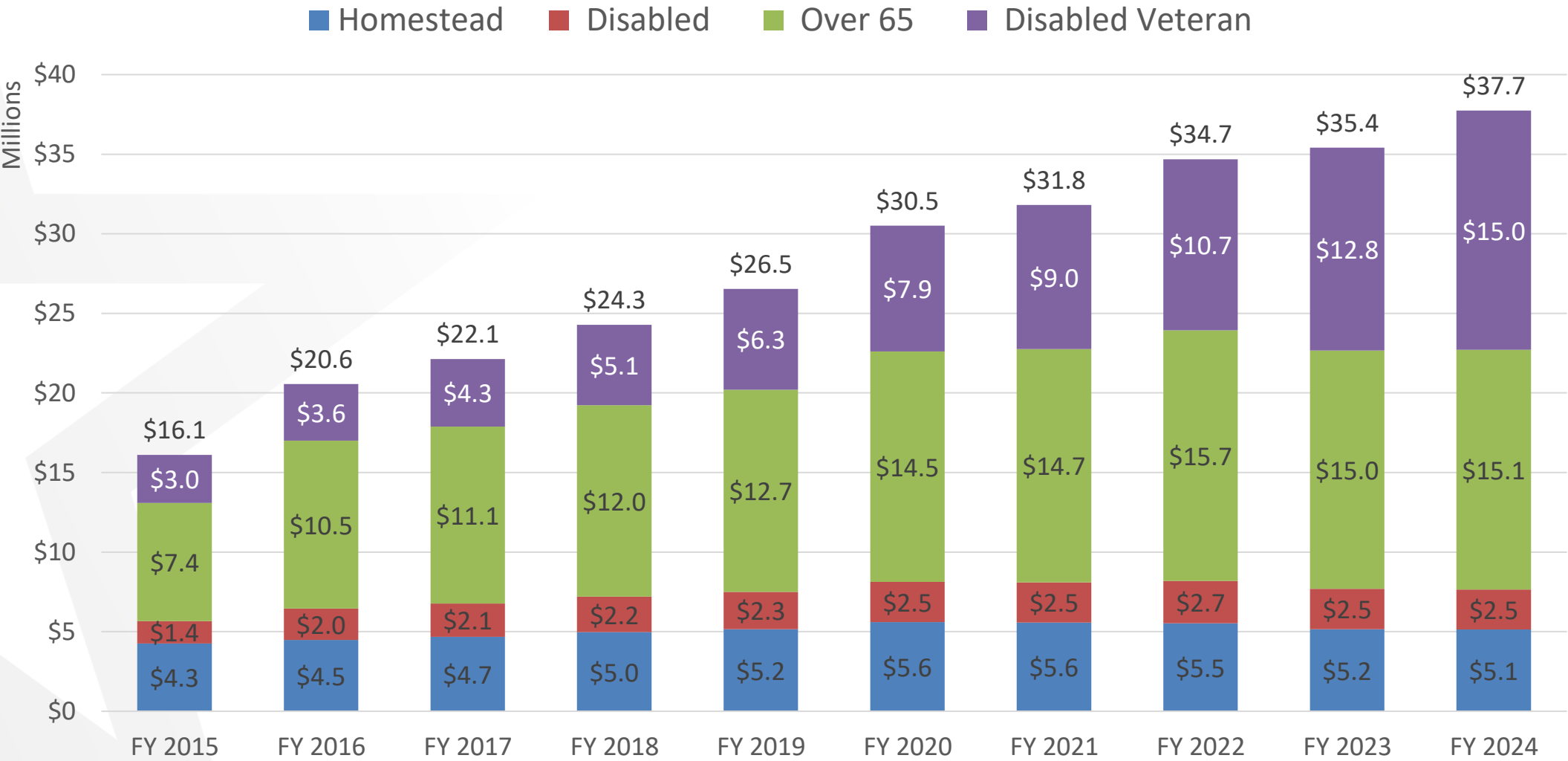
- Property taxes – assumes 9% increase in taxable values and reduction of 4.4 cents to the O&M rate
- Sales taxes – assumes 20% increase from the adopted budget. Current year is up 4.3% through first eight months
- Franchise fees - to align with EPWater and El Paso Electric actuals reflects an increase 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

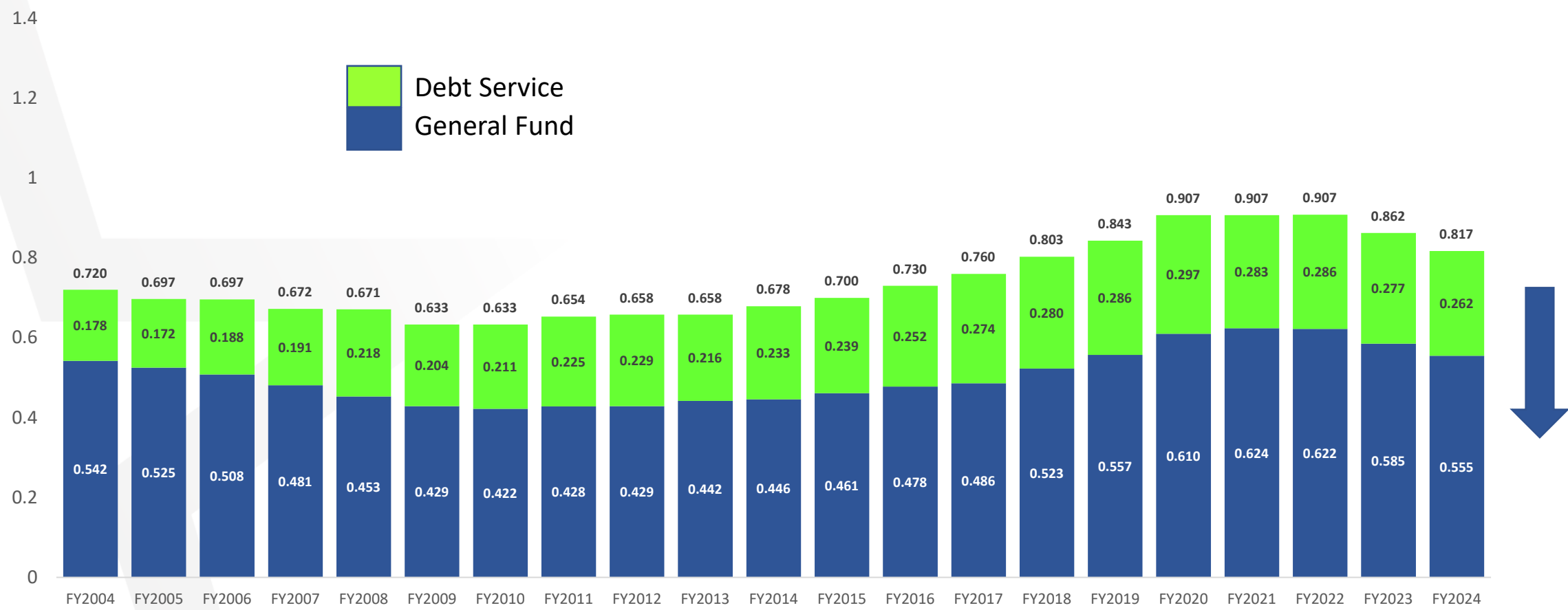


*FY 2024 is estimated based on preliminary taxable values. Certified appraisal roll will be received July 25, 2023.

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 |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| 2303 TRZ #2 | 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 |
| 2304 TRZ #3 | 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 |
| 2302 TIRZ 5 | 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 |
| 2357 TIRZ 6 MEDICAL CTRS OF AMERICA | | | | 2,976,811 | 5,332,871 | 5,652,843 | 5,992,014 | 6,351,534 | 6,732,626 |
| 2358 TIRZ 7 NORTHGATE | | 1,182,556 | 1,353,884 | 1,448,360 | 1,526,499 | 1,621,141 | 1,721,652 | 1,828,395 | 1,941,755 |
| 2360 TIRZ 9 Eastside Sports Complex | 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 |
| 2361 TIRZ 10 WATER TANK SITE | 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 |
| 2362 TIRZ 10A WATER TNK EXPANSION | 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 |
| 2366 TIRZ 13 NORTHEAST PARKWAY | 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 |
| 2367 TIRZ 14 AIRPORT | | | | 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

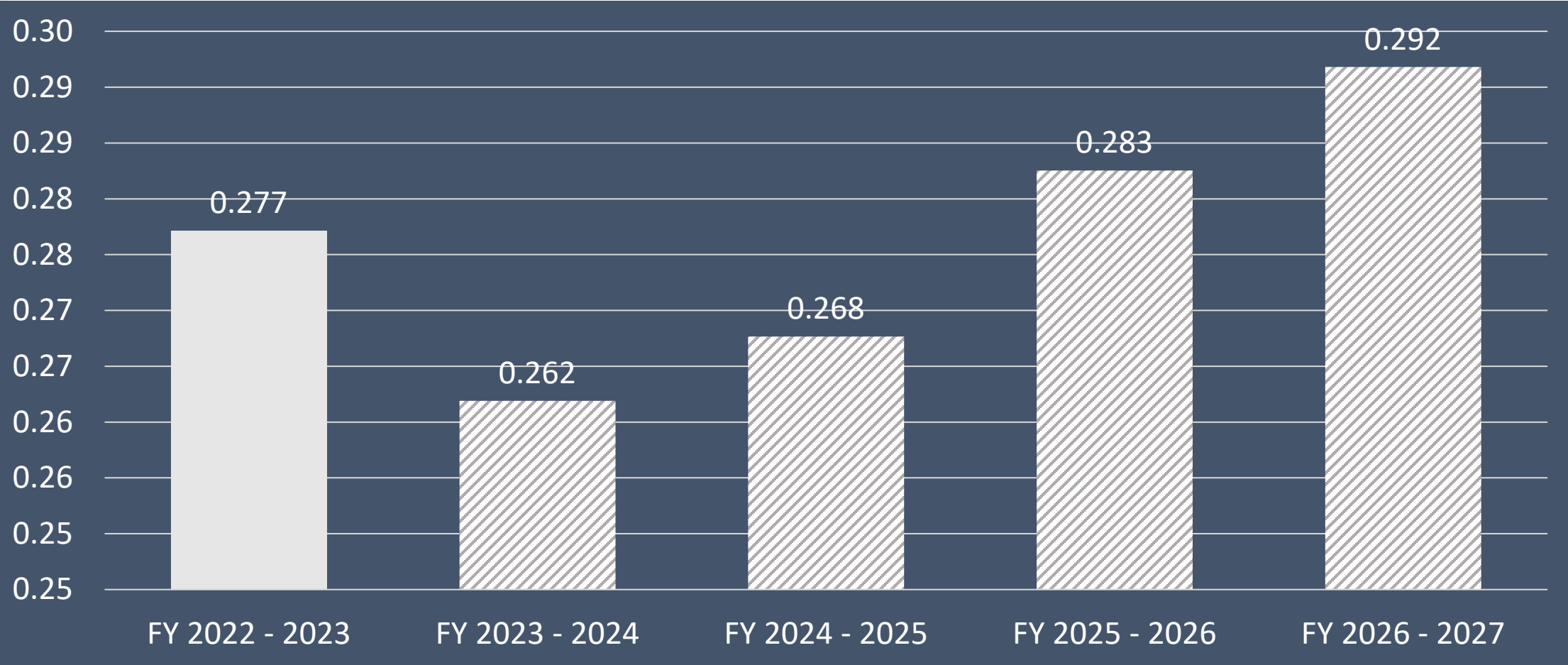
| Capital Plan | Approval Date | Authorized | Debt Amount Issued | Pending Debt To Be Issued | Encumbered* | YTD Expenses* | Available Cash |
|------------------------------|---------------|------------------------|----------------------|---------------------------|---------------------|----------------------|----------------------|
| 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 |
| Total | | \$1,158,852,650 | \$558,191,564 | \$600,661,286 | \$50,659,129 | \$329,467,397 | \$178,065,038 |

*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 |
| Total | | \$0 | \$135,000,000 | \$175,000,000 | \$138,455,636 |

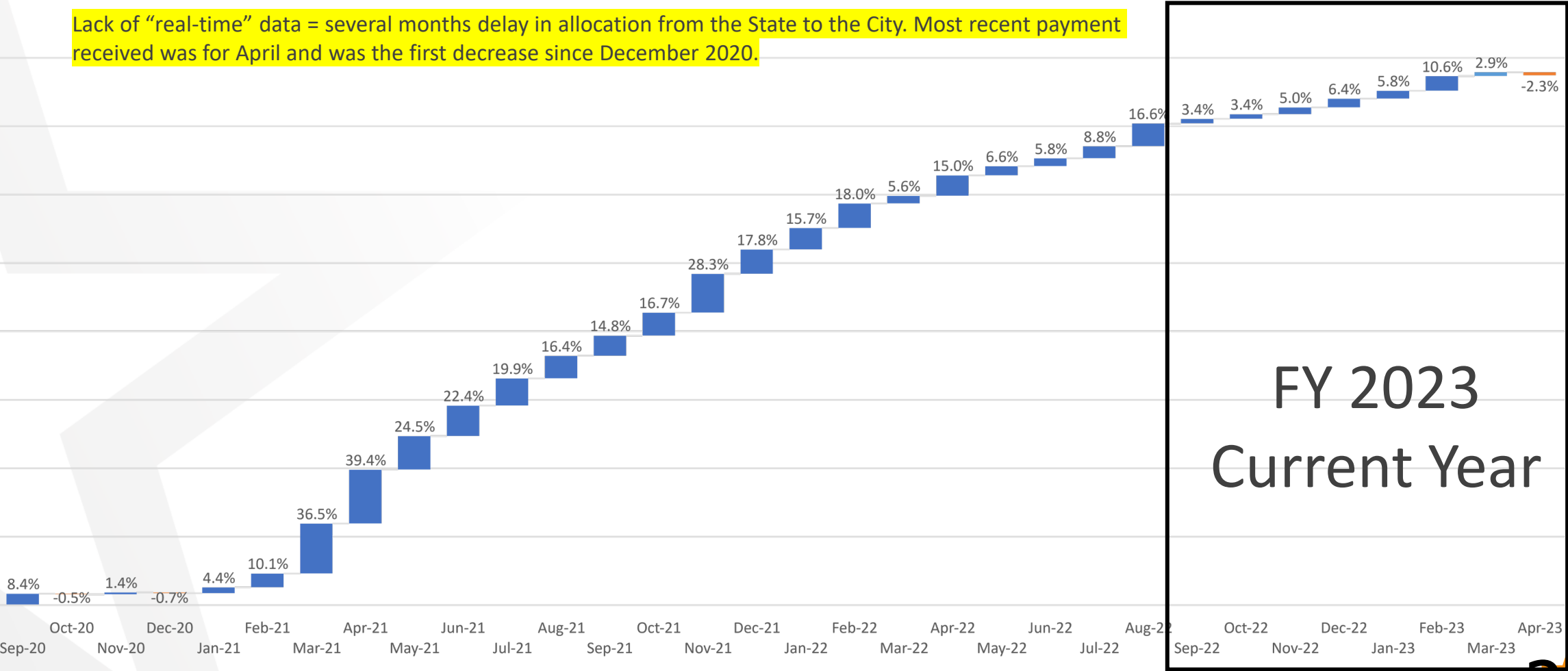
Debt Service Property Tax Rate



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.



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 | | | |
| TOTAL | 97,597,554 | 111,621,361 | 126,867,380 | 87,696,825 | 3,611,846 | 4.3% |

City Sales Tax Collections

2nd Quarter Projections

Sales Tax Performance

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

Franchise Fees

2nd Quarter Projections

Franchise Fee Performance

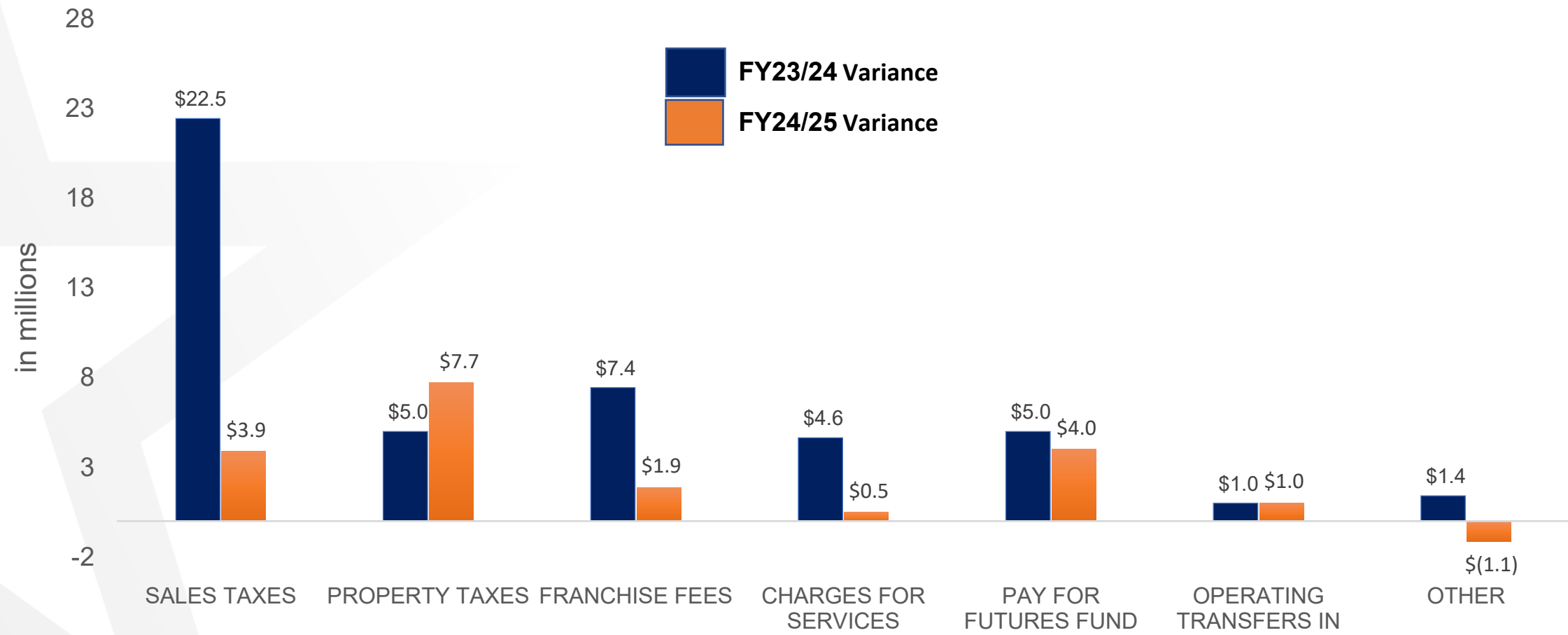
| | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | FY 2023 Projected | FY 2024 Preliminary |
|---------------------|--------------|---------------|--------------|--------------|--------------|----------------------|------------------------|
| Annual Total | \$53,828,946 | \$50,463,842 | \$50,281,692 | \$52,860,037 | \$60,832,015 | \$62,010,400 | \$64,058,628 |
| \$ Change | (\$229,901) | (\$3,365,103) | (\$182,150) | \$2,578,345 | \$7,971,978 | \$1,178,385 | \$2,048,228 |
| % Change | -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 |
| Total | \$ 44,103,698 | \$ 38,027,741 | \$ 41,800,000 | \$ 48,103,285 | \$ 55,894,137 | \$ 7,790,851 |

Major Revenue Variances

FY 2023/24 vs FY 2024/25





FY 2024 Preliminary Budget Vision Block, Goal, Department

- 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 |
| TOTAL CITY | \$ 559,726,957 | \$ 13,147,995 | \$ 122,084,150 | \$ 16,402,662 | \$ 150,069,830 | \$ 349,409,627 | \$ 92,738,804 | \$ 1,303,580,025 |

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 |
| | VISION BLOCK TOTAL | 11,563,954 | 12,164,810 | 600,855 |
| 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 |
| | VISION BLOCK TOTAL | 368,641,546 | 401,702,960 | 33,061,414 |
| ERCEO | GOAL 4: QUALITY OF LIFE | 63,477,805 | 70,447,536 | 6,969,731 |
| | VISION BLOCK TOTAL | 63,477,805 | 70,447,536 | 6,969,731 |
| 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 |
| | VISION BLOCK TOTAL | 69,067,967 | 75,411,652 | 6,343,684 |
| TOAL GENERAL FUND | | 512,751,272 | 559,726,957 | 46,975,685 |

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% |
| TOTAL EXPENDITURES | 512,751,272 | 559,726,957 | 46,975,685 | 9% |

*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 |
| Subtotal | \$47.0 million |

FY 2024 Preliminary **\$559.7 million**

Investment in Our Workforce

Civilian Compensation Increases

| GENERAL FUND | | FY 2024 | | |
|-----------------------------------|-------|-------------|-------------|-------------|
| <i>Salary Plan</i> | | September | March | Total |
| 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 |
| Salary Increase | | 5,769,051 | 962,987 | 6,732,038 |
| Total Increase including benefits | | \$7,211,964 | \$1,204,059 | \$8,416,023 |

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 |
| | ECONOMIC DEVELOPMENT TOTAL | | 161,992,643 | 150,734,759 | 132,556,388 | 143,985,094 | 11,428,707 |
| | Goal 3 | PLANNING AND INSPECTIONS | 39,816 | 1,000,959 | 1,068,226 | 1,144,183 | 75,957 |
| | VISUAL IMAGE TOTAL | | 39,816 | 1,000,959 | 1,068,226 | 1,144,183 | 75,957 |
| | VISION BLOCK TOTAL | | 162,032,458 | 151,735,717 | 133,624,614 | 145,129,277 | 11,504,664 |

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 |
| | PUBLIC SAFETY TOTAL | | 280,720,887 | 286,530,406 | 305,654,254 | 328,612,750 | 22,958,496 |
| | 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 |
| | INFRASTRUCTURE TOTAL | | 44,176,144 | 52,444,761 | 54,683,081 | 63,379,091 | 8,696,010 |
| | 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 |
| | COMMUNITY HEALTH TOTAL | | 6,416,931 | 6,693,460 | 8,304,210 | 9,711,118 | 1,406,908 |
| | VISION BLOCK TOTAL | | 331,313,962 | 345,668,628 | 368,641,546 | 401,702,960 | 33,061,414 |

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) |
| | PUBLIC SAFETY TOTAL | | 67,627,434 | 44,865,237 | 34,059,808 | 32,644,759 | (1,415,050) |
| | 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 * |
| | INFRASTRUCTURE TOTAL | | 118,850,236 | 128,332,752 | 129,845,391 | 144,276,464 | 14,431,073 |
| | 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) |
| | COMMUNITY HEALTH TOTAL | | 144,597,682 | 140,539,653 | 130,777,393 | 186,633,834 | 55,856,441 |
| | VISION BLOCK TOTAL | | 331,075,352 | 313,737,642 | 294,682,592 | 363,555,057 | 68,872,464 |

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

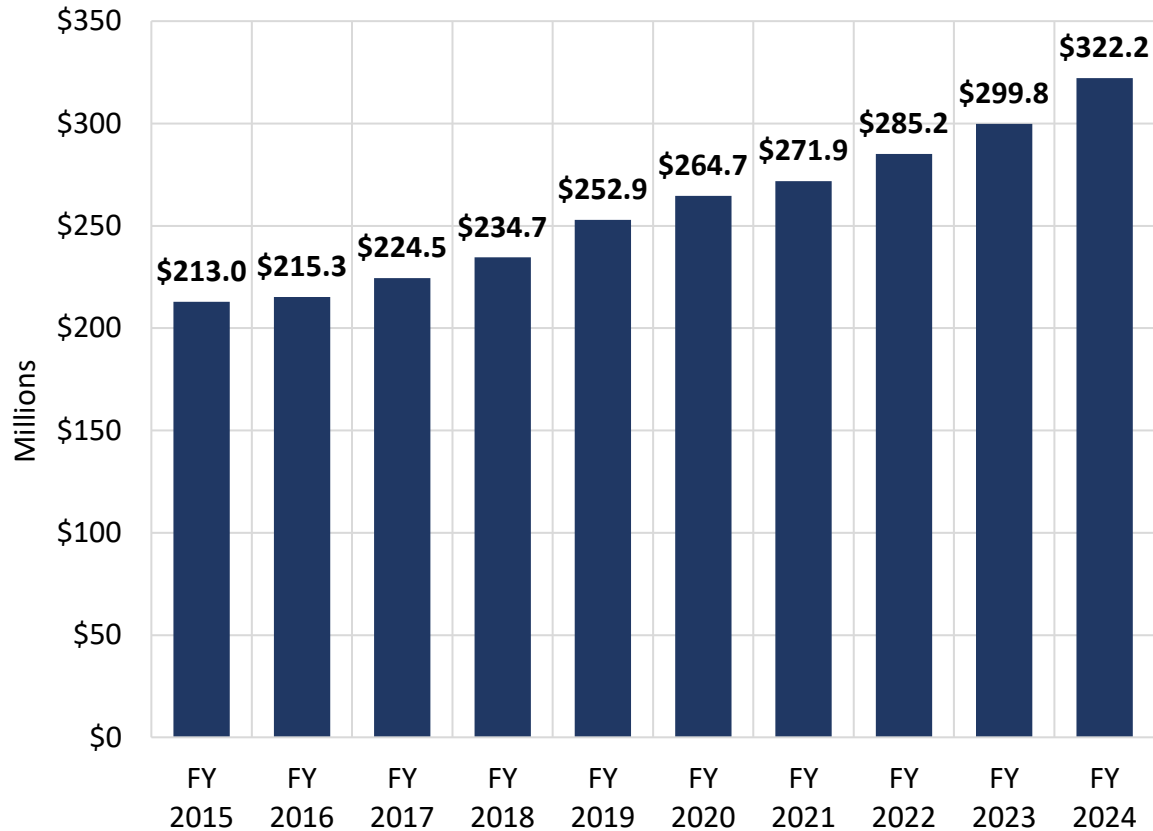
Variance Highlights

- 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

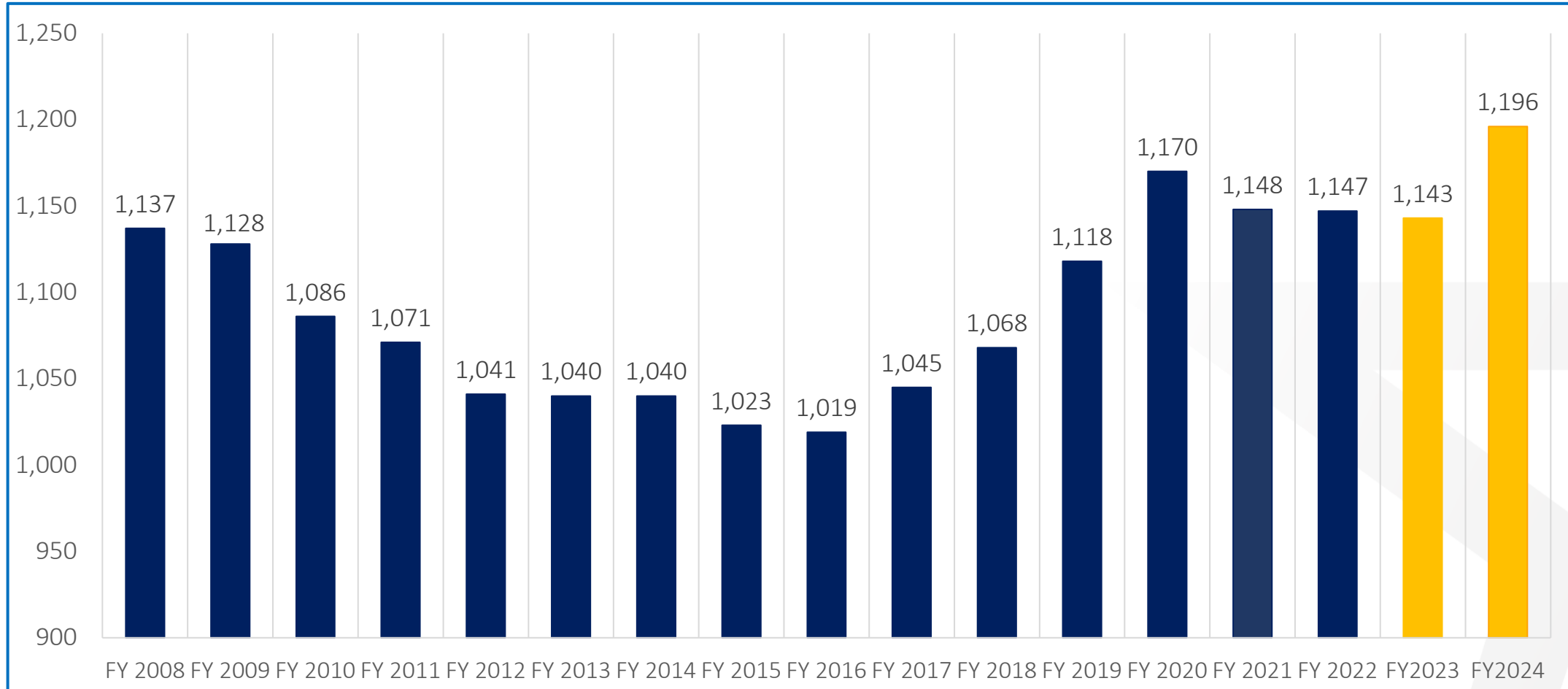
Fire 2022 - 2026:

- 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 |
| Net Growth | -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 |
| Net Growth | 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

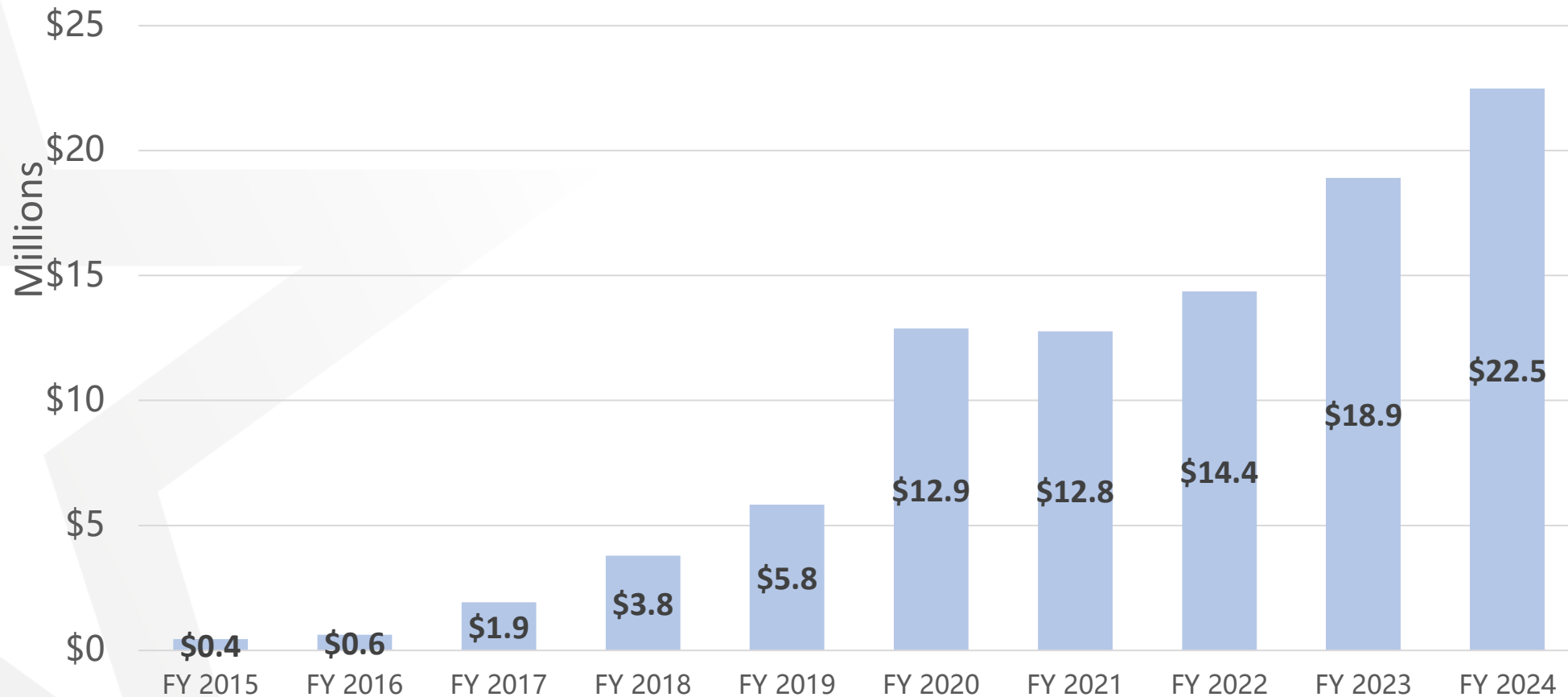


FY 2023/24 Budget Highlights – Quality of Life

- \$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 |
| | COMMUNICATIONS TOTAL | | 22,464,034 | 21,082,373 | 22,916,444 | 24,676,524 | 1,760,079 |
| | 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 |
| | SOUND GOVERNANCE TOTAL | | 52,509,316 | 98,917,580 | 46,151,523 | 50,735,128 | 4,583,605 |
| | VISION BLOCK TOTAL | | 74,973,350 | 119,999,954 | 69,067,967 | 75,411,652 | 6,343,684 |

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 | - | - | - |
| | COMMUNICATIONS TOTAL | | 1,869,004 | 1,390,941 | - | - | - |
| | 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 |
| | SOUND GOVERNANCE TOTAL | | 287,709,809 | 223,080,819 | 222,676,251 | 227,229,759 | 4,553,508 |
| | VISION BLOCK TOTAL | | 289,578,813 | 224,471,760 | 222,676,251 | 227,229,759 | 4,553,508 |

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 |
| | ECONOMIC DEVELOPMENT TOTAL | | 308.60 | 331.60 | 333.10 | 1.50 |
| | Goal 3 | PLANNING AND INSPECTIONS | 139.00 | 141.00 | 141.00 | - |
| | | VISUAL IMAGE TOTAL | 139.00 | 141.00 | 141.00 | - |
| | VISION BLOCK TOTAL | | 447.60 | 472.60 | 474.10 | 1.50 |
| 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 |
| | PUBLIC SAFETY TOTAL | | 3,224.05 | 3,237.05 | 3,149.45 | (87.60) |
| | 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) |
| | INFRASTRUCTURE TOTAL | | 1,242.75 | 1,238.25 | 1,144.50 | (93.75) |
| | 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) |
| | COMMUNITY HEALTH TOTAL | | 939.80 | 1,033.50 | 1,092.75 | 59.25 |
| | VISION BLOCK TOTAL | | 5,406.60 | 5,508.80 | 5,386.70 | (122.10) |

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) |
| | QUALITY OF LIFE TOTAL | | 906.69 | 928.37 | 955.98 | 27.61 |
| | VISION BLOCK TOTAL | | 906.69 | 928.37 | 955.98 | 27.61 |
| HIGH PERFORMING GOVERNMENT | Goal 5 | INFORMATION TECHNOLOGY | 82.00 | 91.00 | 95.00 | 4.00 |
| | COMMUNICATIONS TOTAL | | 82.00 | 91.00 | 95.00 | 4.00 |
| | Goal 6 | CITY ATTORNEY | 43.50 | 45.50 | 48.50 | 3.00 |
| | | CITY CLERK | 8.00 | 8.00 | 8.00 | - |
| | | 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 | - |
| | SOUND GOVERNANCE TOTAL | | 268.00 | 294.50 | 304.50 | 10.00 |
| | VISION BLOCK TOTAL | | 350.00 | 385.50 | 399.50 | 14.00 |
| TOTAL CITY | | | 7,110.89 | 7,295.27 | 7,216.28 | (78.99) |

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 |
| Grand Total | 7,216.28 | \$ 392,828,092 | 5,653.05 | \$ 335,299,642 | 1,563.23 | \$ 57,528,450 |

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 |
| Grand Total | 1,563.23 | \$ 57,528,450 | \$ 52,230 | \$ (26,462,012) | (585.92) | 977.47 |

All Funds Attrition by Department FY 2023 vs FY 2024

| FY 2024 Preliminary Budget | FY 2023 Unfunded (Attrition) | FY 2024 Unfunded (Attrition) |
|---------------------------------|------------------------------------|------------------------------------|
| Department | Dollars | Dollars |
| 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) |
| Grand Total | (\$31,145,889) | (\$26,462,012) |

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 th Council Item) | TBD |
| Total | | \$ 23,310,620 |

General Fund Reserves

| | FY2012 | FY2013 | FY2014 | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY 2021 | FY 2022 | Current |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|----------------------|
| Restricted | 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 |
| Unassigned | 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 |
| Assigned | 1,206,000 | 800,000 | | | | | | | | | | |
| Committed | 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 |
| Total General Fund Balance | \$38,903,776 | \$33,721,724 | \$26,569,351 | \$38,916,989 | \$40,696,371 | \$41,022,389 | \$39,433,186 | \$48,455,200 | \$67,831,045 | \$99,899,748 | \$148,753,194 | \$163,753,194 |
| 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 |

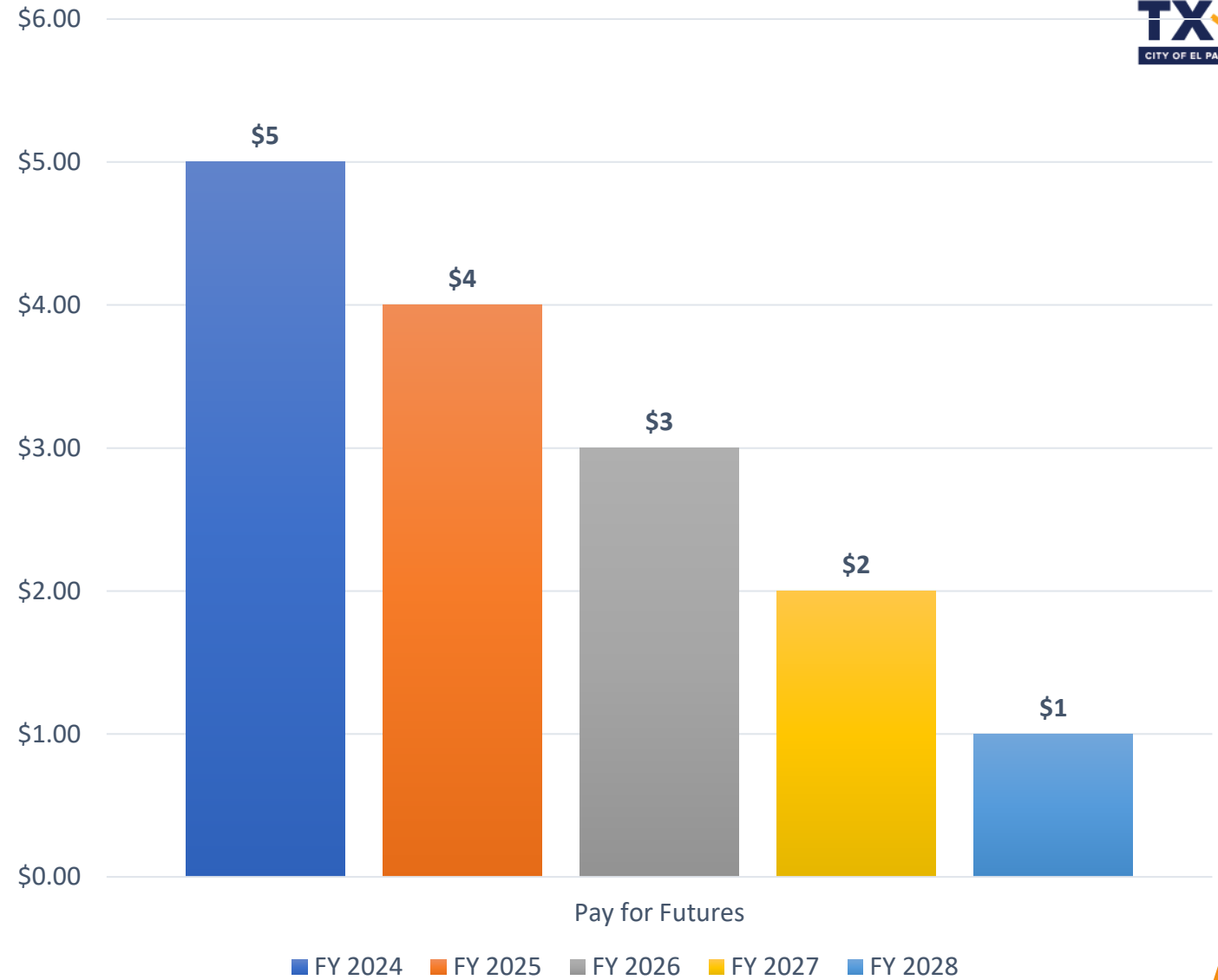
Restricted (cash reserve) - includes amounts that can be spent only for the specific purposes stipulated by the City Charter

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% |
| TOTAL REVENUES | 512,751,272 | 559,726,957 | 575,423,331 | 15,696,374 | 9% |
| EXPENDITURES BY CATEGORY | | | | | |
| 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% |
| TOTAL EXPENDITURES | 512,751,272 | 559,726,957 | 584,350,710 | 24,623,754 | 4% |
| Surplus/Deficit | | | | (8,927,380) | |

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

- 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,
Accountability, **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 | - |
| | Non-General Fund Total | | | | 52,093,848 | 54,710,596 | 63,583,662 | 68,471,308 | 4,887,645 |
| 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 |
| | Non-General Fund Total | | | | 13,185,415 | 19,474,944 | 19,770,288 | 23,369,648 | 3,599,360 |
| ECONOMIC DEVELOPMENT | General Fund | GENERAL GOVERNMENT | 1000 | General Fund | 1,826,045 | 1,961,689 | 3,201,468 | 3,219,430 | 17,962 |
| | General Fund Total | | | | 1,826,045 | 1,961,689 | 3,201,468 | 3,219,430 | 17,962 |
| | 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 | - |
| | Non-General Fund Total | | | | 14,043,408 | 25,378,351 | 22,844,416 | 24,043,154 | 1,198,738 |
| 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 |
| | Non-General Fund Total | | | | 23,770,246 | 21,850,856 | 26,358,021 | 28,100,985 | 1,742,964 |
| GOAL TEAM TOTAL | | | | | 104,918,963 | 123,376,437 | 135,757,856 | 147,204,525 | 11,446,668 |

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 |
| | General Fund Total | | | | 119,240,343 | 123,215,321 | 133,496,335 | 140,586,883 | 7,090,548 |
| | Non-General Fund | CAPITAL PROJECTS | 4932 | Fleet Replacement | - | 5,300,000 | 4,000,000 | 4,000,000 | - |
| | | SPECIAL REVENUE | 2141 | DSRIP Medicaid Waiver Program | 397,472 | - | - | 0 | 0 |
| | | | 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 | | | | - |
| | Non-General Fund Total | | | | 2,792,652 | 7,872,653 | 7,090,305 | 10,548,096 | 3,457,791 |
| MUNICIPAL COURT | General Fund | GENERAL GOVERNMENT | 1000 | General Fund | 5,193,888 | 5,346,895 | 5,862,214 | 6,370,086 | 507,872 |
| | General Fund Total | | | | 5,193,888 | 5,346,895 | 5,862,214 | 6,370,086 | 507,872 |
| | 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 |
| | | | Non-General Fund Total | | | | 655,389 | 686,264 | 1,015,573 |
| | POLICE | General Fund | GENERAL GOVERNMENT | 1000 | General Fund | 152,636,914 | 161,991,630 | 166,295,705 | 181,655,781 |
| General Fund Total | | | | 152,636,914 | 161,991,630 | 166,295,705 | 181,655,781 | 15,360,076 | |
| 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 | 304,456 |
| | | | 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) |
| Non-General Fund Total | | | | 12,792,015 | 15,033,557 | 25,953,931 | 21,106,063 | (4,847,868) | |
| GOAL TEAM TOTAL | | | | | 293,311,202 | 314,146,321 | 339,714,062 | 361,257,509 | 21,543,447 |

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 |
| | General Fund Total | | | | 8,994,799 | 9,021,338 | 9,392,753 | 10,439,109 | 1,046,357 |
| | Non-General Fund | SPECIAL REVENUE | 2329 | Libarary Donations | 190,500 | 142,875 | 157,496 | 211,893 | 54,398 |
| | | | 2740 | FFA-Library | 22,603 | - | - | | - |
| | Non-General Fund Total | | | | 213,103 | 142,875 | 157,496 | 211,893 | 54,398 |
| 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 |
| | General Fund Total | | | | 2,393,440 | 3,327,737 | 4,827,549 | 7,020,401 | 2,192,852 |
| | 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 |
| | Non-General Fund Total | | | | 1,334,709 | 1,264,104 | 1,270,996 | 1,621,723 | 350,728 |
| 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 |
| | General Fund Total | | | | 26,115,835 | 35,558,487 | 43,073,639 | 45,783,651 | 2,710,012 |
| | 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 | - |
| | Non-General Fund Total | | | | 1,993,200 | 2,205,000 | 3,145,000 | 3,145,000 | 0 |
| ZOO | General Fund | GENERAL GOVERNMENT | 1000 | General Fund | 5,230,432 | 5,521,712 | 6,183,863 | 7,204,374 | 1,020,511 |
| | General Fund Total | | | | 5,230,432 | 5,521,712 | 6,183,863 | 7,204,374 | 1,020,511 |
| | Non-General Fund | SPECIAL REVENUE | 3400 | Zoo Operations | 2,261,246 | 2,273,562 | 2,777,859 | 2,960,359 | 182,500 |
| | Non-General Fund Total | | | | 2,261,246 | 2,273,562 | 2,777,859 | 2,960,359 | 182,500 |
| GOAL TEAM TOTAL | | | | | 48,536,764 | 59,314,815 | 70,829,155 | 78,386,512 | 7,557,357 |

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 |
| | General Fund Total | | | | 3,845,153 | 4,593,071 | 4,917,866 | 6,089,120 | 1,171,253 |
| | 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 | | | |
| | Non-General Fund Total | | | | 72,425 | 80,280 | 65,243 | 50,638 | (14,605) |
| CITY CLERK | General Fund | GENERAL GOVERNMENT | 1000 | General Fund | 1,293,756 | 778,110 | 1,315,254 | 922,507 | (392,748) |
| | General Fund Total | | | | 1,293,756 | 778,110 | 1,315,254 | 922,507 | (392,748) |
| CITY MANAGER | General Fund | GENERAL GOVERNMENT | 1000 | General Fund | 2,876,099 | 2,989,074 | 3,089,473 | 3,220,658 | 131,185 |
| | General Fund Total | | | | 2,876,099 | 2,989,074 | 3,089,473 | 3,220,658 | 131,185 |
| HUMAN RESOURCES | General Fund | GENERAL GOVERNMENT | 1000 | General Fund | 2,184,186 | 2,577,080 | 2,989,834 | 4,041,014 | 1,051,180 |
| | General Fund Total | | | | 2,184,186 | 2,577,080 | 2,989,834 | 4,041,014 | 1,051,180 |
| | Non-General Fund | INTERNAL SERVICE | 3500 | Self Insurance Fund | 67,912,919 | 67,939,133 | 73,142,156 | 75,312,591 | 2,170,436 |
| | Non-General Fund Total | | | | 67,912,919 | 67,939,133 | 73,142,156 | 75,312,591 | 2,170,436 |
| INTERNAL AUDIT | General Fund | GENERAL GOVERNMENT | 1000 | General Fund | 808,203 | 796,251 | 905,122 | 1,061,620 | 156,498 |
| | General Fund Total | | | | 808,203 | 796,251 | 905,122 | 1,061,620 | 156,498 |
| MAYOR AND COUNCIL | General Fund | GENERAL GOVERNMENT | 1000 | General Fund | 1,592,657 | 1,669,697 | 2,198,547 | 2,322,075 | 123,528 |
| | General Fund Total | | | | 1,592,657 | 1,669,697 | 2,198,547 | 2,322,075 | 123,528 |
| | 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 | - |
| | Non-General Fund Total | | | | 80,000 | 80,000 | 80,000 | 80,000 | |

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 |
| | General Fund Total | | | | 27,922,585 | 23,452,826 | 25,637,760 | 27,585,612 | 1,947,852 |
| | 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 | - |
| | Non-General Fund Total | | | | 131,079,228 | 132,354,459 | 146,974,947 | 149,069,404 | 2,094,458 |
| OFFICE OF THE COMPTROLLER | General Fund | GENERAL GOVERNMENT | 1000 | General Fund | 2,711,287 | 2,969,707 | 3,241,823 | 3,447,858 | 206,035 |
| | General Fund Total | | | | 2,711,287 | 2,969,707 | 3,241,823 | 3,447,858 | 206,035 |
| | Non-General Fund | CAPITAL PROJECTS | 4930 | Capital Projects-Internal | 70,000 | 71,789 | 89,608 | 102,662 | 13,054 |
| | Non-General Fund Total | | | | 70,000 | 71,789 | 89,608 | 102,662 | 13,054 |
| 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 |
| | General Fund Total | | | | 1,534,502 | 1,743,811 | 1,855,844 | 2,044,665 | 188,822 |
| TAX | Non-General Fund | ENTERPRISE | 3700 | Tax Office Enterprise Fund | 2,176,237 | 2,330,540 | 2,324,297 | 2,614,462 | 290,165 |
| | Non-General Fund Total | | | | 2,176,237 | 2,330,540 | 2,324,297 | 2,614,462 | 290,165 |
| GOAL TEAM TOTAL | | | | | 246,159,238 | 244,425,828 | 268,827,774 | 277,964,887 | 9,137,113 |

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) |
| | Non-General Fund Total | | | | 8,859,029 | 9,024,999 | 9,421,883 | 11,933,474 | 2,511,591 |
| COMMUNITY AND HUMAN DEVELOPMENT | General Fund | GENERAL GOVERNMENT | 1000 | General Fund | 911,708 | 945,421 | 1,462,977 | 2,037,178 | 574,200 |
| | General Fund Total | | | | 911,708 | 945,421 | 1,462,977 | 2,037,178 | 574,200 |
| | 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) |
| | Non-General Fund Total | | | | 12,799,122 | 12,787,098 | 12,785,558 | 13,561,180 | 775,622 |
| 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 |
| | Non-General Fund Total | | | | 86,192,081 | 92,663,246 | 96,418,320 | 150,166,194 | 53,747,874 |
| PUBLIC HEALTH | General Fund | GENERAL GOVERNMENT | 1000 | General Fund | 6,585,140 | 6,809,247 | 6,841,233 | 7,673,941 | 832,707 |
| | General Fund Total | | | | 6,585,140 | 6,809,247 | 6,841,233 | 7,673,941 | 832,707 |
| | Non-General Fund | SPECIAL REVENUE | 2140 | Public Health Grants | 11,053,483 | 11,053,537 | 12,151,632 | 10,972,986 | (1,178,646) |
| | Non-General Fund Total | | | | 11,053,483 | 11,053,537 | 12,151,632 | 10,972,986 | (1,178,646) |
| GOAL TEAM TOTAL | | | | | 126,400,564 | 133,283,549 | 139,081,604 | 196,344,953 | 57,263,349 |