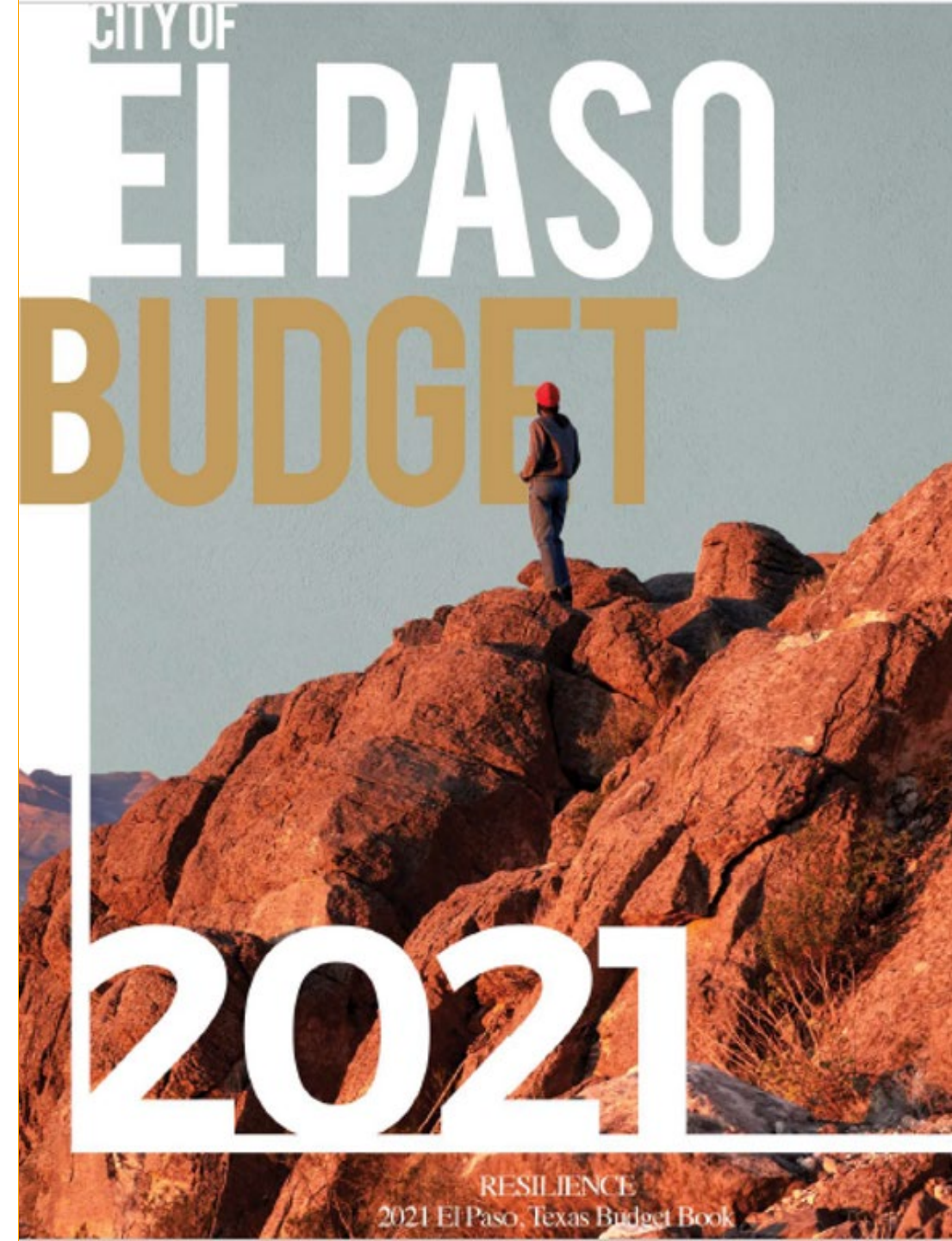


# Budget Update

Five Year Financial  
Forecast

Quality Of Life

Capital Projects



# Agenda

- Budget Challenges – limited revenue and deferred investments
- Recent progress addressing needs and priorities
- COVID-19 – health, economic, and financial impacts
- Looking forward
  - Prioritization of services (needs vs wants)
  - Multi-year phased approach to service recovery

# Limited Annual Revenue Growth

- Growth in revenue comes from two sources
  - Property taxes
    - Tax base – primarily residential, but recent strong growth in commercial
    - City and State discounts (exemptions) impact revenue growth
  - Sales taxes
    - Slow and steady growth, but not double digits like some Texas cities
    - Retail is largest sector and impacted by bridge crossing traffic
- Many factors impact growth, but regional economic development is key

# Limited Annual Revenue Growth

- Recently, revenue growth has been impacted by City and State actions
- Increased discounts (exemptions) for those over 65 or disabled
- State exemptions for disabled veterans and spouses (military communities disproportionately impacted)
- Senate Bill 1152 – impacted revenue generated from telecommunication franchises
- Red Light Camera – elimination of revenue source
- Median maintenance on State roads – City forced to takeover after defunding by State
- S.B. 2 – limiting property tax increases on local governments

# Decades of Deferred Investment

- Past practice: pre-strategic plan
  - No regular replacement cycles – streets, facilities, vehicles, etc.
  - No long-term plan to address City growth - need for new amenities
  - Reliance on long-term finance to address issues – reactive
  - Budget reductions impacting public safety staffing
  - Capital projects didn't factor in future operating costs
  - Reduction in tax rate w/o properly funding core services

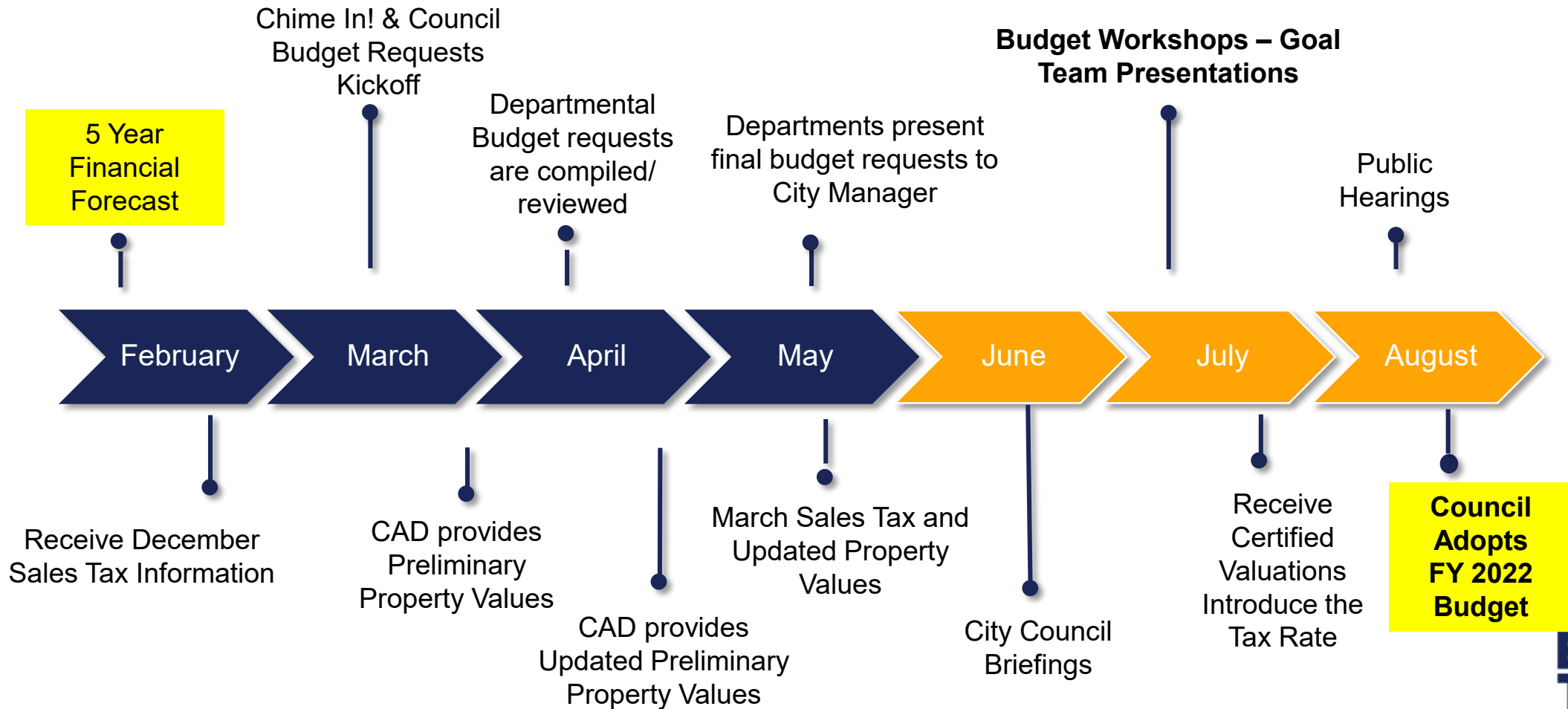
# Recent Progress Addressing Needs & Priorities

- Police staffing – net increase of 140+ (back to 2002 level)
- Public safety capital – replacement cycle for police cars, ambulances, and fire trucks
- Streets – annual dedicated funding for maintenance projects
- Quality of Life – operating costs to maintain capital investments and annual funding for sport courts and complex maintenance
- Workforce Focus – compensation adjustments, increased wellness program, healthcare rates
- Capital projects – focused on community/Council priorities and long-term outlook
- Implementation of new sources of revenue and cost savings/efficiency programs
- Dedicated funding for regional economic development strategy to strengthen economy

# COVID - 19

- Current TSA #
- Impact from COVID variants and back to school?
- Slow rollout of vaccines at the federal level
- Uncertain federal assistance
- Bridge closures
- Hotel occupancy
- Potential future impact on property values

# FY 2022 Budget Process Timeline





# Future Outlook

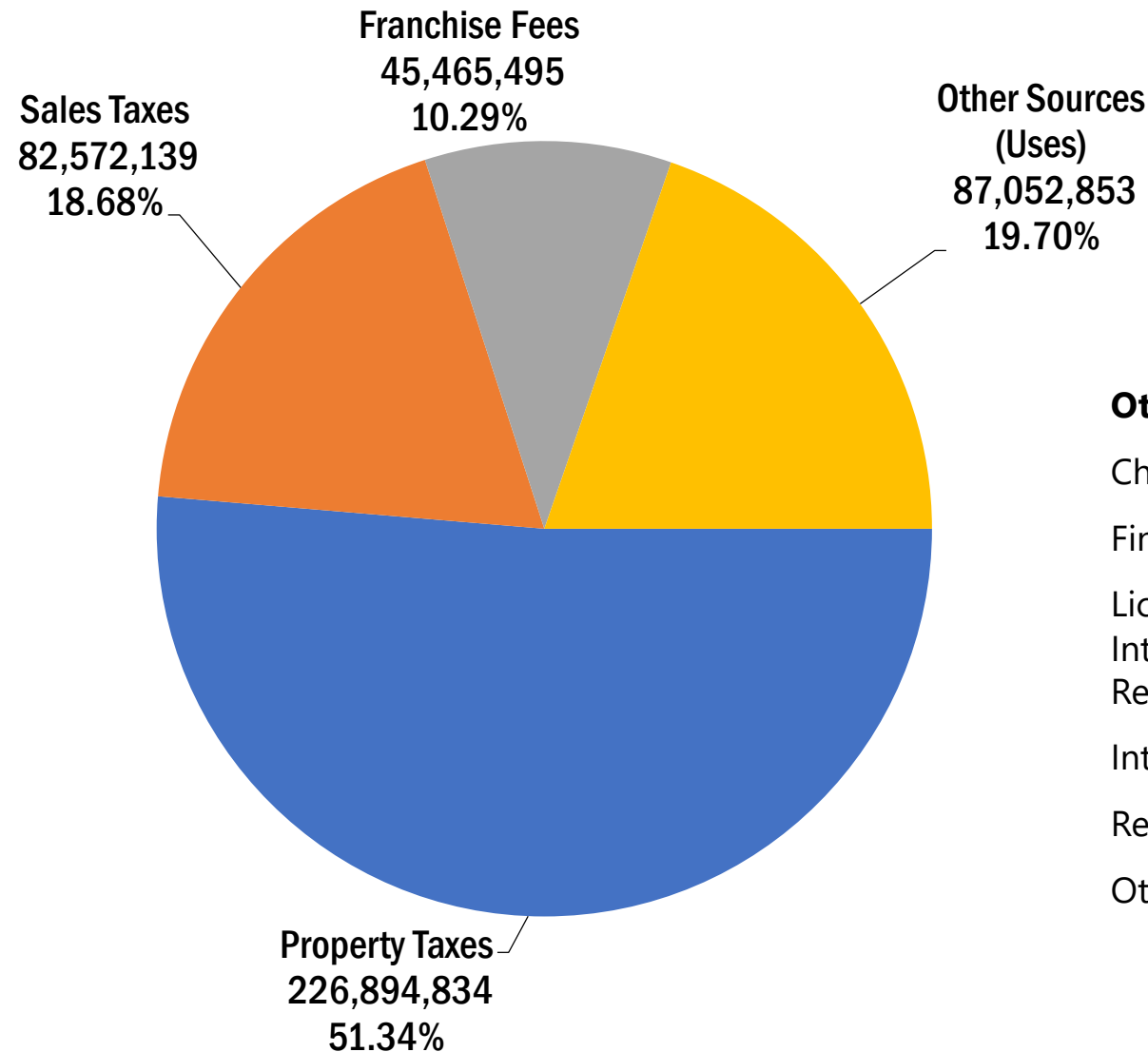
- Long-range forecast is intended to:
  - Serve as a planning tool and not a budget
  - Predict what the City will look like (financially) in the future
- The Multi-Year Financial Outlook model is a tool used in the budget development process
- Highlights strategic challenges of customer expectations with limited resources

***The numbers being shown are today are estimates and will change***

# Future Revenue Assumptions

- Property Taxes
  - For this exercise, we have maintained the same O & M property tax rate
  - Property valuation growth of 2.0% (residential, commercial)
  - Total valuation loss due to exemptions (over 65, disabled, disabled veterans)
- Sales tax growth – local, regional, national economic analysis
- Franchise fees – based on gross revenue of utilities (rates x usage)
- Bridge crossings – continued current level of traffic

# FY 2021 Revenues – General Fund



## Other Sources (Uses)

Charges for Services	32,267,367
Fines and Forfeitures	4,950,740
Licenses and Permits	10,640,778
Intergovernmental Revenues	984,329
Interest	100,000
Rents and Other	1,954,438
Other Sources (Uses)	36,155,201

\$ 87,052,853

# Future Revenue Outlook

	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Starting Point	458,441,926	474,148,710	483,179,660	492,291,391	507,833,859
Property Taxes	3,513,982	2,998,416	3,030,008	9,395,484	3,180,656
Sales Taxes	3,851,752	2,782,150	2,712,369	2,653,713	2,604,046
Franchise Fees	3,575,206	1,477,500	1,521,825	1,567,480	1,614,504
Other	4,765,844	1,772,885	1,847,528	1,925,792	2,007,855
Total	\$474,148,710	\$483,179,660	\$492,291,391	\$507,833,859	\$517,240,920
Annual Increase	\$15,706,784	\$9,030,950	\$9,111,730	\$15,542,468	\$9,407,061

# Future Expense Assumptions

- Prioritization of restoring FY 2021 adjustments
- Public Safety – collective bargaining, staffing levels, and operating costs from bond projects
- Quality of Life service rollout – existing services and new amenities
- Workforce compensation adjustments and healthcare
- COVID-19 local response costs – uncertainty surrounding Federal relief
- Capital project rollout

# COVID-19 Public Health and Safety Response Forecast

14

- Uncertain Federal Assistance
- Public health and safety response efforts are critical for our community
- Our planned transition redeploy resources will allow these response efforts to continue
- Estimated attrition savings and testing costs reduce the forecast in FY 2022 to a \$2.3 million monthly average or **\$27.7 million annual cost**

## FY 2021 Estimates

Description	Monthly Avg.
Logistics	\$50,000
Isolation & quarantine	131,000
Compliance & Education	218,000
EOC & response	32,600
Lab testing & collection	476,095
Epidemiology & contact tracing	770,053
Preparedness & vaccinations	765,852
Re-open El Paso – City facilities	88,000
<b>Total</b>	<b>\$2,531,600</b>

# 5 Year General Fund Projections Scenarios

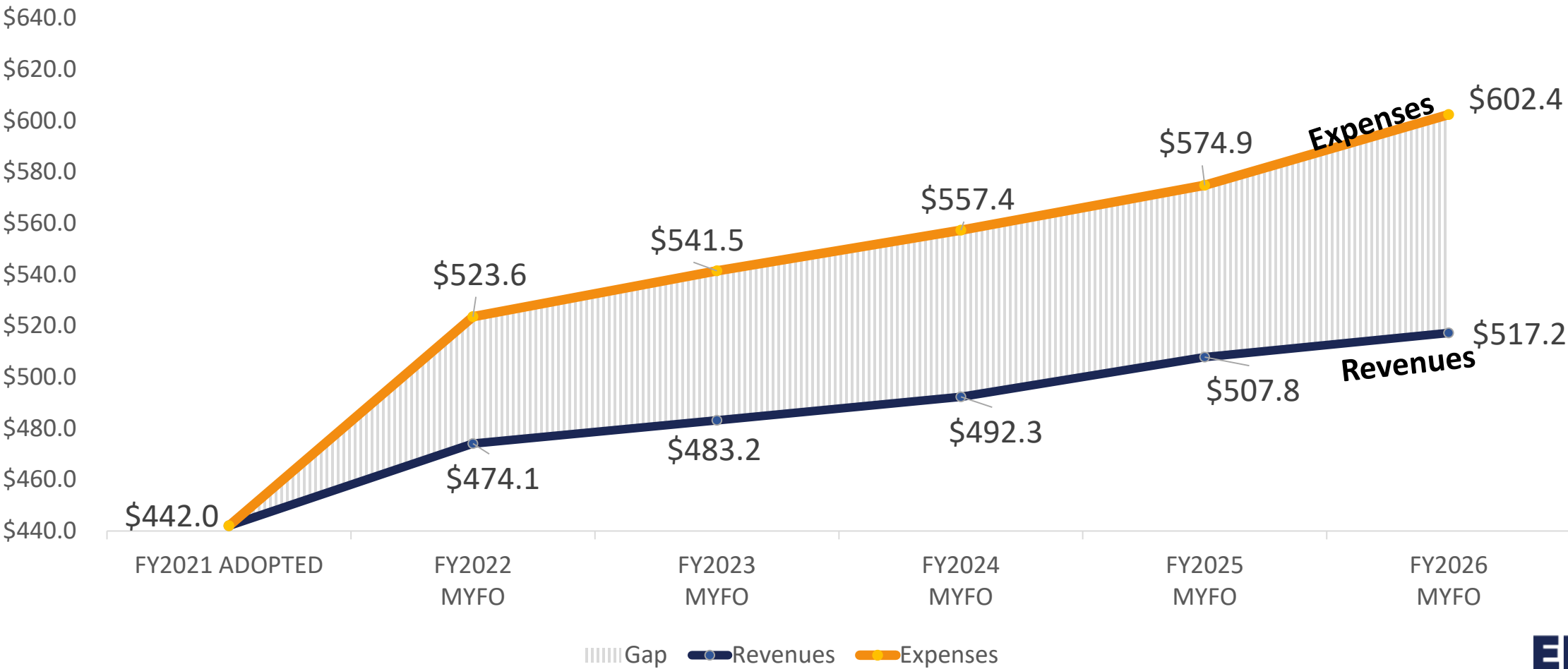
Four different scenarios:

- Include COVID-19 Response costs
- Exclude COVID-19 Response costs
- Bringing back 100% of services
- Phase-in approach (Recommended)

# Scenario 1

## 5 Year Projection (in millions) based on 100% fully funded

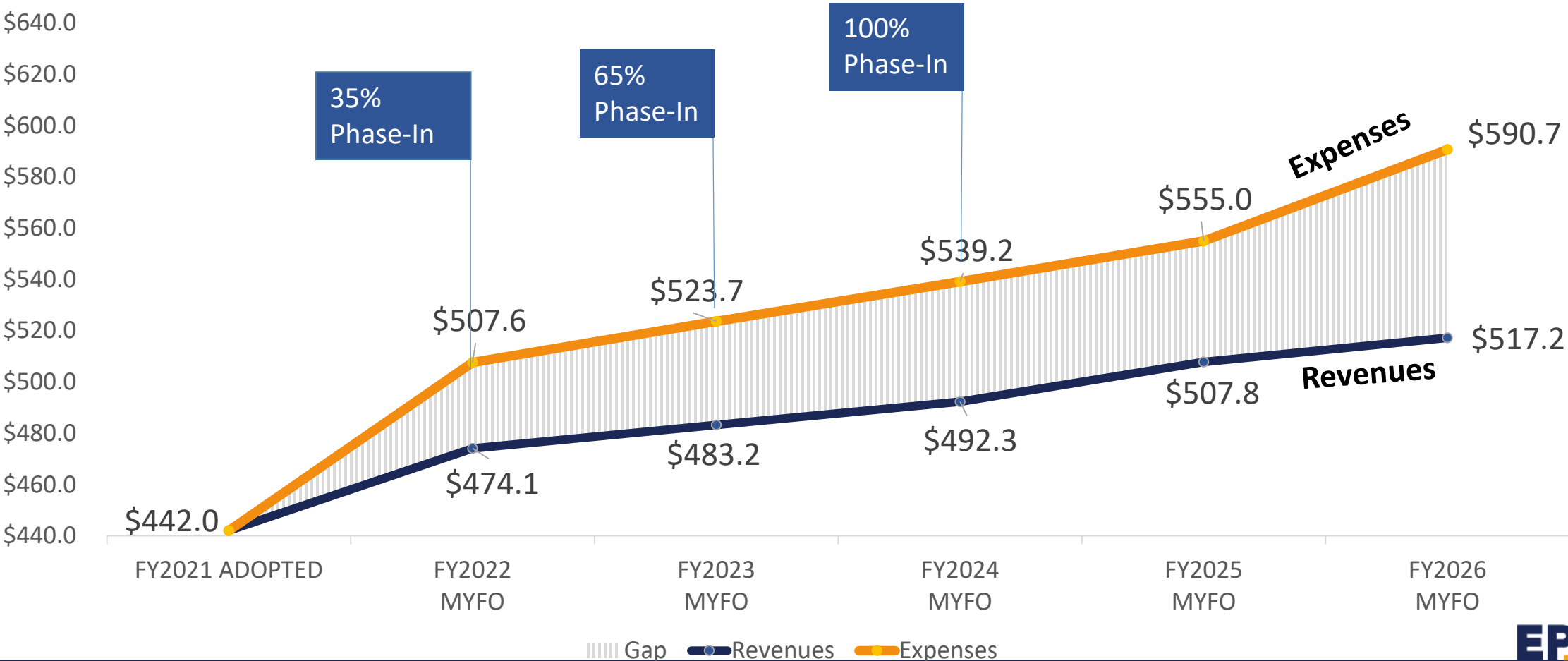
Including COVID-19 Operations





# Projected General Fund - Phase-in Approach

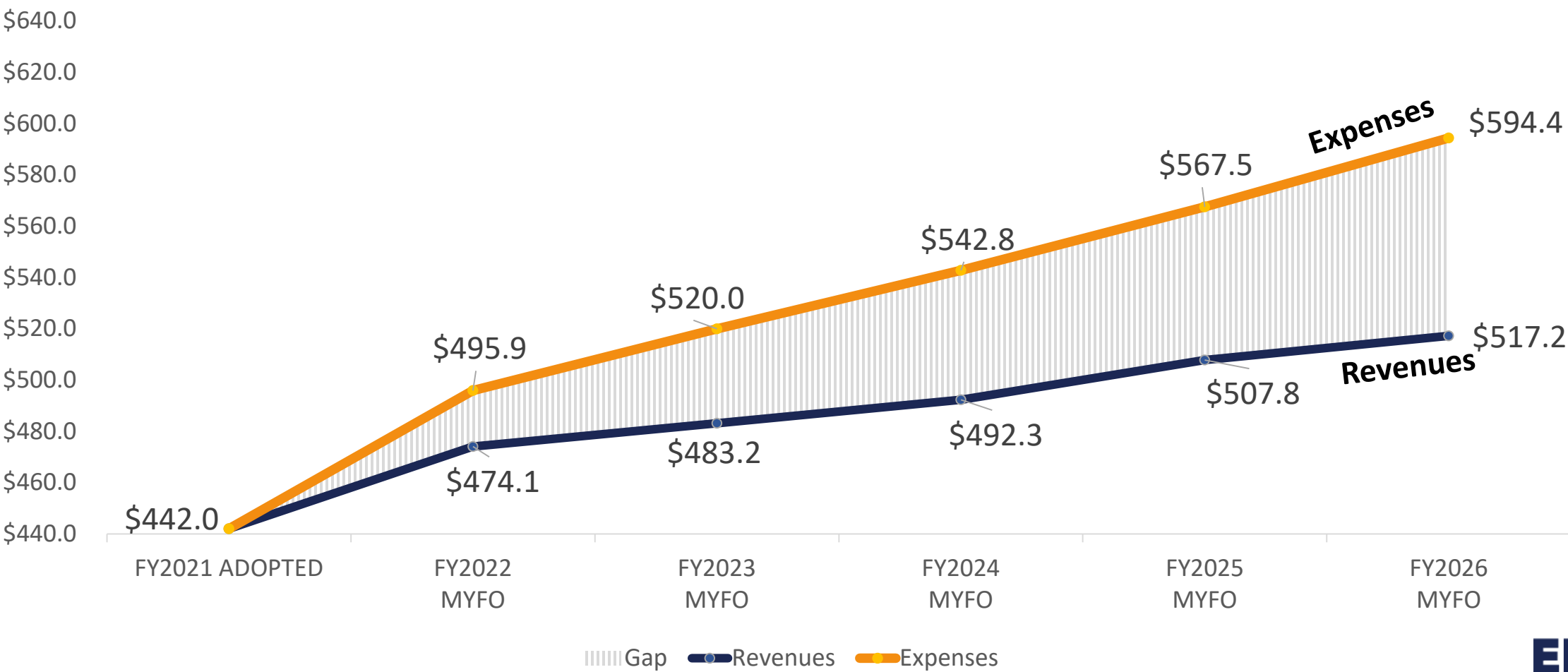
Including COVID-19 Operations and phase in of Qol Services and vacancies



# Scenario 3

## 5 Year Projections (in millions)

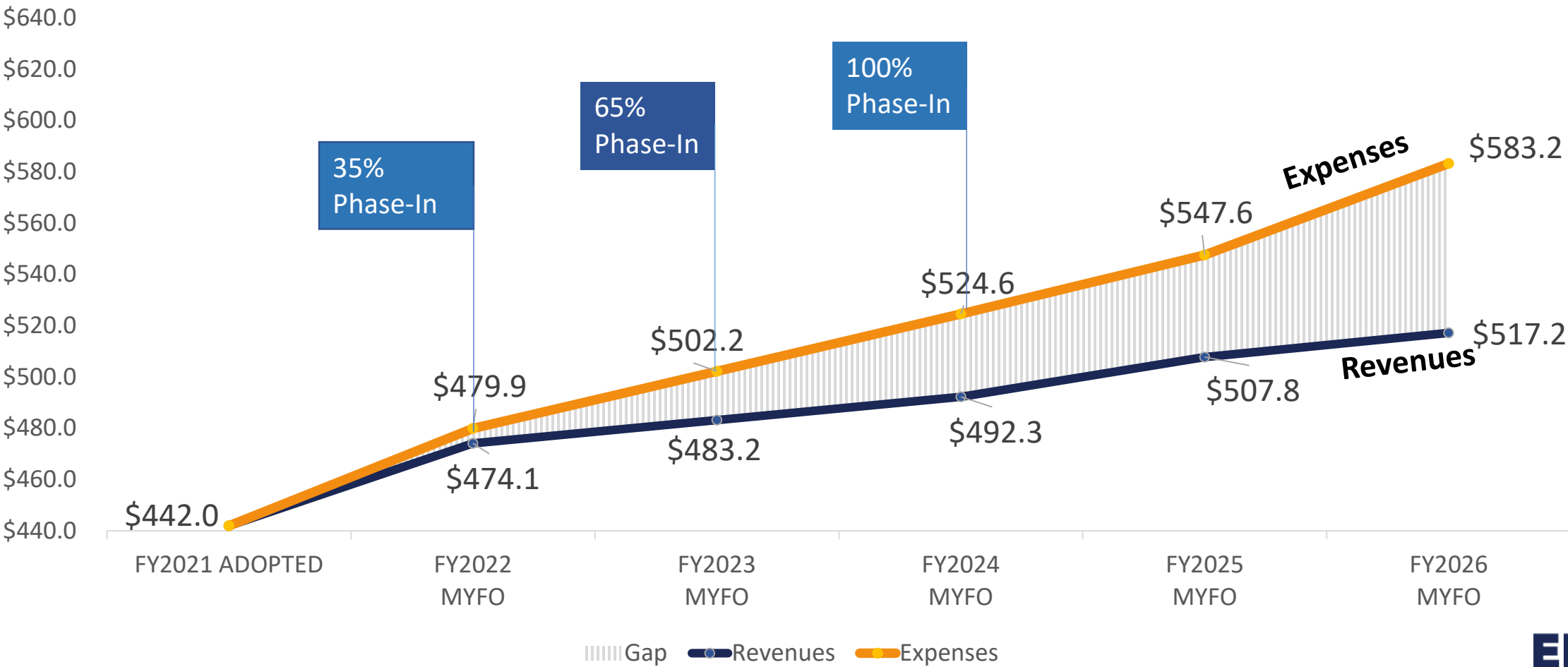
Based on 100% fully funded excluding COVID-19 Operations



# Scenario 4

## Projected General Fund - Phase-in Approach

Excluding COVID-19 Operations and phase in of QoI Services and vacancies



# Future General Fund Expense Assumptions\*

	FY 2022	FY 2023	FY 2024
Public Safety Operating	\$10.7 million	\$11.7 million	\$12.0 million
Public Safety Capital Replacement	\$4.0 million	Continued to fund	Continued to fund
Street Maintenance/ADA On-Demand	\$7.1 million	Continued to fund	Continued to fund
Facilities/Parks Sports Complexes	\$3.4 million	Continued to fund	Continued to fund
Quality of Life	\$5.0 million	\$3.8 million	\$3.6 million
Citywide Vacancies – prioritized	\$3.3 million	\$4.0 million	\$4.0 million
Compensation & Healthcare Increases	\$3.2 million	\$2.8 million	\$2.8 million
<b>Total Estimated Costs</b>	<b>\$37.9 million</b>	<b>\$22.3 million</b>	<b>\$22.4 million</b>

- Includes the increase over the prior year
- FY 2022 – 24 includes a 35/65 increase in new and existing Qol services and vacancies



# Public Safety



# Future Budget Impacts

- Collective bargaining agreements
- Police staffing plan – two academies
- 911 Communications staffing
- Public safety bond operating costs
- Crisis Intervention Team grant funding

# Police 5 Year Investment

## Estimated Annual Cost Increases

	2021	2022	2023	2024	2025	2026
Police Step* + COLA	2,659,747	5,039,970	5,592,065	7,670,419	8,070,095	8,471,775
Academy	(641,004)	623,092	651,872	22,606	22,606	22,606
Budget Impact	\$2,018,743	\$5,663,062	\$6,243,937	\$7,693,025	\$8,092,701	\$8,494,381

*\*All uniformed employees shall receive a step increase of 3% - 5% based on their rank on their anniversary date and shall continue thereafter to receive step increases on each succeeding anniversary date until reaching the top step in their classification*

# Fire 5 Year Investment

## Annual Cost Increases

	2021	2022	2023	2024	2025	2026
Fire Step* + COLA	1,592,353	4,139,514	6,168,175	4,656,427	4,536,329	5,842,696
Academy	25,992	953,540	(571,850)	(287,367)	187,420	279,074
<b>Budget Impact</b>	<b>\$1,618,344</b>	<b>\$5,093,054</b>	<b>\$5,596,325</b>	<b>\$4,369,059</b>	<b>\$4,723,749</b>	<b>\$6,121,770</b>

*\*All uniformed employees shall receive a 5% step increase on their anniversary date and shall continue thereafter to receive step increases on each succeeding anniversary date until reaching the top step in their classification*



# PD Public Safety Bond – Operating and Maintenance

Total	YR2	YR3	YR4	YR5	YR6	YR7	YR8	YR9	YR10	YR11
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Uniform Salary and Benefits	286,949	306,570	372,839	348,475	1,209,019	2,285,666	192,942	196,801	200,737	204,751
Civilian Staff	-	-	-	-	300,016	-	-	-	-	-
Academy Costs	188,723	188,723	188,723	188,723	188,723	1,312,899	-	-	-	-
Operating Costs	-	-	104,423	-	829,983	-	-	-	-	-
Radios and Tasers	351,332	361,872	372,728	383,910	395,427	407,290	419,509	432,094	445,057	458,409
IT and Building Maintenance	-	-	-	43,624	-	267,592	-	-	-	-
<b>Total O+M</b>	<b>827,004</b>	<b>857,164</b>	<b>1,038,713</b>	<b>964,732</b>	<b>2,923,168</b>	<b>4,273,447</b>	<b>612,451</b>	<b>628,895</b>	<b>645,794</b>	<b>663,160</b>



# FD Public Safety Bond – Operating and Maintenance

	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Uniform Staff		2,675,886	2,861,583	466,674	489,807	342,055	4,243,928	594,149	629,797	667,585
911 Communications	290,117	165,781					351,456			
Civilian Staff	74,253			75,184						
Operating Costs		77,116	212,571				150,464			
Total O&M	\$ 364,370	\$2,918,783	\$3,074,154	\$ 541,858	\$ 489,807	\$ 342,055	\$4,745,848	\$ 594,149	\$ 629,797	\$ 667,585



# FY 2022 Assumptions Streets

# FY 2022 Assumptions

## Streets

Includes Pay-go funding:

- \$6.7 million annually for residential street resurfacing projects
- ADA on-demand request funding \$500,000
- \$1.5 million facility renovations
- Prioritizing 35% vacancies

Continues to fund:

- \$200K for Neighborhood Traffic Management Program (NTMP)
- \$3 million annually for collector street resurfacing



# FY 2022 Assumptions Workforce

# FY 2022 Assumptions

## Workforce Focus

- Compensations adjustments
- Minimizing healthcare rate impacts for city employees
- Continue offering Shape It Up and Health Savings Account (CDHP only)
- Prioritizing 35% of vacancies





# Quality of Life Portfolio

COVID-19 Pandemic:  
RESPONSE AND REOPENING

# The Portfolio

- Libraries
- Museums & Cultural Affairs
- Parks & Recreation
- Zoo & Botanical Gardens



# LIBRARIES:

## Fall-Winter 2020/21 Virtual Programming & Services

## Online Services

- Digital Library Card
- eBooks
- Audio Books
- Magazines
- Music
- Video
- Language Learning
- Reference/Research

DOWNLOAD THE **NEW**  
AXIS 360 APP TODAY

**Check out  
and read —  
all in one app**

- 1 Enter your library ID (one time!)
- 2 Browse your library collection
- 3 Check out & read instantly

axis360



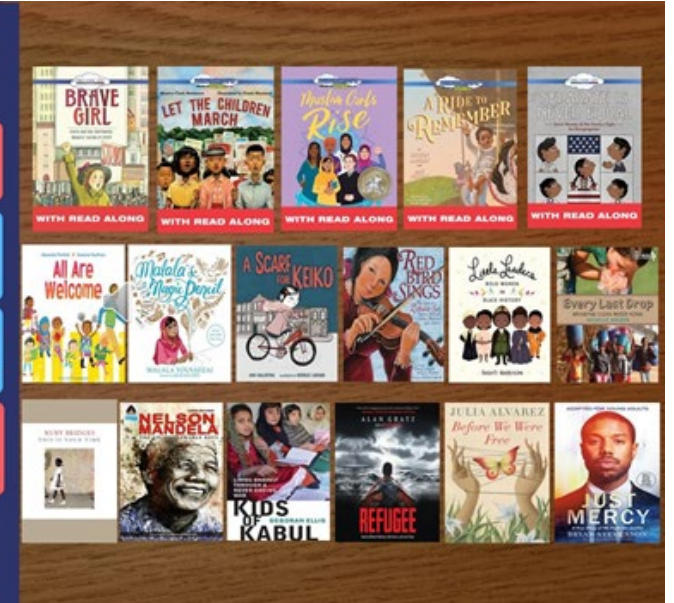
# Online Programs & Outreach

## Weekly Programs

- Storytime
- First Chapter Fridays

## Partnerships & Outreach

- NEA Big Read with UTEP Theatre Department
- EPISD Read Across the District
- Parent Engagement Fairs with schools on Zoom
- Collaboration with high school student project, Diverse Books Matter



# WorkPLACE

## Public Literacy Access for Careers and Entrepreneurship

### Services for Entrepreneurs

- Business Plans
- Registration
- Funding
- Marketing

### Services for Job Seekers

- Resumes
- Job Search
- Career Development



PUBLIC LITERACY ACCESS for  
CAREERS and ENTREPRENEURSHIP

## Virtual Office Hours

**Tuesdays | Thursdays**  
10am-2pm    2pm-6pm

Not sure how to navigate social media marketing?  
Need to spice up that resume?

**We can help.**

El Paso Public LIBRARIES  
WorkPLACE @ EPPL  
Public Literacy Access for Careers and Entrepreneurship  
Museum Library



# Adult Education

## Career Online High School

- Online High School curriculum for students over 18 years of age
- Certification in 10 career options

## Results

- 79 Graduates
- 57 Active Students

**Back to  
School  
Isn't Just  
for Kids.**  
Earn a  
high school  
diploma.



# Museums & Cultural Affairs:

## Fall-Winter 2020/21 Virtual Programming

# EL PASO MUSEUM OF ART

## Virtual Programming

- Virtual Workshops
  - Inspired by art collections
  - Family workshops
  - Painting workshops for Seniors
  - Art classes for teens and adults
- Art getaways
  - Exhibitions of Museum Galleries
- Dia de Los Muertos Virtual Celebrations
- Virtual Tours of Museum Exhibitions



# EL PASO MUSEUM OF HISTORY



## Virtual Programming

- Collaborations with organizations
  - Humanities Texas
  - Imagine El Paso
  - Texas Womens for the Arts
- Virtual Summer Workshops
- Virtual Exhibitions with public collaboration
  - Historias: Stories of El Paso
  - Slow and Low: Low Rider Culture in the Borderland
- Digie from Home
- Dia De Los Muertos Virtual Celebration

**El Paso Museum of History**  
Published by Natasha Norman · August 27, 2020 ·

Virtual Lecture  
Tune in to our interactive lecture lead by Hyung Lae Park, Professor at [El Paso Community College](#). Park discusses the immigration history of Korean Americans. This lecture is generously funded by [Humanities Texas](#).

**El Paso Museum of History**  
Published by Natasha Norman · September 9, 2020 ·

Although our museum and digital wall, DIGIE, remain closed to the public, you can still access and contribute to our community digital archive! Here is a quick step-by-step video guide to help you get started.

? 🤖 Still have questions or need some one-on-one help? Sign up for our [Digitize My History](#) virtual session next Friday, September 18th. Time slots are one per person and on a first come first served basis.

**EL PASO MUSEUM OF HISTORY**

LEARN HOW TO ACCESS

**DIGIE FROM HOME**

**THE HISTORY OF SUNSET HEIGHTS**  
A TALK BY BERNIE SARGENT

EL PASO MUSEUM OF HISTORY MCAD UNIVERSITY OF TEXAS AT EL PASO

0:03 / 12:20 (mellow country music)



# EL PASO MUSEUM OF ARCHAEOLOGY

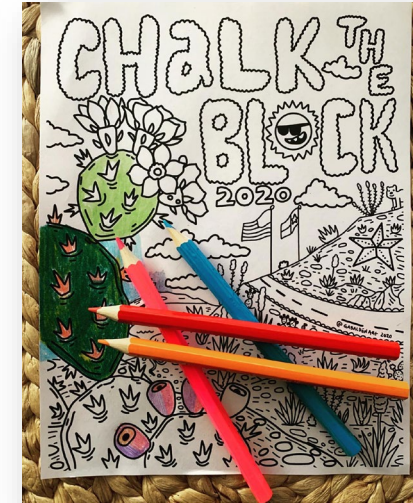
- Lecture Series webinars
- Virtual gallery tours
- Weekly **Artifact of the Week** and Did You Know postings on social media
- Downloadable crafts, puzzles, games, coloring sheets



# CULTURAL AFFAIRS

## Virtual Chalk the Block

- Chalk Art Competition
- Market
- Concert and Crafts



## Virtual Dia de Los Muertos Celebration

- In collaboration with El Paso Museum of Art and El Paso Museum of History
- Virtual crafts and story telling

# Parks & Recreation:

## Fall-Winter 2020/21 Virtual Programming

## Virtual Programming

- Virtual Concerts streamed on Facebook Live
- Basketball One
  - Basketball techniques for all ages
- Virtual After School Program
  - DIYs and Craft tutorials for kids





# Virtual Programming

- Know your El Paso Trails
  - Highlight of El Paso Trails
- Know Your Parks
  - Highlight of El Paso Parks



# El Paso Zoo & Botanical Gardens: Fall-Winter 2020/21 Virtual Programming



# ZOO & BOTANICAL GARDENS

## Sofa Safaris

- Weekly taping, editing and voiceover
- Each have unique intro and exit segment
- Live Q & A when each episodes runs for the first time on Fridays
- Once “aired,” each become accessible on-demand, via website at anytime



# Virtual Education

## Virtual Zoo-to-You Classroom

- Offering approximately 45 sessions per month
- Seen by over 150 students per session
- Live on different platforms
- Featuring presentations, live animals, Q & A and interactive programs

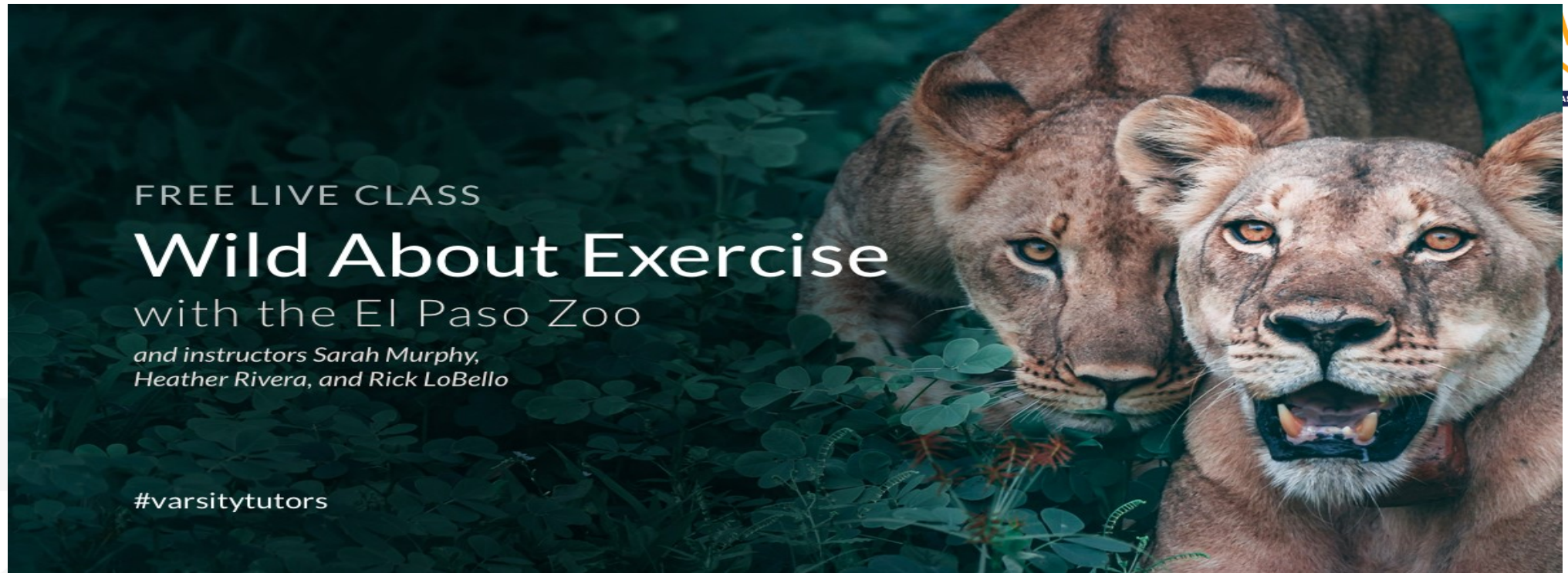


## Educational Blogs

- Averaging 50 per month
- Over 200 dedicated followers
- Featuring articles on conservation, desert animals, plants and pollinators







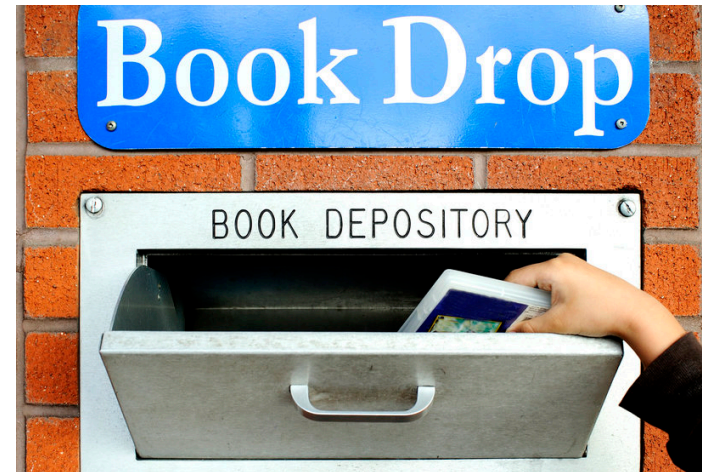
- The Zoo has teamed up with Varsity Tutors
- First virtual class based on animal motions translated into fun human exercises
- Over 12,000 people have signed up for the first class
- National organization with participants from 45 states
- Will be offering monthly virtual programs

# QoL Portfolio: Reopening Plan, Phase 1

- Considerations
  - Health and Safety - Community and Workforce
  - Budgetary Constraints
- Approach
  - Quality
  - Regional
  - Phased

# Libraries: Reopening, Phase 1

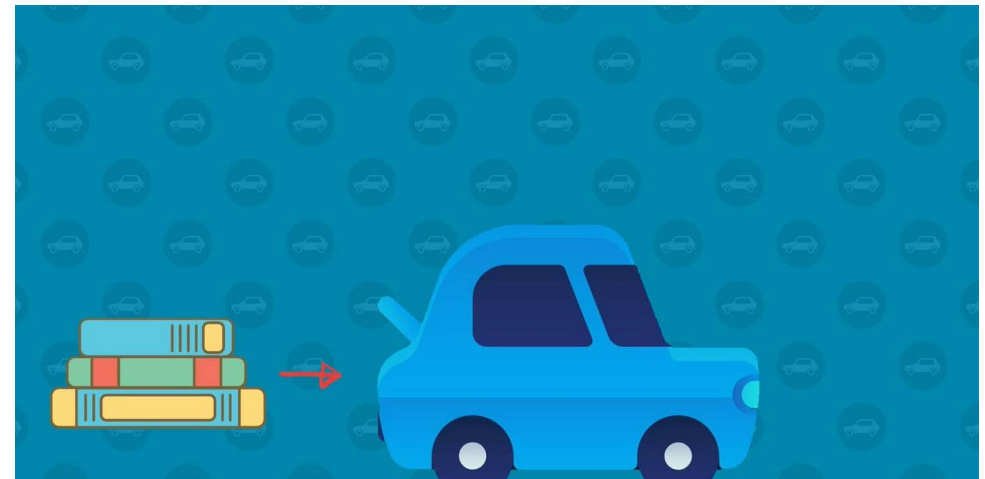
- **Book Drops Open**
  - Dorris Van Doren (Westside)
  - Irving Schwartz (Eastside)
  - Richard Burges (Northeast)
  - Main (Downtown)
- Every Friday, 10 AM — 6 PM
- Materials can also be dropped off at the Bookmobile stops
- Materials will be quarantined before staff process and return to collection



# Libraries: Reopening, Phase 1 (cont'd)

## Curbside Check-out Service at library sites:

- **Richard Burges (D4)**
  - Mondays and Thursdays
  - 10AM—6PM
- **Irving Schwartz (D5)**
  - Tuesday and Thursdays
  - 10AM—6PM
- **Dorris Van Doren (D1)**
  - Wednesdays and Fridays
  - 10AM—6PM



# Libraries: Reopening, Phase 1 (cont'd)

- **Mobile Curbside Check-out Services across the city:**

- **Memorial Park (D2)**

Tuesdays, 2 - 6 PM

- **Clardy Fox (D3)**

Wednesdays, 2 - 6 PM

- **Sergio Troncoso (D6)**

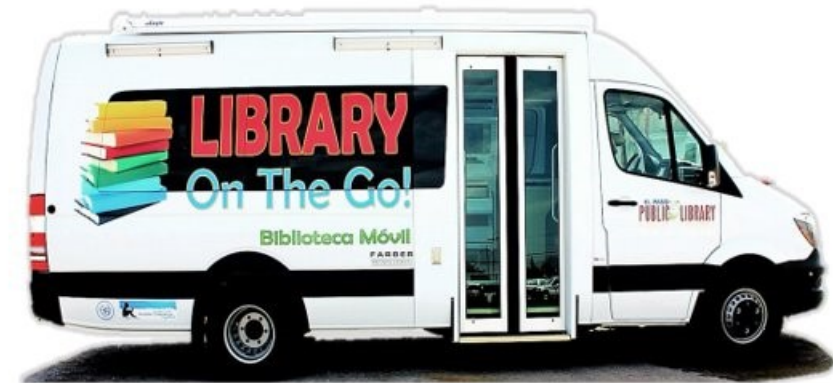
Thursdays, 2 – 6 PM

- **Armijo (D8)**

Friday 11 AM - 4 PM

- **Judge Marquez (D7)**

Saturdays, 11 AM – 4 PM



# Libraries: Reopening, Phase 1 (cont'd)

- Materials requested online or by telephone
- Staff prepares, bags and stages materials for collection
- Materials picked-up during curbside hours
- Patrons stay in their vehicle while picking-up materials
- Staff wears appropriate PPE
- Visitors required to wear a face mask



# Libraries: Reopening, Phase 2



- **Continue** Phase 1 services
- **Expand** curbside services
- **Open** computer lab access and printing services, by appointment, at selected sites across the city
- Following all current health and safety guidelines



# Libraries: Reopening, Phase 3

- **Continue** Phase 1 Services
- **Expand** Phase 2 Services
- **Open** selected sites across the city for in person browsing and checking out materials
- Following all current health and safety guidelines

# Museums: Reopening, Phase 1

- **El Paso Museum of Art and El Paso Museum of History**
  - Open Thursday - Saturday 10AM—6PM
  - Attendance will be monitored and controlled to comply with current guidelines and to ensure proper social distancing
  - Staff will wear appropriate PPE
  - All visitors will be required to wear a face mask
  - Enhanced janitorial services will follow all guidelines provided by OEM

# Museums: Reopening, Phase 1 (cont'd)

- Classes, camps, lectures and artist demonstrations will be offered via virtual platforms only
- No interactive experiences/exhibitions will be offered, to ensure proper social distancing and touch-less visitor experience
  - Digital Wall at Museum of History will be active but stanchioned off from visitor touch

# Museums: Reopening, Phase 2

- **Downtown Museums Open**
  - Wednesday - Saturday, 10AM—6PM
  - Sunday, noon—5PM
- Rentals, events or tours, phased in on case-by-case basis, following all current health and safety guidelines

# Museums: Reopening, Phase 2 (cont'd)

- **Downtown Artist and Farmers Market**
- Normal operating hours (Saturdays 9am-1pm)
- Expanded footprint in Union Plaza to allow for more distancing between vendors and allow social distancing of attendees
- Face coverings required for all vendors, staff and attendees
- No food sampling, or eating onsite

# Museums: Reopening, Phase 3

- **Downtown Museums Operations Expanded**
  - Wednesday-Saturday, 10am-6pm
  - Sunday, 12pm-5pm
  - Limited rentals, events or tours
  - DIGIE at EPMH activated
  - Following all current health and safety guidelines
- **Downtown Art & Farmers Market**
  - Continues, as in Phase 2

# Parks & Recreation: Reopening, Phase 1



- **Regional Recreation Centers Open**
  - Galatzan(D1 & 8)
  - Veterans (D2 & 4)
  - Chamizal (D2 & 8)
  - Gary del Palacio (D3 & 5)
  - Sylvia Carreon (D3 & 7)
  - Valle Bajo (D3 & 7)
  - Marty Robbins (D5 & 7)
  - The Beast (D5)



# Parks & Recreation: Reopening, Phase 1 (cont'd)

- Mondays – Thursdays
  - 8AM - 1PM
  - 4PM - 9PM
- Friday and Saturdays
  - 8AM - 1PM
- Staff will wear appropriate PPE
- Visitors required to wear a face masks
- Limited classes will be offered at reduced attendance capacity
- Enhanced janitorial services will follow all guidelines provided by OEM

# Parks & Recreation: Reopening, Phase 1 (cont'd)

- **Aquatics**

- Tuesday-Sunday
  - 6 am - 11 am
  - 5:00 pm - 9:00 pm
- Westside Natatorium (D1)
- Memorial (D2 & 8)
- Nations Tobin (D2 & 4)
- Veterans (D2 & 4)
- Eastside Natatorium (The Beast) (D5)
- Pavo Real (D6) (during summer only)
- Marty Robbins (D7)

# Parks & Recreation: Reopening, Phase 1 (cont'd)

- **Spray Parks** (after April 17)
  - Don Haskins (D1)
  - Grandview (D2)
  - Hidden Valley Park (D3)
  - Sue Young (D4)
  - Salvador Rivas (D5)
  - Pavo Real (D6)
  - Marty Robbins (D7)
  - Braden Aboud (D8)
  - Chamizal (D8) (if contractor releases)

# Parks & Recreation: Reopening, Phase 2

## Recreation Centers

- **Continue** Phase 1 services
- **Open**
  - Multipurpose Center (D3) (if Health Dept/OEM has vacated)
  - Armijo (D8)
  - Don Haskins (D1) (if Health Dept/OEM has vacated)

## Aquatics

- **Continue** Phase 1 services
- **Open**
  - O'Rourke (D2 & 8)
  - Grandview (D2 & 4)
  - Armijo (D8)

# Parks & Recreation: Reopening, Phase 3

## **Recreation Centers**

- **Continue** Phases 1 & 2 services
- **Open**
  - Rae Gilmore (D2)
  - San Juan (D3)
  - Seville (D3)

## **Aquatics**

- **Continue** Phases 1 & 2 services
- **Open**
  - Cowan (D7)

# Parks & Recreation: Reopening, Phase 3

**Senior Centers** (due to vulnerability of this population, may limit occupancy to 50% and if allowed, require proof of vaccination)

- **Open**

- Friendly (D2)
- Memorial (D2)
- Wellington Chew (D2 & 4)
- Eastside (D3)
- San Juan (D3)
- Happiness (D7)
- Hilos de la Plata (D8) (If Opportunity Center for the Homeless has vacated)
- Polly Harris (D8)
- South El Paso Senior Center (D8)

# El Paso Zoo & Botanical Gardens: Reopening, Phase 1



- **El Paso Zoo and Botanical Gardens Open**
  - Wednesdays-Fridays, 9:30 AM - 3 PM
  - Saturdays and Sundays, 9:30AM - 5PM



# El Paso Zoo and Botanical Gardens: Reopening, Phase 1 (cont'd)

- Attendance capacity 50%
- All guests and staff temperature checked, required to wear masks, social distancing and extra sanitation in place
- Bag checks temporarily suspended
- QR codes and signs replace maps
- Janitorial services follow all guidelines provided by OEM
- Visitor experiences will be focused outdoors
- Very limited shows and demonstrations and visits inside buildings, as approved by the Health Authority



# El Paso Zoo and Botanical Gardens: Reopening, Phase 1 (cont'd)

- One Restaurant open, at allowable capacity levels
- Camps, lectures and demonstrations offered via virtual platforms only
- No interactive experiences offered, ensuring touch-less visitor experience
  - Train, Carousel and Ropes Course remain closed
- Social distancing
- Gift Shop open, monitored and capacity limited to 4 guests at a time



# El Paso Zoo & Botanical Gardens: Reopening, Phase 2



- **Continue** Phase 1 services
- **Open**
  - Second restaurant site
  - Train, with alternate seating and enhanced cleaning
  - Carousel, with alternate seating and enhanced cleaning
  - Some buildings, with touch-less door entry
  - Theatre presentations and Sea Lion Demos, with socially distanced seating and enhanced cleaning

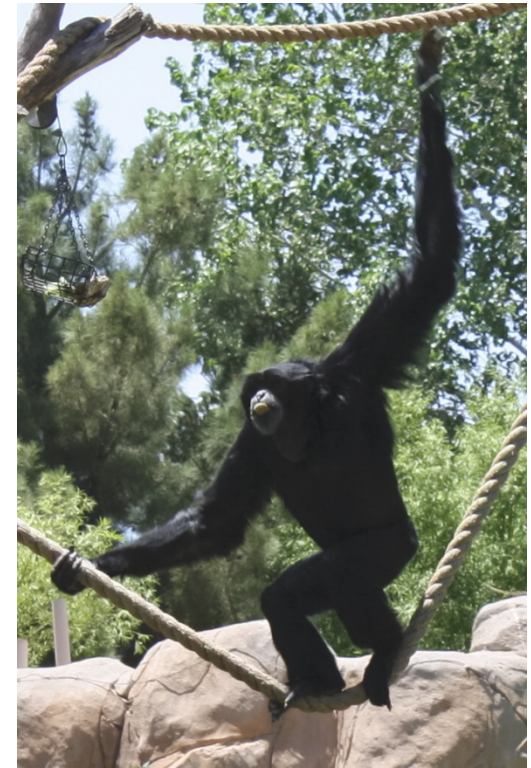
# El Paso Zoo - Phase 3

- **Enhance Phase 1 & 2 Services**

- Monday – Sunday
- 9:30 AM to 5:00 PM

- **Open**

- Copper Canyon Ropes Course Challenge, with enhanced cleaning
- Indoor buildings, with enhanced cleaning
- Animal demonstrations, with socially distanced seating and enhanced cleaning



# Next Steps Moving Forward: Crisis to Coexistence

- **Health** and Safety – Workforce and Community
- Working within our **Means**
- **Quality** of Experience
- **Regional** Services
- **Phased** Approach
- **Exceptional** Service to the Community

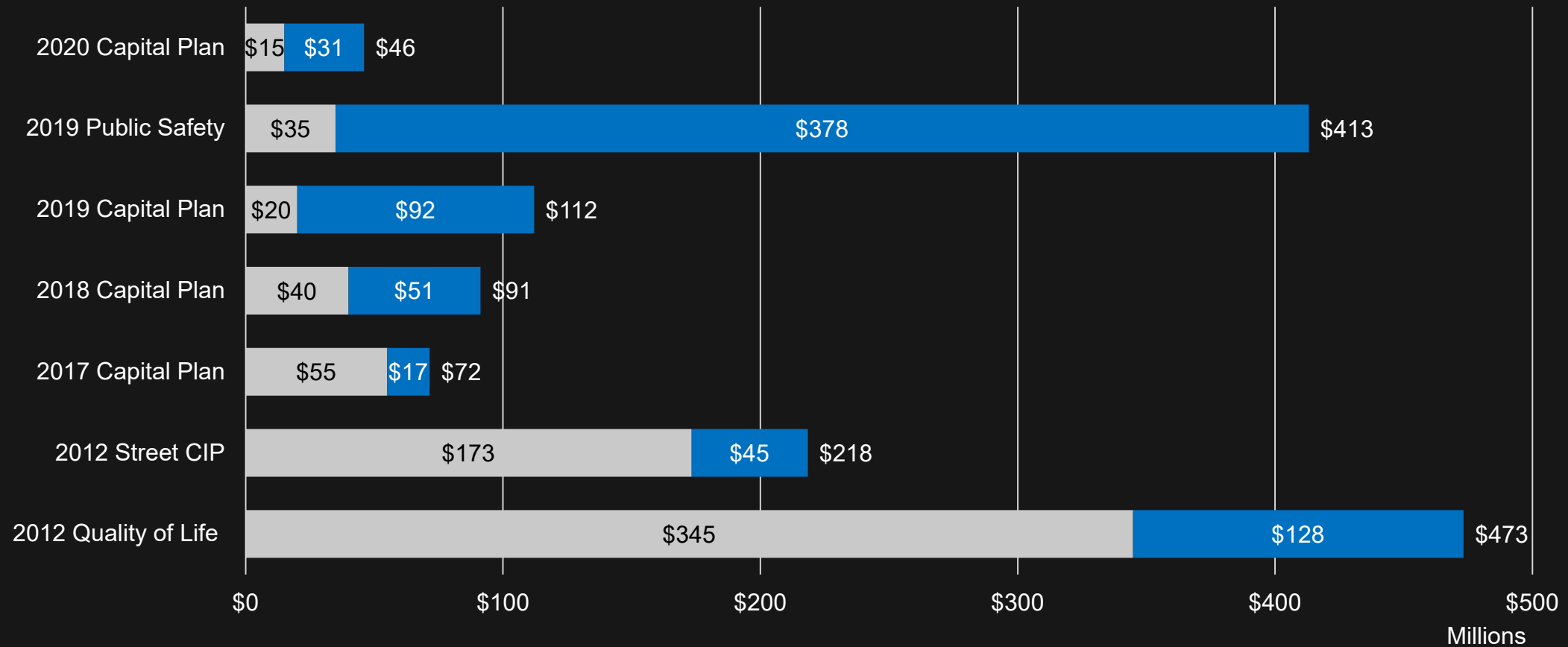




# Approved Capital Projects Debt Modeling

# Approved Capital Improvement Plans

■ Amount Issued ■ Remaining Authorization



# Proposed Issuance Refinancing and New Money

## ▪ Refinancing

- Favorable market conditions = low interest rates
- Estimated \$7.4 million of debt service savings over the life of the bonds
- Refunding will not extend existing maturity date for each series
- Preserves future opportunities for savings through refinancings

## ▪ New Money

- Favorable market conditions = low interest rates
- Savings from refinancing will be structured to offset new money costs
- Projects prioritized based on health and operational impact
- Further deferment will continue to increase costs of projects (inflation)

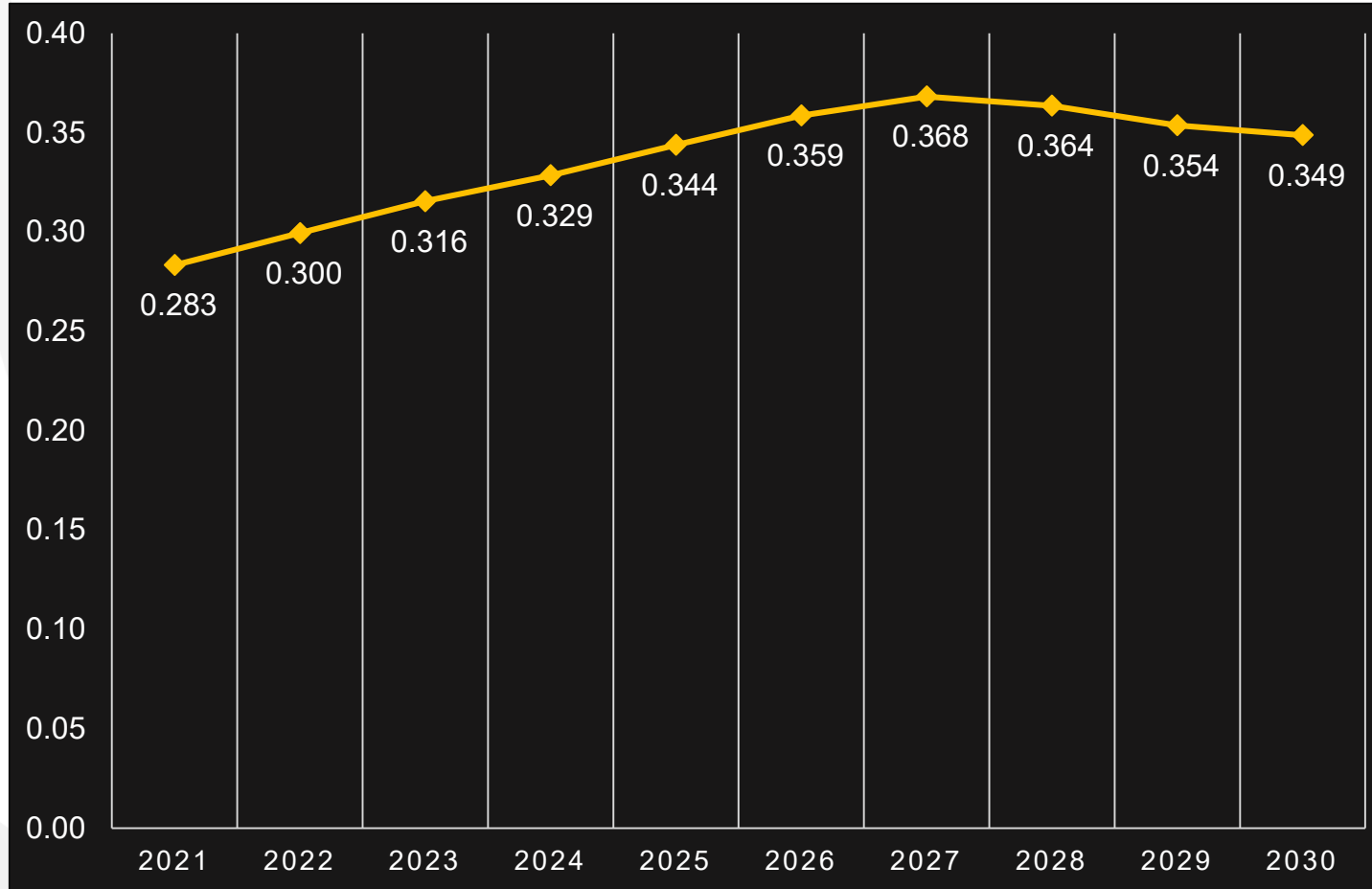


# Debt Refinancing

Year	Savings
2016	\$27.9 million
2020	\$16.7 million
2021	\$7.4 million*
<b>Total</b>	<b>\$52.0 million</b>

- Strong management, budgetary performance, and financial policies have been highlighted by bond raters over last several years
- Refinancing opportunities consistently evaluated and analyzed by City Manager, Chief Financial Officer, and financial advisor

# Projected Debt Service Tax Rate



Cents per \$100 valuation

## Assumptions

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

# Summary

- Six months remaining until the FY 2022 Budget is adopted
- Major revenue projections based on preliminary or unknown data
- Uncertainty of additional federal assistance and allowable uses
- FY 2022 focus on public safety (staffing and capital), street maintenance and workforce
- Uncertainty of timing for Quality of Life phased-in services (COVID-19 Impact)
- Prioritization of capital projects to be completed (refinancing and low interest rates)