



Capital Improvement Plan Rollout

Strategic Plan Goal:
7) Enhance and Sustain El Paso's Infrastructure Network

December 15, 2020



CIP Revised Rollout

A. Covid -19 Impacts

B. CIP Overview

C. Revised Rollout

D. Administrative Policy Slides

E. Priorities



- **Defer Projects Due to:**
 - **Cash Availability (did not borrow money)**
 - **Impact to operational costs**
- **Committed to PUBLIC SAFETY**
- **Committed to STREETS**
- **Financial Model – Timeline to start the Deferred Projects**
 - **Borrow Cash**
 - **Fund Operational Needs**

COVID-19 RESPONSE

1

Establish Available Resources

2

Confirm Existing Commitments

3

Complete Construction Contracts

- **Covid - 19 Response:**
Operational funds may not be available to open facilities
- *Complete design contracts*

4

Align and integrate final recommendation with:

- *Financial Capacity*
- *Operational Needs*
- *Strategic Plan*
- *Community Priorities*

- **\$1.4 Billion CIP**
- **60% (\$850M) Funds Streets, Public Safety and Basic Services**
- **\$471M Quality of Life Bond**
 - **\$353M Borrowed**
 - **\$224M Spent**
- **\$265M Street Investment from 2017-2023**

Funding Community Priorities/Needs

\$433 M (83%) – Streets, Public Safety and Basic Services

\$86M - Parks

	Capital Plan						
PLAN YEAR	2012	2017	2018	2019	2020	Grand Total	Percent
Approval Date	6/26/2012	8/22/2017	12/18/2017	4/30/2018	12/13/2019		
Streets	210,000,000	13,300,000	45,273,236	64,258,539	18,185,209	351,016,984	67.6%
Infrastructure/Facility Improvements		7,450,000	10,224,860	9,301,827	11,280,110	38,256,797	7.4%
Public Safety		25,100,000				25,100,000	4.8%
Public Safety - Animal Services					11,608,064	11,608,064	2.2%
Public Safety IT-WiFi- Cyber Security			3,863,000			3,863,000	0.7%
Planning Documents					3,182,400	3,182,400	0.6%
Parks - Library - Children's Museum - Mexican American Cultural Center		22,900,000	28,954,700	34,198,440		86,053,140	16.6%
Grand Total	210,000,000	68,750,000	88,315,796	107,758,806	44,255,784	519,080,386	

Street Investment Per year

\$140 M

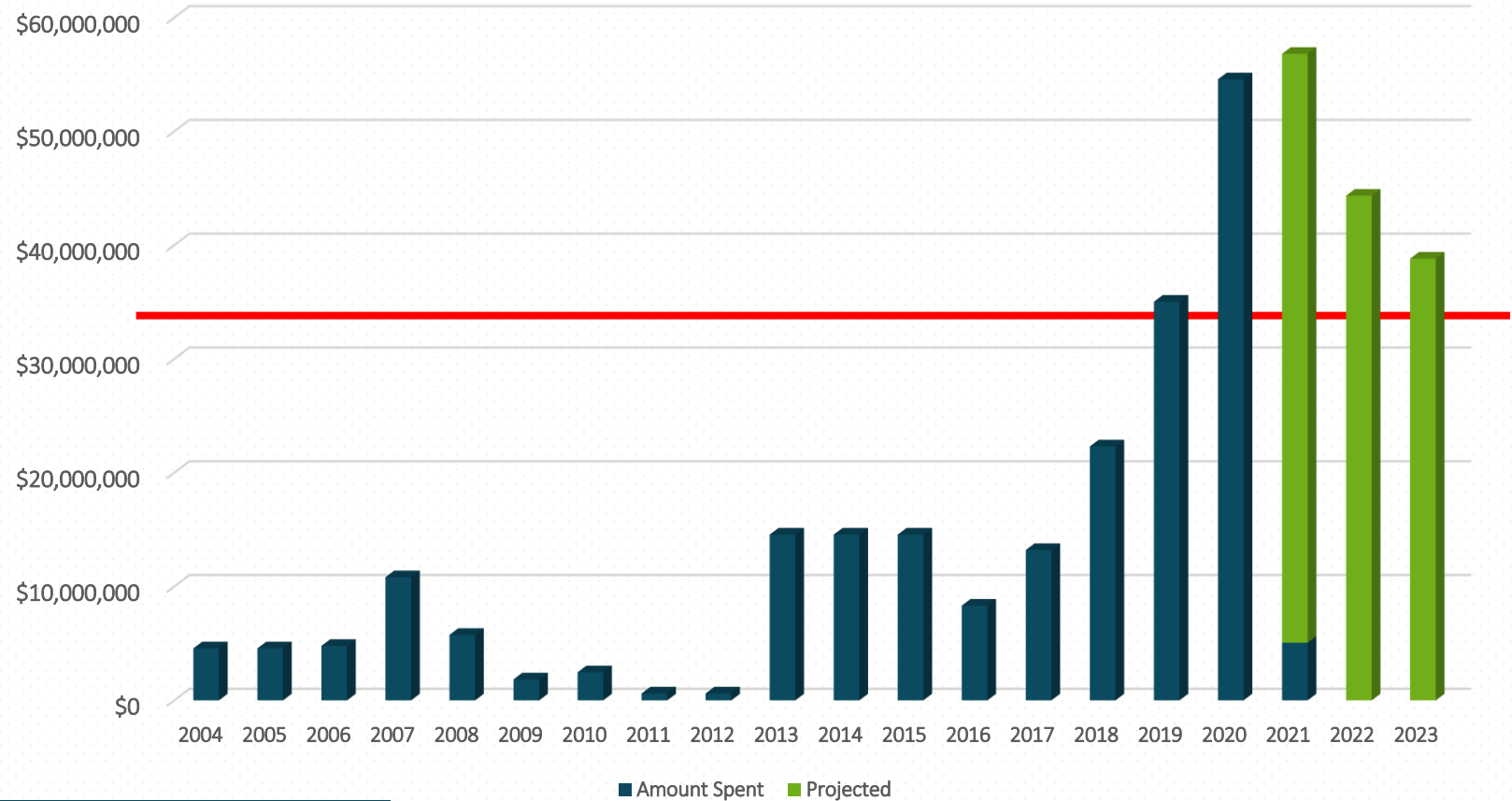
Projected Investment
through FY23

Contract Year	Amount Spent	Projected
2004	\$4,572,142	
2005	\$4,572,142	
2006	\$4,787,607	
2007	\$10,827,025	
2008	\$5,761,805	
2009	\$1,846,445	
2010	\$2,462,740	
2011	\$608,775	
2012	\$608,775	
2013	\$14,572,091	
2014	\$14,572,091	
2015	\$14,572,091	
2016	\$8,329,959	
2017	\$13,218,725	
2018	\$22,321,672	
2019	\$35,039,139	
2020	\$54,586,408	
2021	\$5,068,633	\$51,755,167
2022		\$44,352,922
2023		\$33,823,800

**\$74M
in 10
years**

**\$265 M in 7 years
510 % increase per
avg year**

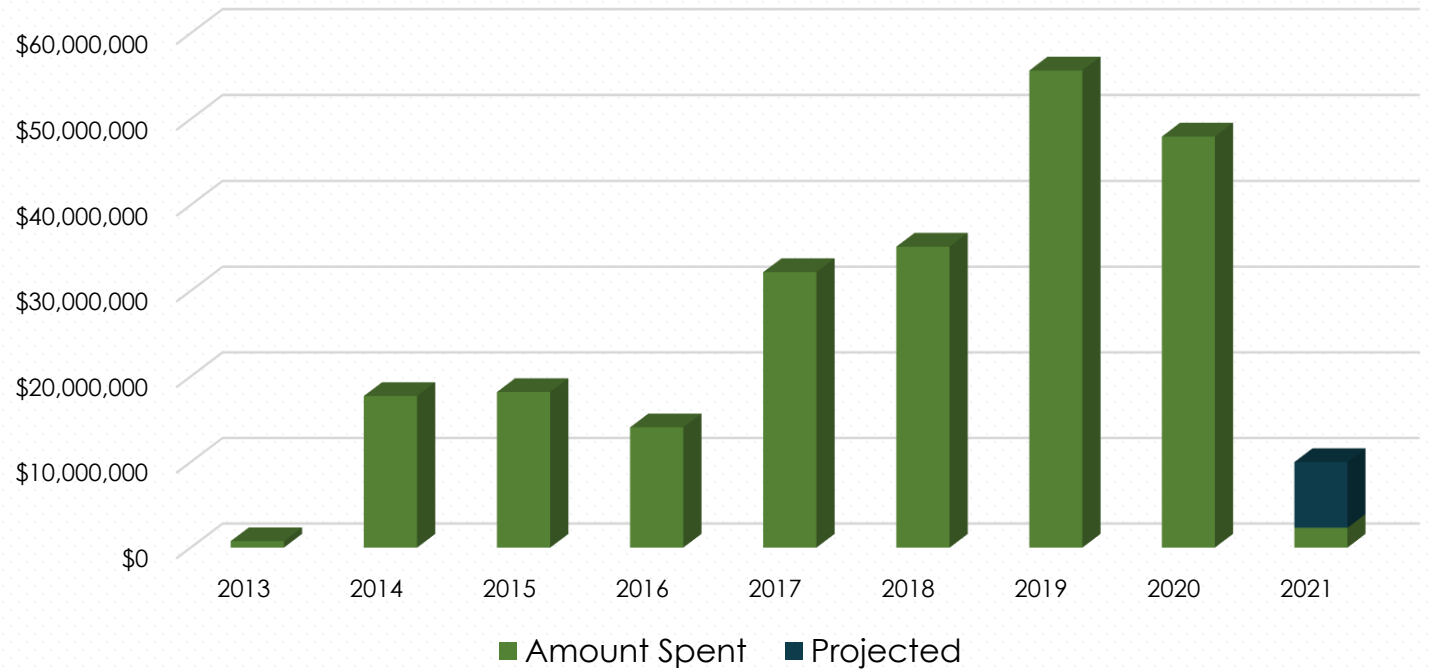
Funds Expended Yearly on Streets



Parks – Libraries – Zoo – Cultural Investment Per year

Contract Year	Amount Spent	Projected
2013	\$755,544	
2014	\$17,715,390	
2015	\$18,180,243	
2016	\$14,056,325	
2017	\$32,178,321	
2018	\$35,151,657	
2019	\$55,662,164	
2020	\$47,972,413	
2021	\$2,322,786	\$7,677,214

Funds Expended Yearly on Quality of Life Projects



\$ 7.7 M Projected Expended Through FY21

SUMMARY				COMMITMENTS	REMAINING	CASH BALANCE	CASH MINUS
FUNDING SOURCE	FUND	BUDGET	EXPENSES	PRE ENC & ENC	BALANCE	AS OF 12/2/2020	COMMITMENTS
2013 STREET INFRASTRUCTURE	4740	\$ 218,400,000.00	\$ 167,646,353.29	\$ 18,897,362.30	\$ 31,856,284.41	\$ 7,680,034.75	\$ (11,217,327.55)
2017 CAPITAL PLAN	4741	71,214,258.00	49,419,066.62	3,743,638.10	18,051,553.28	6,680,365.40	2,936,727.30
2018 CAPITAL PLAN	4743	76,735,148.00	24,640,445.73	18,718,565.98	33,376,136.29	9,703,746.30	(9,014,819.68)
EASTSIDE SPORTS COMPLEX PHASE II	4744	14,532,000.00	2,249,219.17	10,279,200.31	2,003,580.52	4,197,706.69	(6,081,493.62)
2019 CAPITAL PLAN	4745	112,069,158.00	11,795,538.44	12,952,990.41	87,320,629.15	8,556,146.04	(4,396,844.37)
2020 CAPITAL PLAN	4746	46,026,014.00	2,327,656.33	5,252,179.27	38,446,178.40	12,826,696.26	7,574,516.99
QOL PROP 1 (PARK/ZOO)	4800	249,051,104.00	178,833,840.08	16,111,788.40	54,105,475.52	31,114,667.40	15,002,879.00
QOL PROP 2 (LIB/MUS/MPC)	4800/05	230,901,697.00	45,496,330.89	9,606,054.33	175,799,311.78	98,529,780.09	88,923,725.76
PUBLIC SAFETY BOND	4820	413,100,000.00	4,104,673.48	4,417,747.53	404,577,578.99	31,492,599.88	27,074,852.35
Total		\$ 1,432,029,379.00	\$ 486,513,124.03	\$ 99,979,526.63	\$ 845,536,728.34	\$ 210,781,742.81	\$ 110,802,216.18

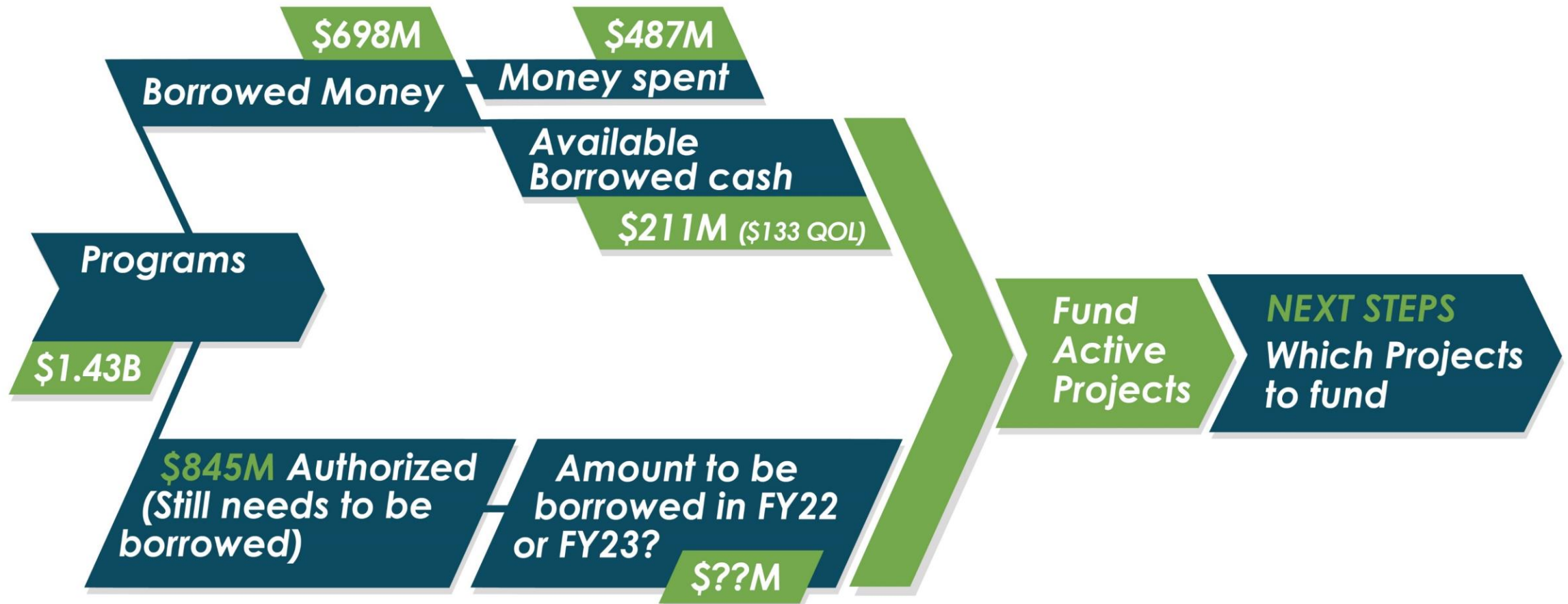
Funds Available
\$211 M

STREETS
\$46 M + FEDERAL

PUBLIC SAFETY
\$32 M

PARKS – LIBRARIES –
CULTURAL FACILITIES
\$133 M

Next Steps: COVID Response / Impacts to CIP



Deferred Projects?



Immediate Priorities - Funding Allocation

- **2012 Street CIP – \$43M** (Unfunded Contracts + 6 Deferred Projects)
- **Public Safety Bond - \$70M** (FS 36/ERCC in design, FS Remodels and Design of PD/HQ, Academy and Central Command)
- **2012 QOL– No Cash Borrow –** (Continue with Projects account for increase operational costs)
- **Commitments/Federal Program (\$30M+\$15M Federal Match)**
- **Remaining Programs/Projects (\$??)**
 - **Administrative CIP Prioritization Policy**

2012 Street CIP Deferred Projects



History

Little initial progress on CIP implementation; one project completed between 2012 and 2016.

- June 26, 2012: City Council approved \$218.4 M for street improvements
- March 8, 2016: City Council CIP recalibration
 - ✓ Observations and input from public
 - ✓ Dedicated funding for specific street improvements
 - ✓ Greater Council oversight of CIP implementation
- August 7, 2017: Council approved expediting arterial resurfacing (Transferred \$21.8 M from Reconstruction to Resurfacing Top 25 Arterials)
- December 18, 2017 Council approved expediting reconstruction projects

Status	3/8/16	12/18/17	2/14/19	6/1/19	10/1/19	2/25/20	7/23/20	8/28/20	9/30/20	12/11/20
Completed	2	10	18	21	21	27	35	35	37	38
Construction	6	7	25	27	34	36	24	24	22	20
Design	10	27	22	17	10	2	0	0	0	0
Programmed	47	21	0	0	0	0	0	0	0	0
Deferred	0	0	0	0	0	0	6+1NTMP	6+1NTMP	6+1NTMP	6+1NTMP
TOTAL	65	65	65	65	65	65	65	65	65	65

Recalibration

Expedite 21 Projects

2012 Street CIP Resurfacing

- Dist 1: **44** Complete
- Dist 2: **64** Complete
- Dist 3: **63** Complete / **2** In Progress
- Dist 4: **83** Complete
- Dist 5: **2** Complete
- Dist 6: **10** Complete
- Dist 7: **63** Complete
- Dist 8: **54** Complete / **2** In Progress

**Residential Street Resurfacing
Program \$7 M Dedicated Funding
Deferred to FY 2022**

**\$7 M Annual Dedicated Residential
Resurfacing Program
Deferred to FY 23/24**



Public Safety Rollout

Public Safety Bond – Covid-19 Response Revised Rollout Plan

	2021	2022	2023	2024	2025	2026	2027
Property		COVID IMPACT	Eastside RC	PD HQ	Mission Valley RC	Northeast RC	Westside RC
PD FLEET				Pebble Hills RC	New Academy	Central RC	Exist Academy

RED = COVID IMPACT

EL PASO POLICE DEPARTMENT												
Project	Total Project value with Issuance cost	CASH FOLLOW / YEAR										
		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
UPPER EAST MUNICIPAL COMPLEX (COMMAND CENTER)	\$38,600,000	\$1,000,000	\$2,860,000	\$19,300,000	\$15,440,000							
POLICE TRAINING ACADEMY*	\$19,900,000		\$1,990,000	\$2,985,000	\$9,950,000	\$4,975,000						
PD HEADQUARTERS	\$90,600,000		\$9,060,000	\$13,590,000	\$45,300,000	\$22,650,000						
PEBBLE HILLS RC RENOVATION	\$11,850,000			\$1,185,000	\$5,332,500	\$5,332,500						
MISSION VALLEY RC RENOVATION	\$11,350,000				\$1,135,000	\$5,107,500	\$5,107,500					
NORTHEAST RC RENOVATION	\$11,850,000					\$1,185,000	\$5,332,500	\$5,332,500				
WESTSIDE RC RENOVATION	\$9,850,000						\$985,000	\$4,432,500	\$4,432,500			
CENTRAL REGIONAL COMMAND (NEW)	\$24,600,000		\$3,690,000		\$2,460,000	\$8,610,000	\$9,840,000					
PD FLEET	\$3,300,000	\$1,000,000	\$2,300,000									
TOTAL	\$221,900,000	\$2,000,000	\$19,900,000	\$37,060,000	\$79,617,500	\$47,860,000	\$21,265,000	\$9,765,000	\$4,432,500	\$0	\$0	\$0
*One project with FD Academy, Logistics and HQ (\$79M)												

Public Safety Bond – Covid-19 Response Revised Rollout Plan

2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Renovations	Renovations	Renovations	Renovations	Renovations	Renovations	Renovations	Renovations	FS 40	
Roofs		FS 36	FS 38	Special Teams				FS 40	
Equipment	Equipment			Academy					
				HQ/Logistics					

RED = COVID IMPACT

EL PASO FIRE DEPARTMENT												
Project	Total Project value with issuance cost and 2 % for the Arts	CASH FOLLOW / YEAR										
		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
FIRE STATION 36 (NEW)	\$11,300,000	\$300,000	\$830,000	\$6,780,000	\$3,390,000							
FIRE STATION 38 (NEW - Municipal Complex)	\$11,800,000			\$3,000,000	\$7,000,000	\$1,800,000						
FIRE STATION 1, 9, 11	\$17,100,000			\$1,710,000	\$6,840,000	\$6,840,000	\$1,710,000					
TRAINING ACADEMY & LOGISTICS*	\$29,650,000		\$2,965,000	\$4,447,500	\$14,825,000	\$7,412,500						
FIRE STATION 40 (NEW)	\$15,500,000								\$1,550,000	\$9,300,000	\$4,650,000	
FIRE HEADQUARTERS*	\$29,650,000		\$2,965,000	\$4,447,500	\$14,825,000	\$7,412,500						
FIRE STATION RENOVATIONS	\$74,400,000	\$1,720,000	\$11,160,000	\$13,160,000	\$11,160,000	\$7,440,000	\$7,440,000	\$7,440,000	\$7,440,000	\$7,440,000		
FD EQUIPMENT	\$1,800,000	\$800,000	\$1,000,000									
TOTAL	\$191,200,000	\$2,820,000	\$18,920,000	\$33,545,000	\$58,040,000	\$30,905,000	\$9,150,000	\$7,440,000	\$8,990,000	\$16,740,000	\$4,650,000	

*One project with FD Academy, Logistics and HQ (\$79M)

Fire Department Facilities



Federal Program Commitments

Active Management

Project Name	City Match
Downtown bicycle infrastructure	\$ 514,415.80
Traffic Management Center Ph I	\$ 732,065.80
Ysleta Middle School SRTS	\$ 199,990.60
Rojas Widening	\$ 2,551,079.13
PDN Trail Magoffin	\$689,417.00
Texas Campbell Piedras Bridges	\$390,000.00
Border West Expressway	\$ 227,660.00
Montana Widening Phase I ROW	\$ 748,311.86
Montana Widening Phase II ROW	\$ 748,311.86
FY 2022	\$ 6,801,252.05
Traffic Management Center Ph 2	\$ 1,133,995.20
Sean Haggerty Dr. Extension	\$ 4,734,000.00
Playa Drain (Padilla to Zaragoza)	\$ 1,198,359.00
Border West Expressway	\$ 227,660.00
Montana Widening Phase I ROW	\$ 748,311.86
Montana Widening Phase II ROW	\$ 748,311.86
FY 2023	\$ 8,790,637.92



EVERY PROJECT STARTS
WITH AN IDEA OR A NEED



TRAFFIC

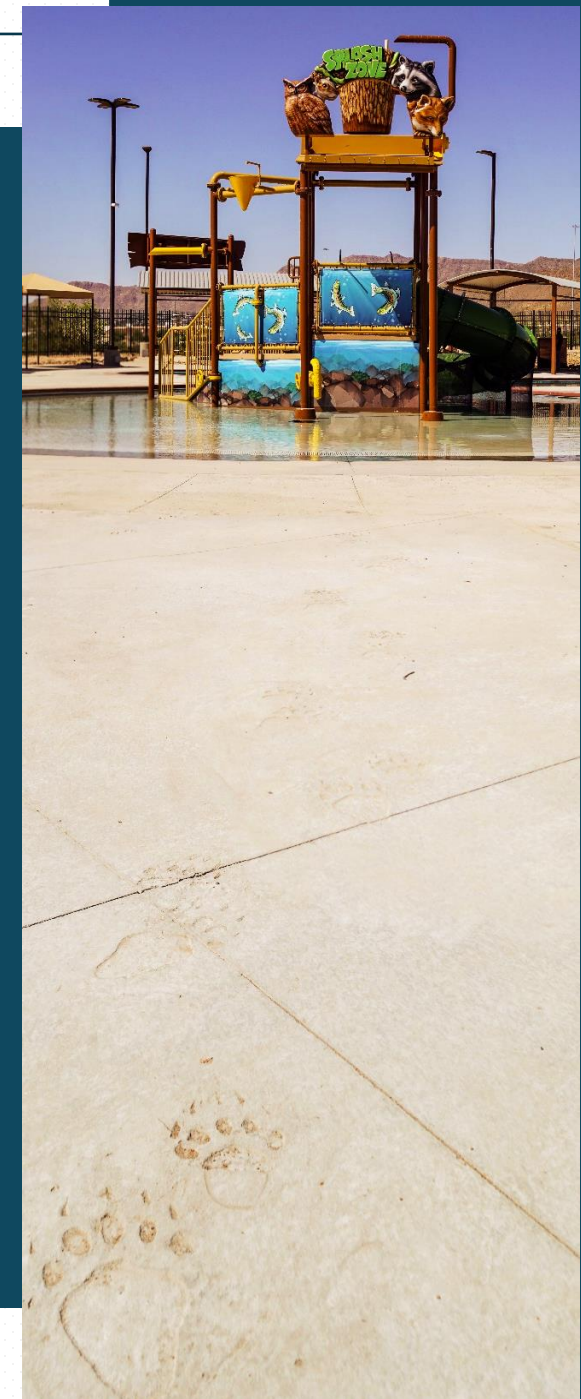


POPULATION



ECONOMIC TRENDS

2012 Quality Of Life Deferred Projects



18 Deferred and Shelved Projects

Project Name	District	Official Shelf Date
Alligator Exhibit	ZOO	04/13/20
Blackie Chesher Sports Maintenance Storage	6	11/2020
Chalio Acosta Sports Center	8	04/13/20
Education Discovery Improvements	ZOO	4/13/2020
Joey Barraza and Vino Memorial Park Phase 2	4	04/15/20
Joey Barraza and Vino Modular Play Structure	4	11/1/2020
Komodo Dragon Exhibit	ZOO	04/13/20
Manhattan Heights Historic Archway Illumination	2	05/05/20
MPC	DTWN	04/13/20

Project Name	District	Official Shelf Date
Pat O'Rourke Recreation Center	8	04/13/20
Penguin Exhibit and Life Support Project	ZOO	04/15/20
South American Pavilion Restrooms	ZOO	4/15/2020
Sun City Lights - District 5	5	04/13/20
Vet Service Road - Support Elements	ZOO	4/15/2020
Veterans Recreation Center	4	8/1/2020
Wainwright and NE basin Park Improvements	2,4	9/10/2020
Westside Community Park Soccer Field Lighting	1	8/1/2020

21 to be Deferred Projects

Project Name	District
Blackie Chesher Sports Maintenance Storage	6
Eastside Regional Park Phase 2	5
Eastside Regional Phase 2 Modular Play Structure	5
Lower Beaumont Recreational Facility	2
Mexican American Cultural Center	DTWN
Paved Trails - Tierra Del Este, Sunset Terrace Park Trail Extension	1,5
Paved Trails - Carolina to Emerson	7
Paved Trails - Donald to Dyer	4
Paved Trails - Ellis lateral Connection	1
Paved Trails - Montana to I-10 Segment A	3,7

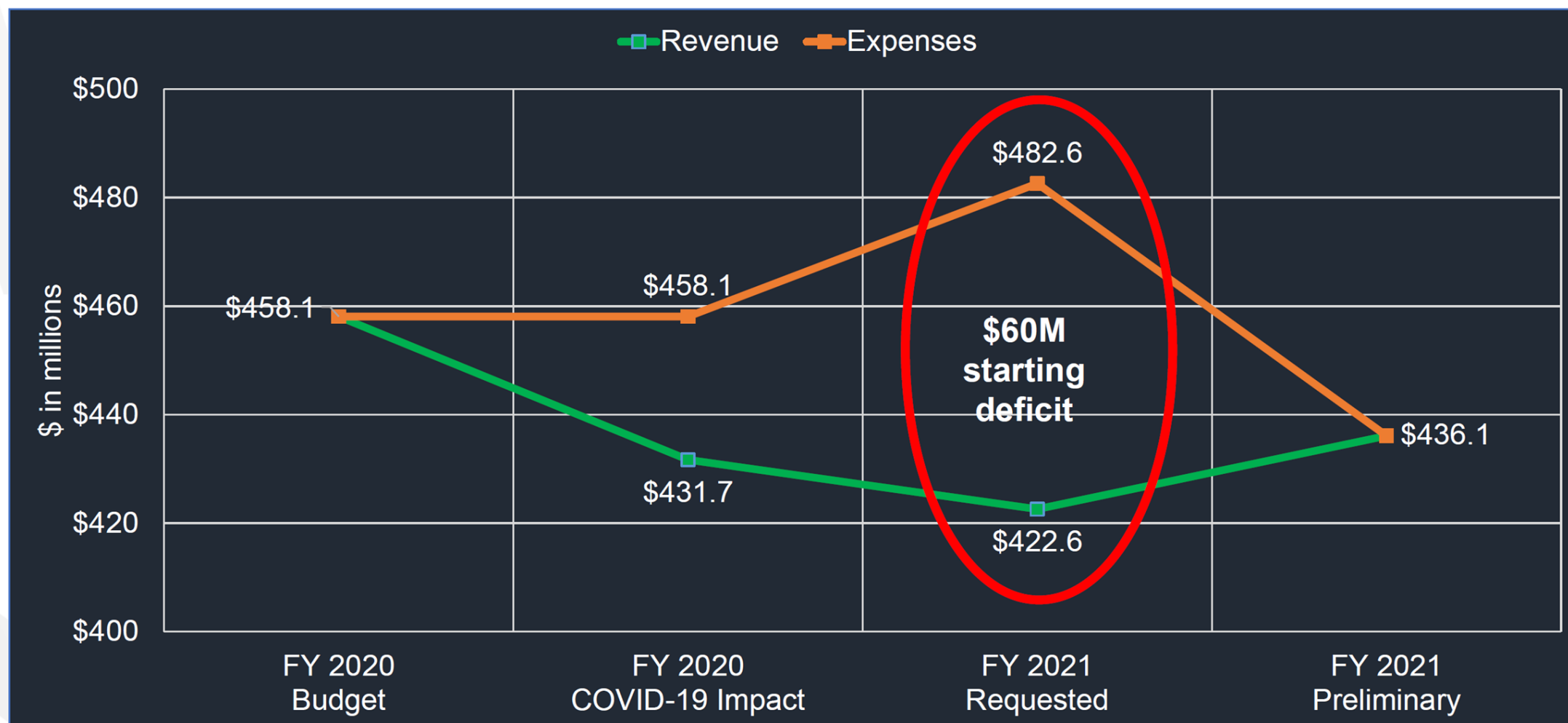
Project Name	District
Paved Trails - Montana to I-10 Segment B	3,7
Paved Trails - Montana to I-10 Segment C	3,7
Paved Trails - Montana to I-10 Segment D	3,7
Paved Trails - Rio Grande Trail North and Valley Creek Access	1
Paved Trails - Skyline to Loma Real Segment A	2,4
Paved Trails - Skyline to Loma Real Segment B	2,4
Paved Trails - Skyline to Loma Real Segment C	2,4
Paved Trails - Skyline to Loma Real Segment D	2,4
Paved Trails- Mountain to River Trails System	1

Items to consider:

- **Cost of Service**
- **Most Expensive Facilities to Operate**
- **Innovate our service models – Consolidation of Services and Facilities**
- **Demographics - ROI**
- **Research and Deploy new cost effective technologies (Streets, traffic safety and facility operation)**

Administrative CIP Prioritization Policy

General Fund Budget – COVID-19 Impact



How to Prioritize Projects as additional funds become available

Project Types

- Public Safety and Streets
- Quality of Life

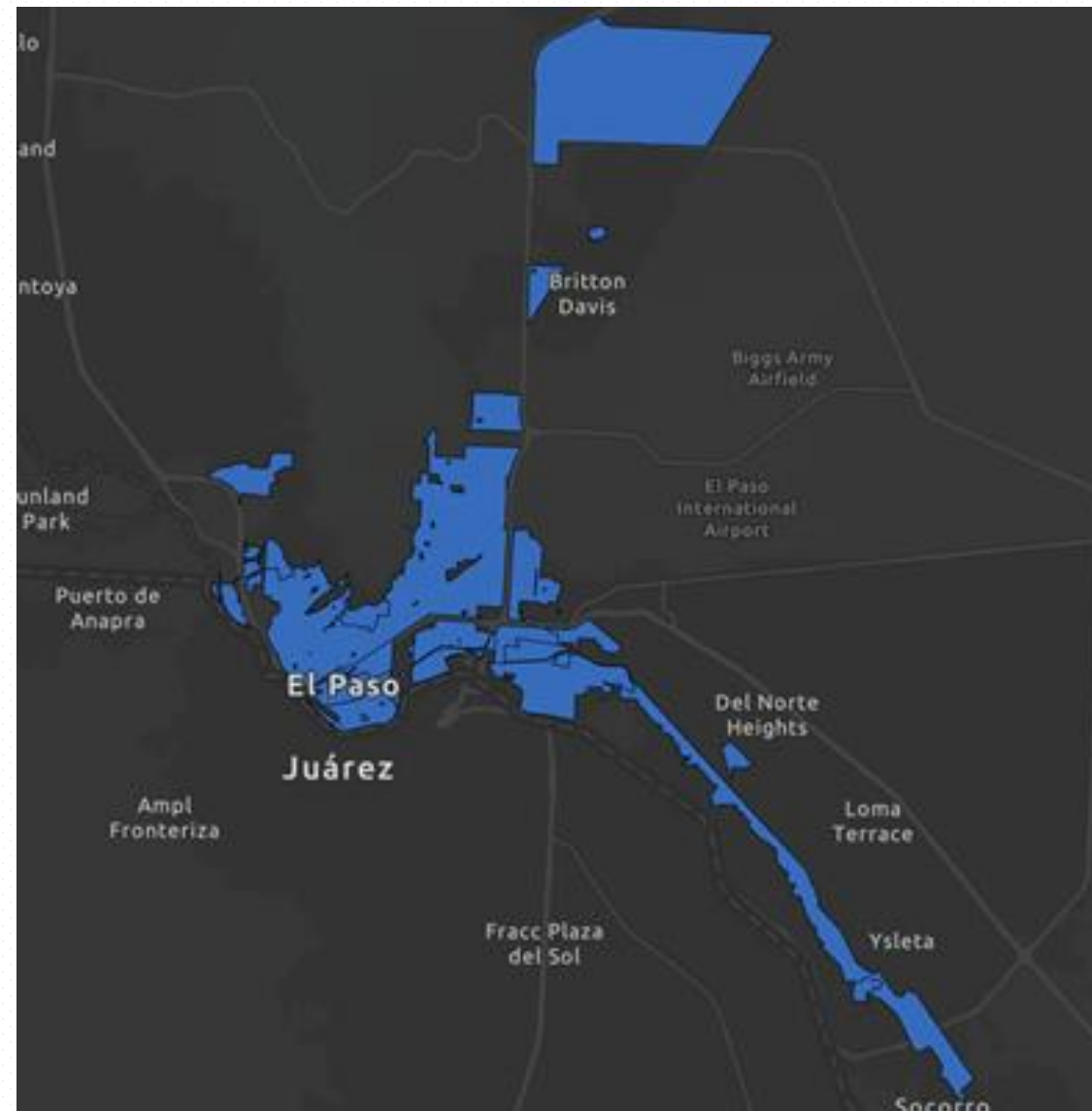
Project Locations

- Priority Area Per the Strategic Plan
- Benefit Low Income Populations per the Equity Calculator
- Service Gaps
- Return on Investment
- Economic Conditions

Priority Areas in the Strategic Plan

- **Activate targeted (re)development (2.0):**
 - Medical Center of the Americas/Alameda
 - Reimagine Cohen/Angora Loop/Northeast Parkway
 - Five Points
 - Airport Development
 - High priority corridor development plans
 - Infill growth strategies
 - Parking strategies
 - Disposition of City-owned properties
- **Expand Downtown revitalization/redevelopment to include:**
 - Streetcar corridor vibrancy (2.0)
 - Convention center renovation
 - Parking management plans
 - Uptown

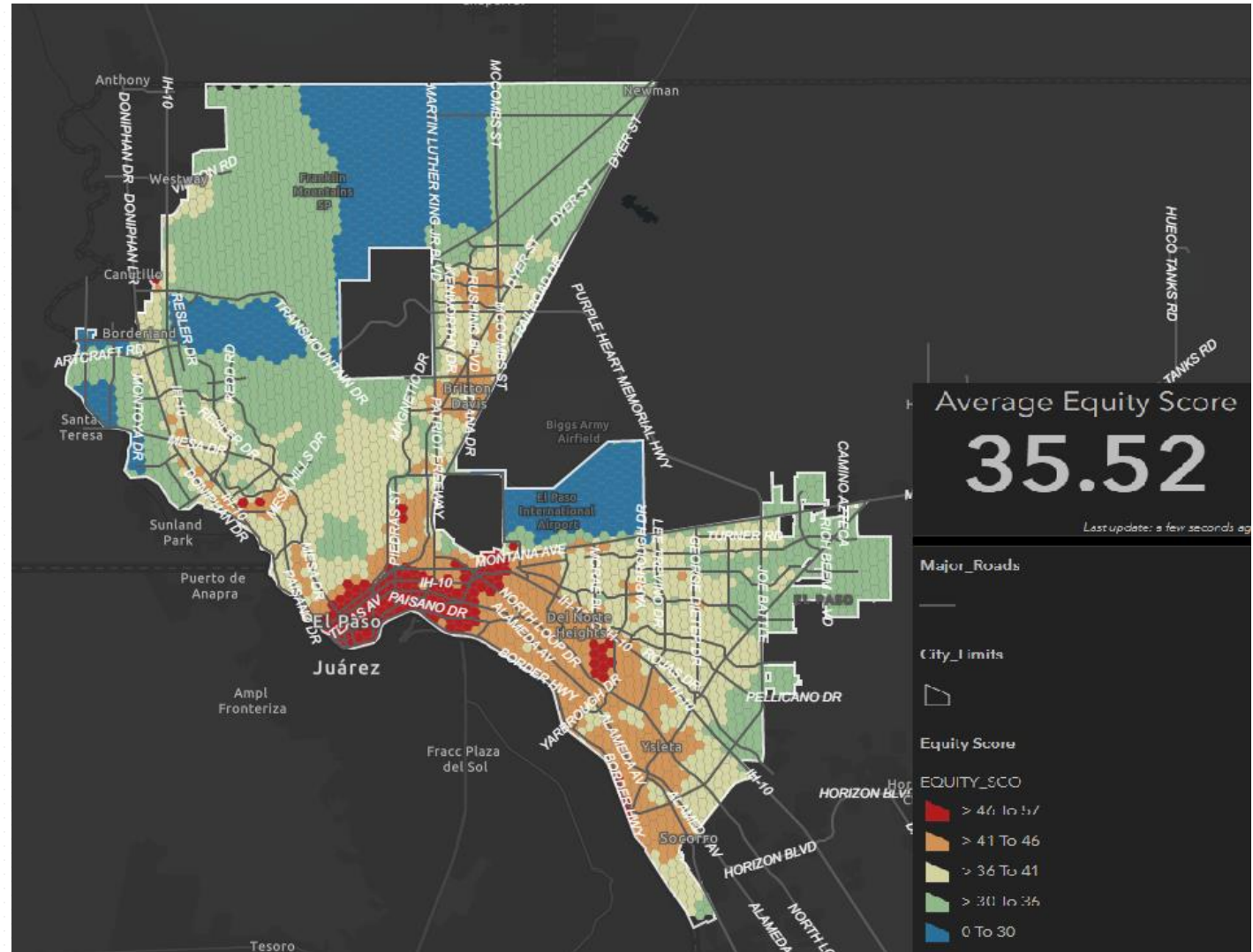
Prioritize projects that further the objectives of the Strategic Plan.



Prioritize Areas of Need: Equity Calculator

Equity Calculator

- Considers: Housing, Income, Education and Mobility
- Previously redlined neighborhoods face chronic disinvestment, prompting the need for an equity component to the CIP.



Legacy of Redlining

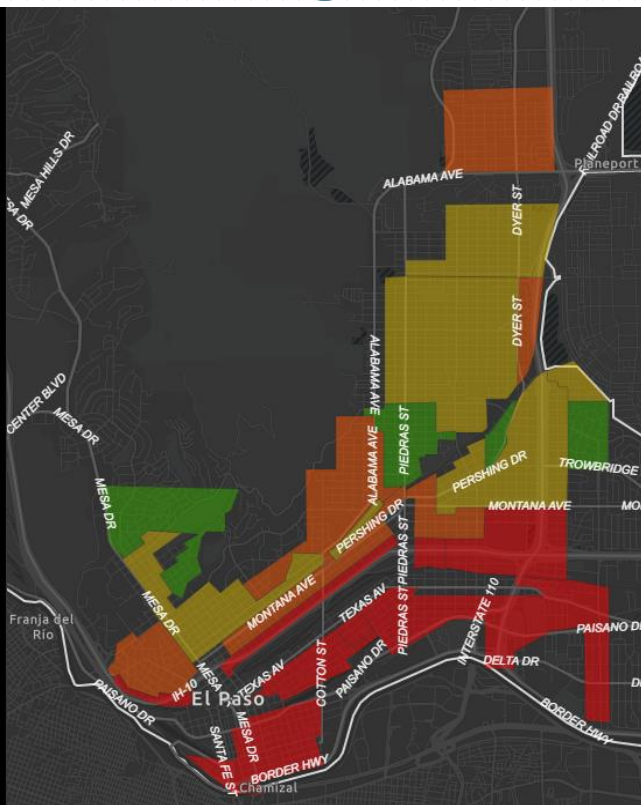
Redlining

The Home Owners' Loan Corporation (HOLC) was established in 1933 as a federal government-sponsored program to refinance home mortgages for homeowners facing foreclosure.

Field agents visited cities and interviewed bankers, mortgage lenders and other business owners about lending practices and compiled statistics to generate a socioeconomic outlook of the city, which they assembled into reports called city survey files.

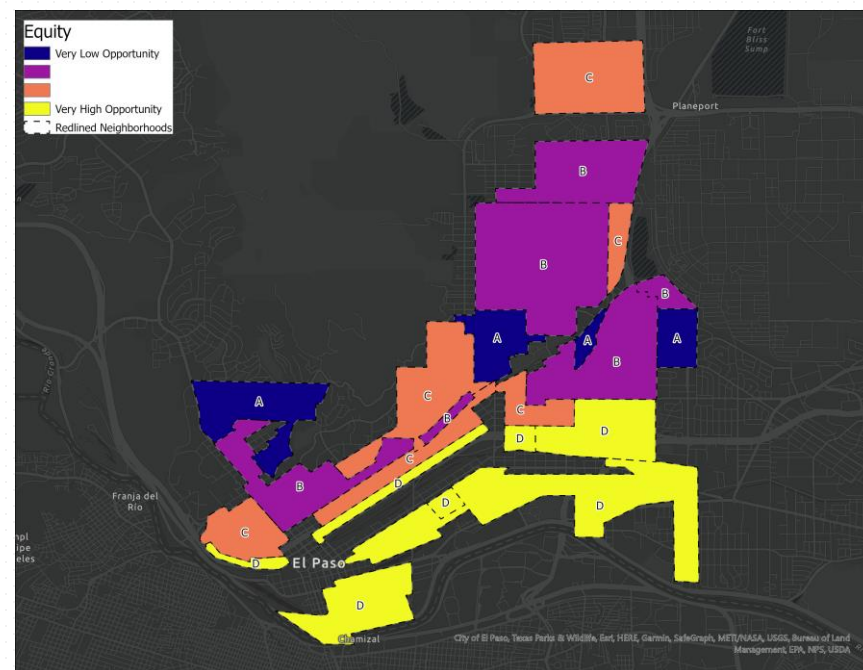
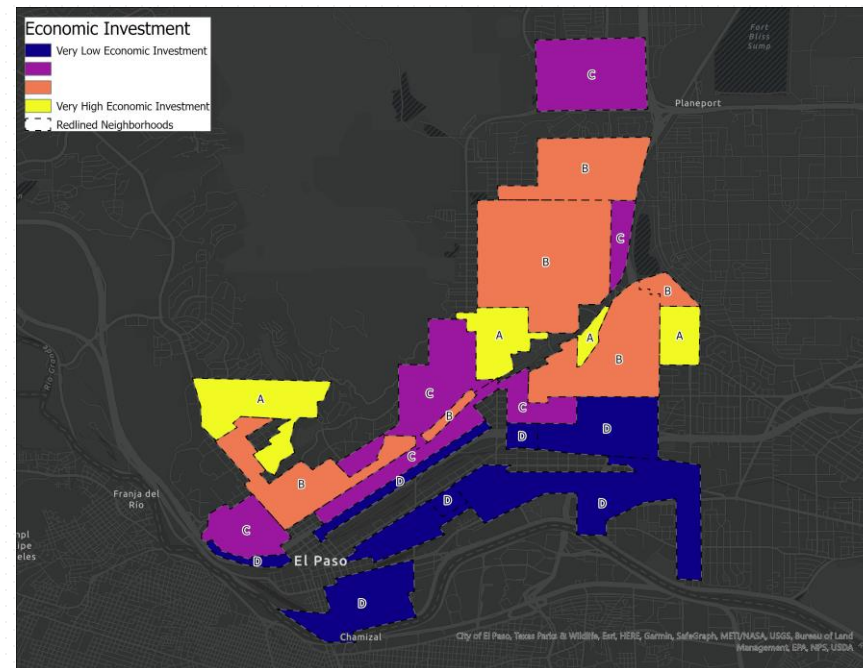
These survey files contained "residential security maps" that color-coded the levels of security for real estate investment. These maps contained 4 grade codes:

- **Grade A** indicated newly developed areas that were considered the best locations for mortgage lending
- **Grade B** neighborhoods were marked as "still desirable"
- **Grade C** neighborhoods were labeled as "definitely declining"
- **Grade D** neighborhoods, marked in red, were labeled "hazardous" for lending



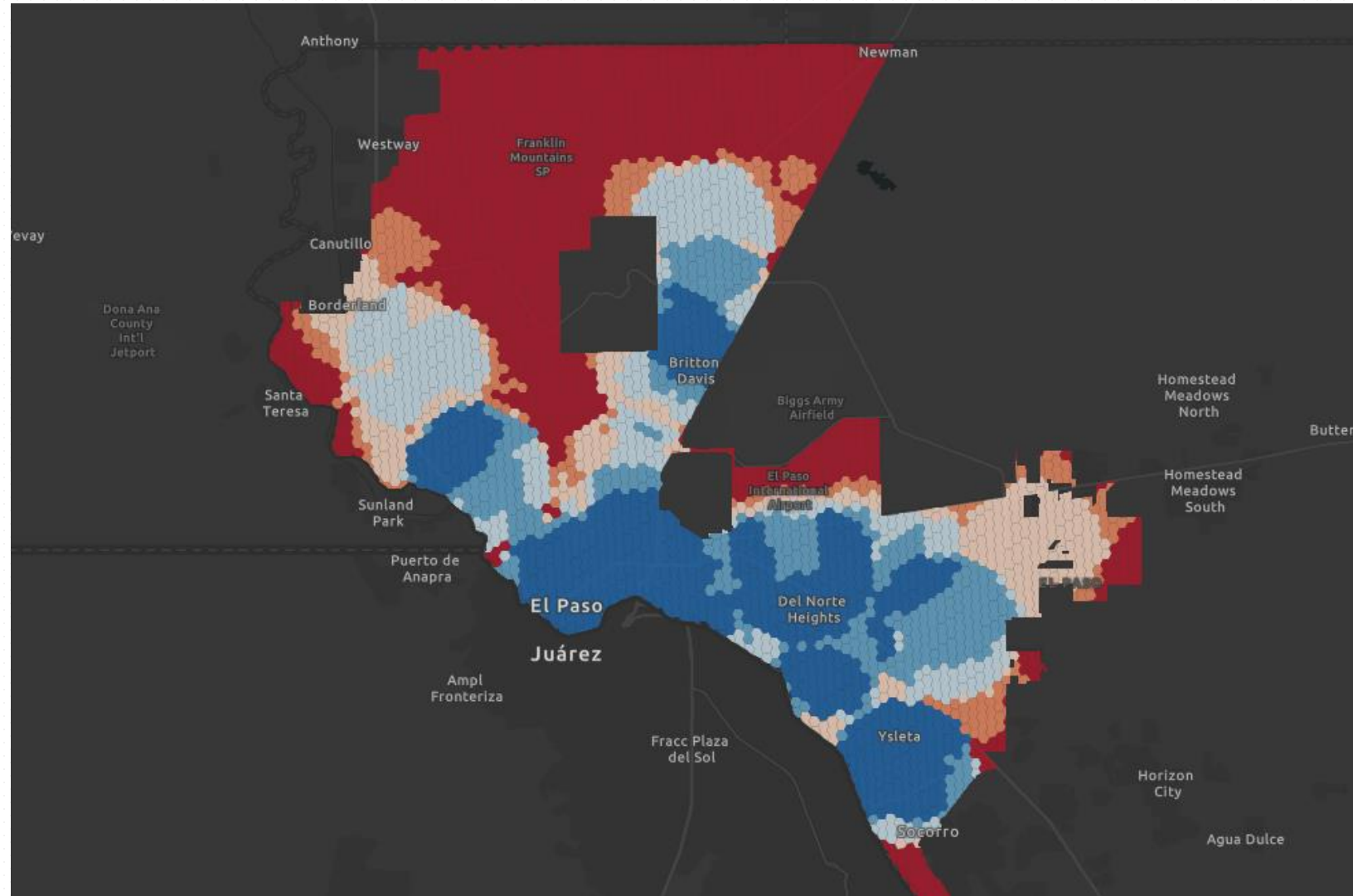
When comparing redlined neighborhoods from 1930 to today, they:

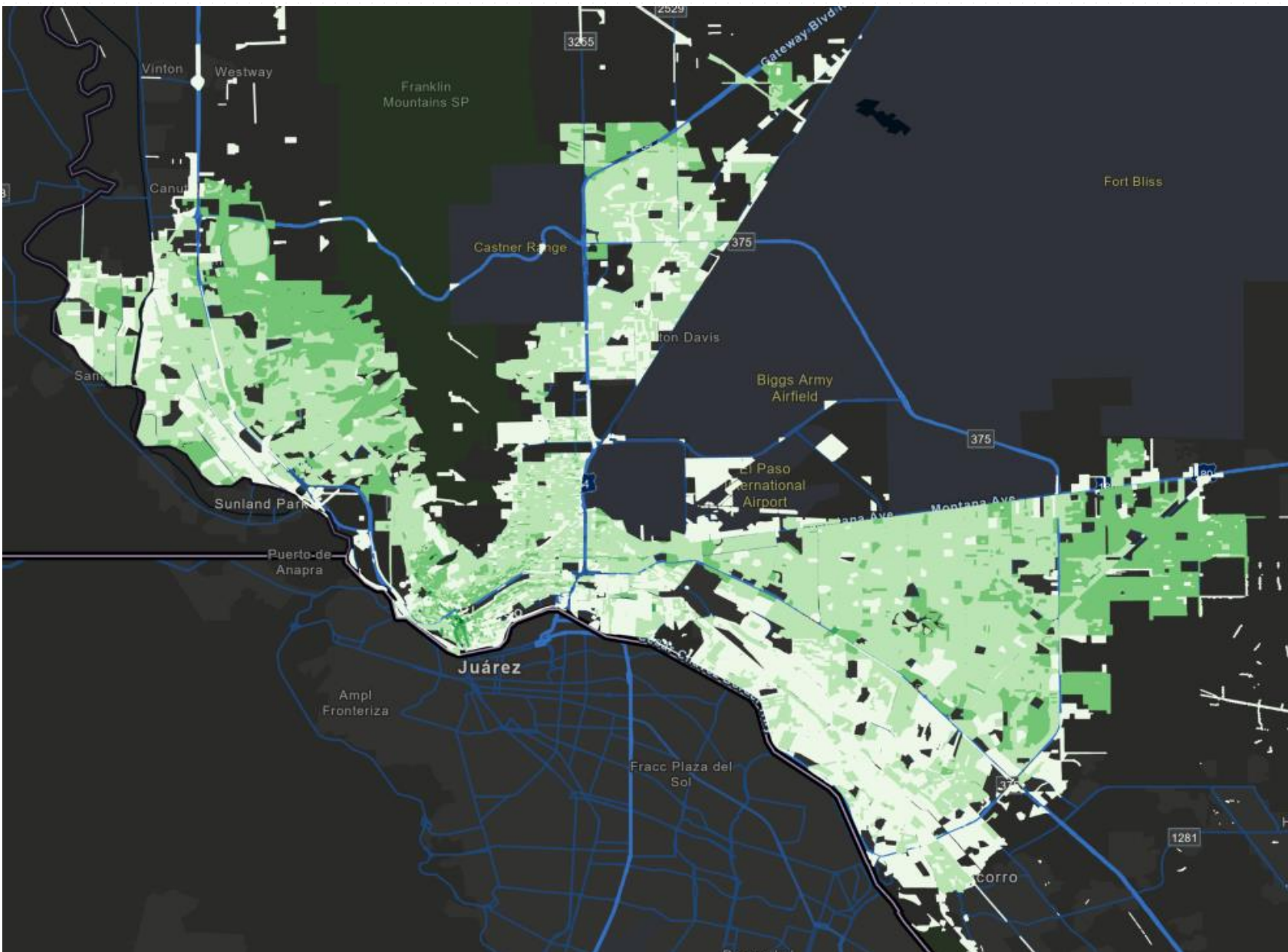
- Have the lowest share of home sales and residential permit activity;
- Are sold for 1/3 the value per square foot than homes elsewhere in the City;
- Have the highest share of foreclosures; and
- Home to the largest share of the City's poorest residents.



Citywide Gap Analysis

Prioritizing Facilities that Address Gaps in City Services





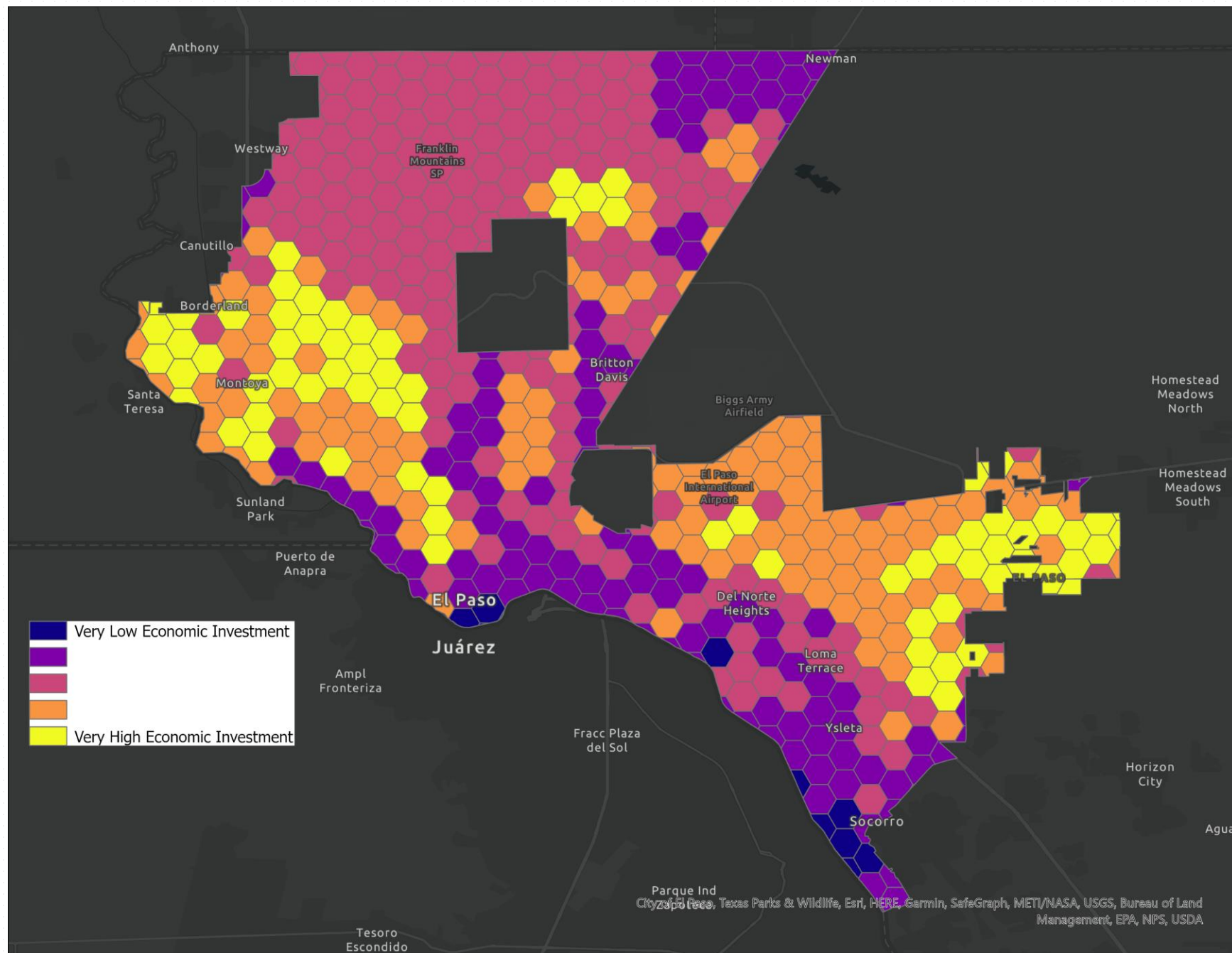
Return on Investment

Prioritize projects in areas of the City with positive return on investment.

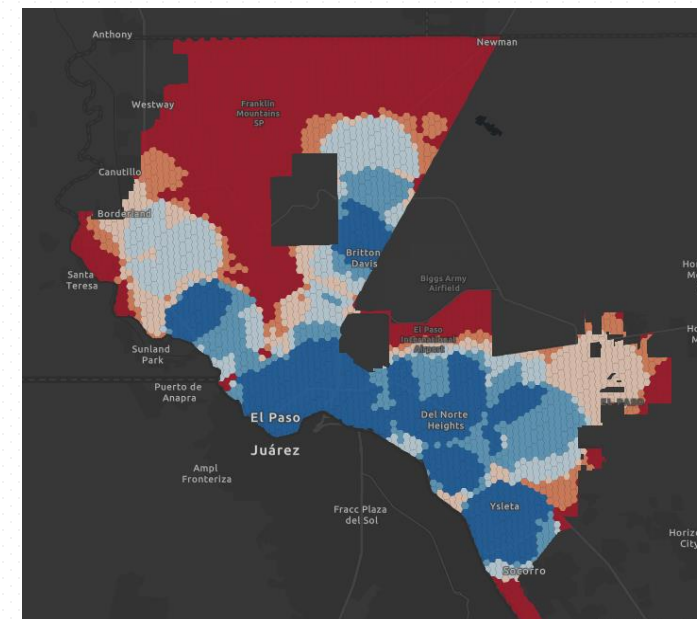
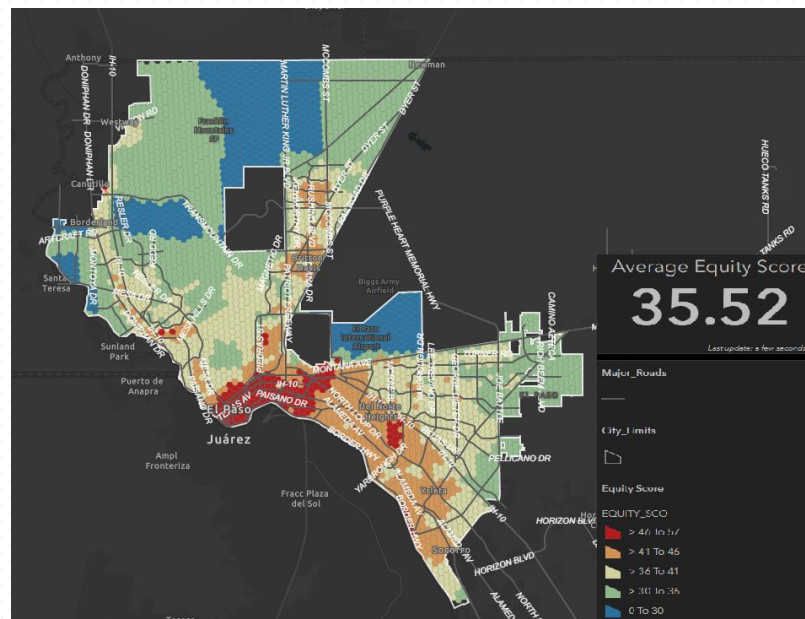
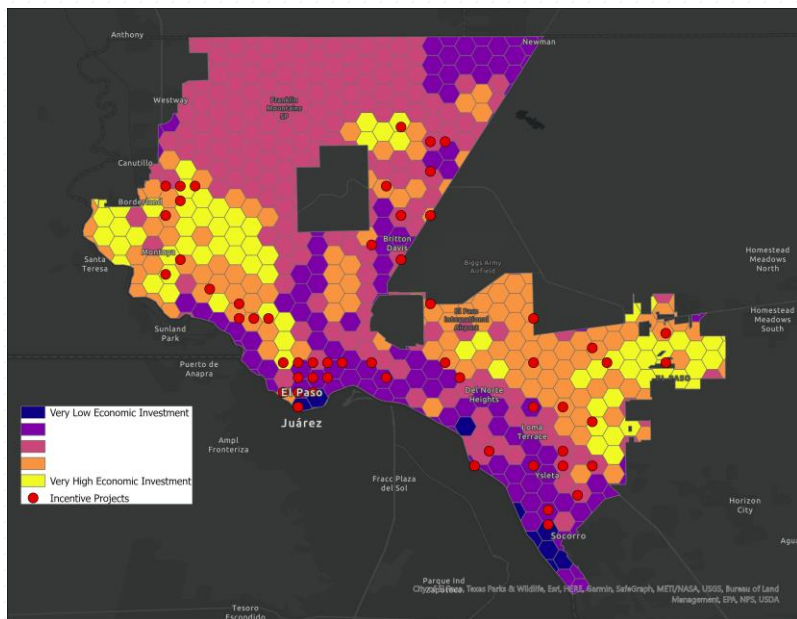
Economic Conditions

Economic Indicator Calculator

- Building Activity
- Property Values
- Workforce

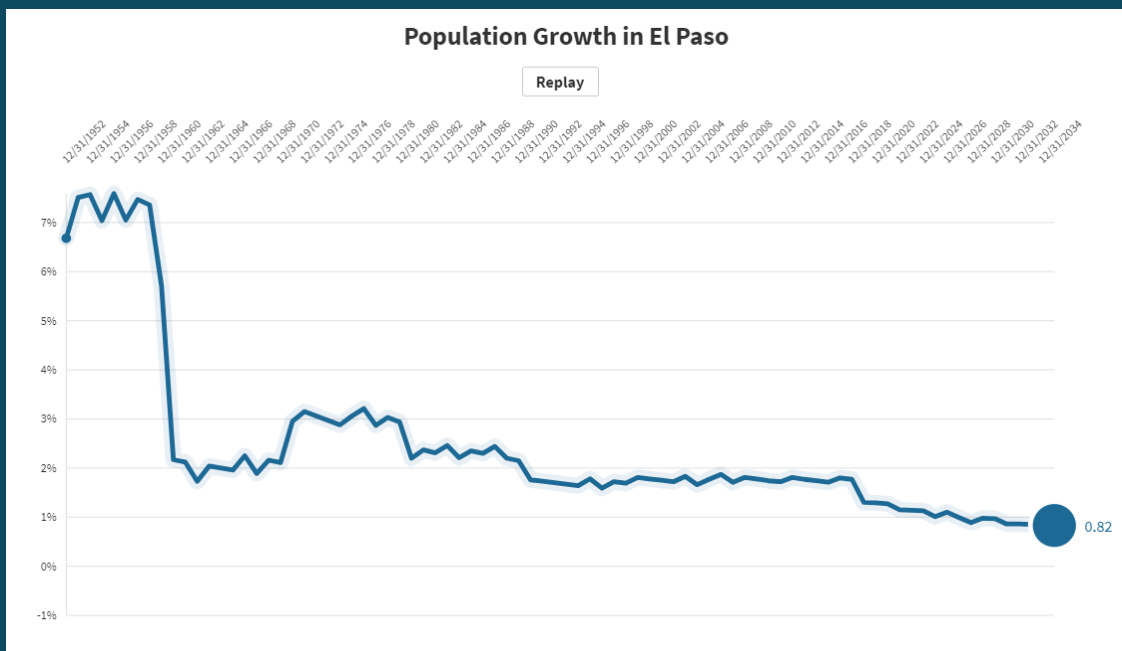


360 Approach to Capital Planning

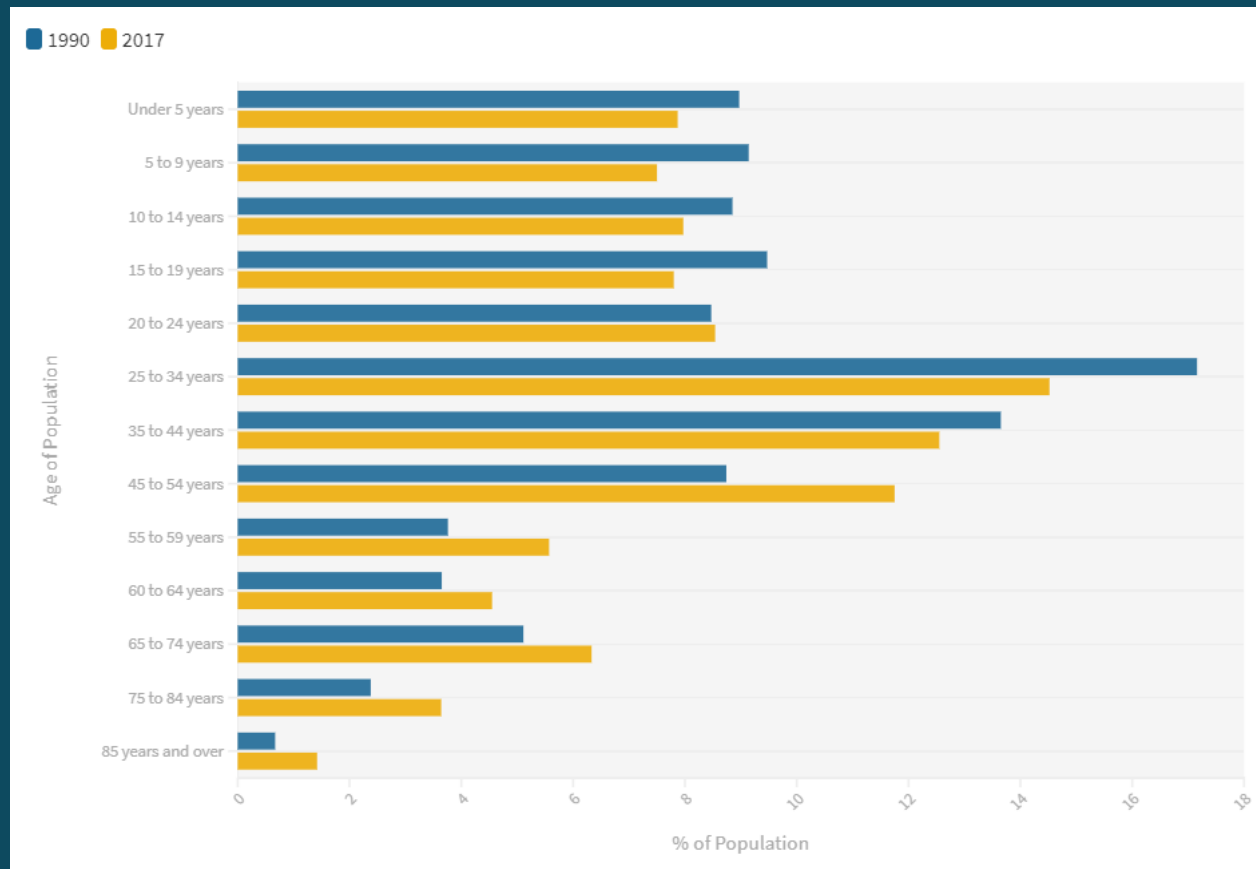


Coordinate investment in all funding pots: CIP, CD NIP, CDBG and Economic Development to leverage our investments

Changing Demographics of the City



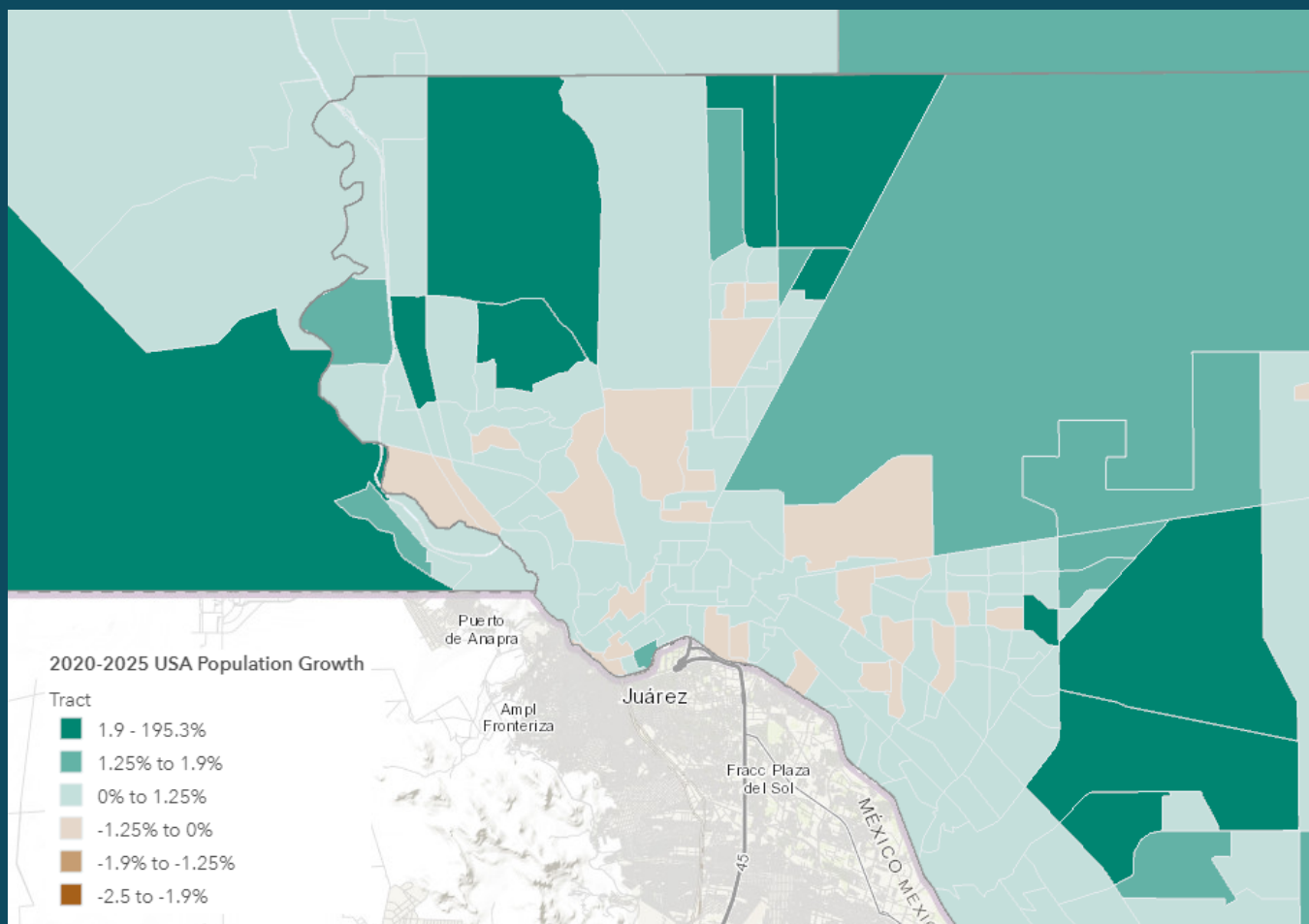
Annual population growth shows the City's population is flattening.



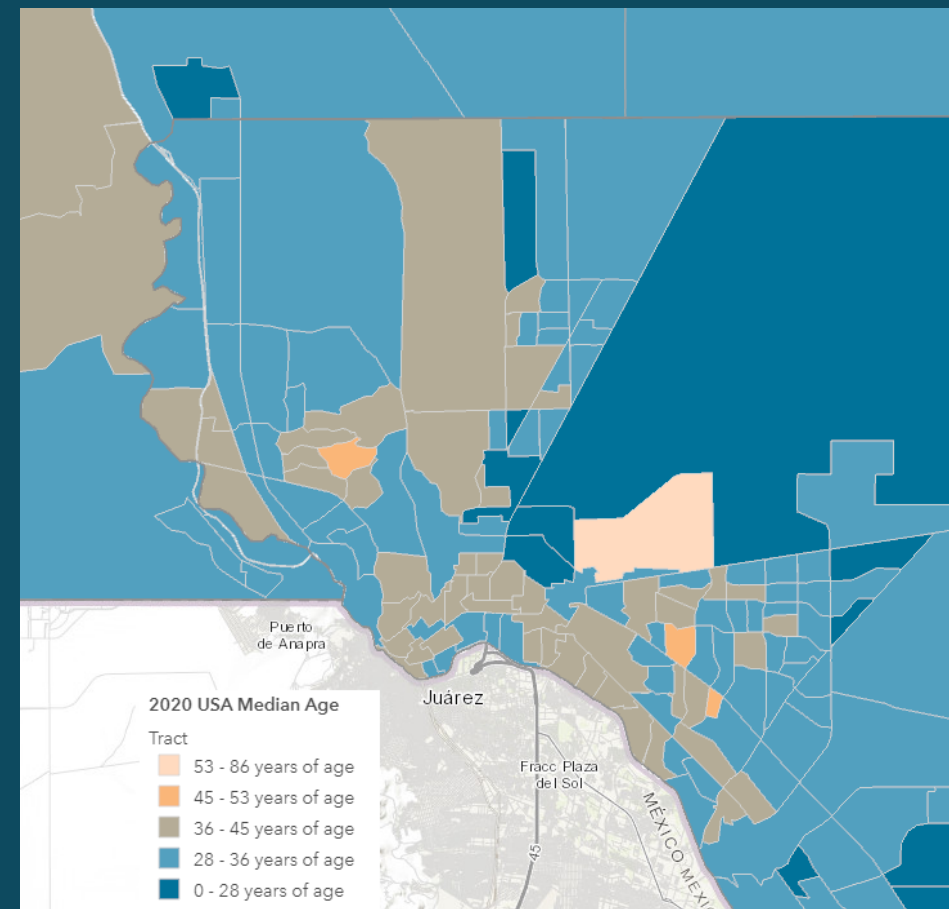
When compared to 1990 demographics, the City's population distribution is aging.

Changing Demographics

How will changing demographics and the flattening of City growth impact the delivery of City Services?



Projected Population Growth



Median Age

Operational Cost Cost of Service

Operations and Maintenance of City Facilities, by Facility Type at Full Build-Out

Facility Type	Average Facility O & M	Service Area Radius	Cost Per Sq. Mi	Cost Per Acre
Rec Centers	\$219,847.78	2 miles	\$17,503.80	\$27.35
Aquatics	\$400,070.38	2 miles	\$31,852.74	\$49.77
Senior Centers	\$147,339.80	2 miles	\$11,730.88	\$18.33
Libraries	\$541,848.43	2 miles+ Admin	\$52,888.58	\$82.64
Parks		Varies by Facility Type	\$1,093,498.21	\$1,708.59
Fire	\$2,547,847.00	1.5 Miles (Pumper Only) or 2.5 (Pumper + Aerial)+Admin	\$1,779,741.35	\$2,780.85
Police	\$16,524,690.27	34 Sq. Miles (Adding New ESRCC and Proposed FWSRCC)+HQ and Academy	\$761,462.00	\$1,189.78
Baseline Service	\$148,022,400.00		\$580,480.00	\$907.00
Streets	\$44,943,882.27	Average PCI 70, 30 Year Repaving Plan	\$359,048.73	\$410.08
TOTAL				\$7,174.38

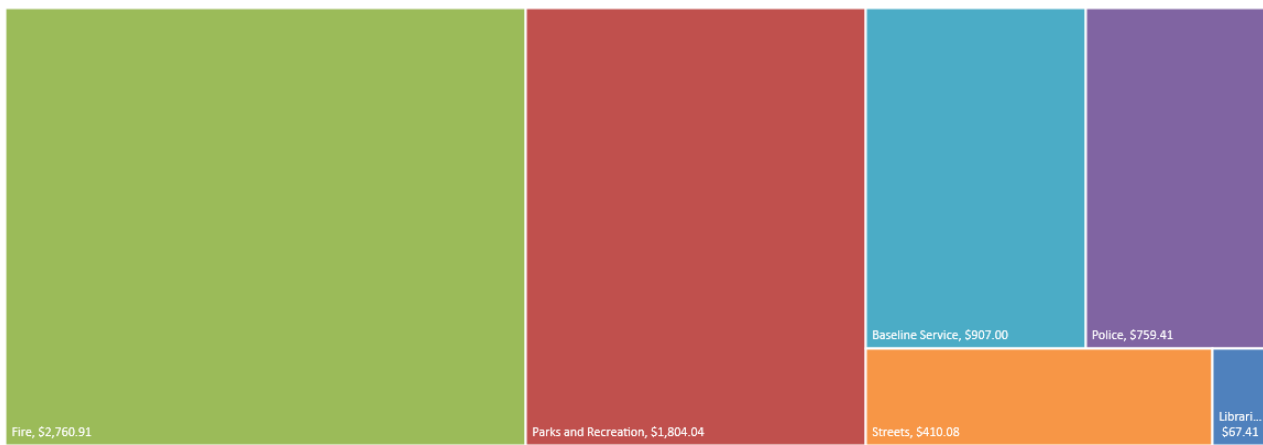
Current Budget Allocation

■ Libraries ■ Parks and Recreation ■ Fire ■ Police ■ Baseline Service ■ Streets



Budget Allocation Required to Meet LOS

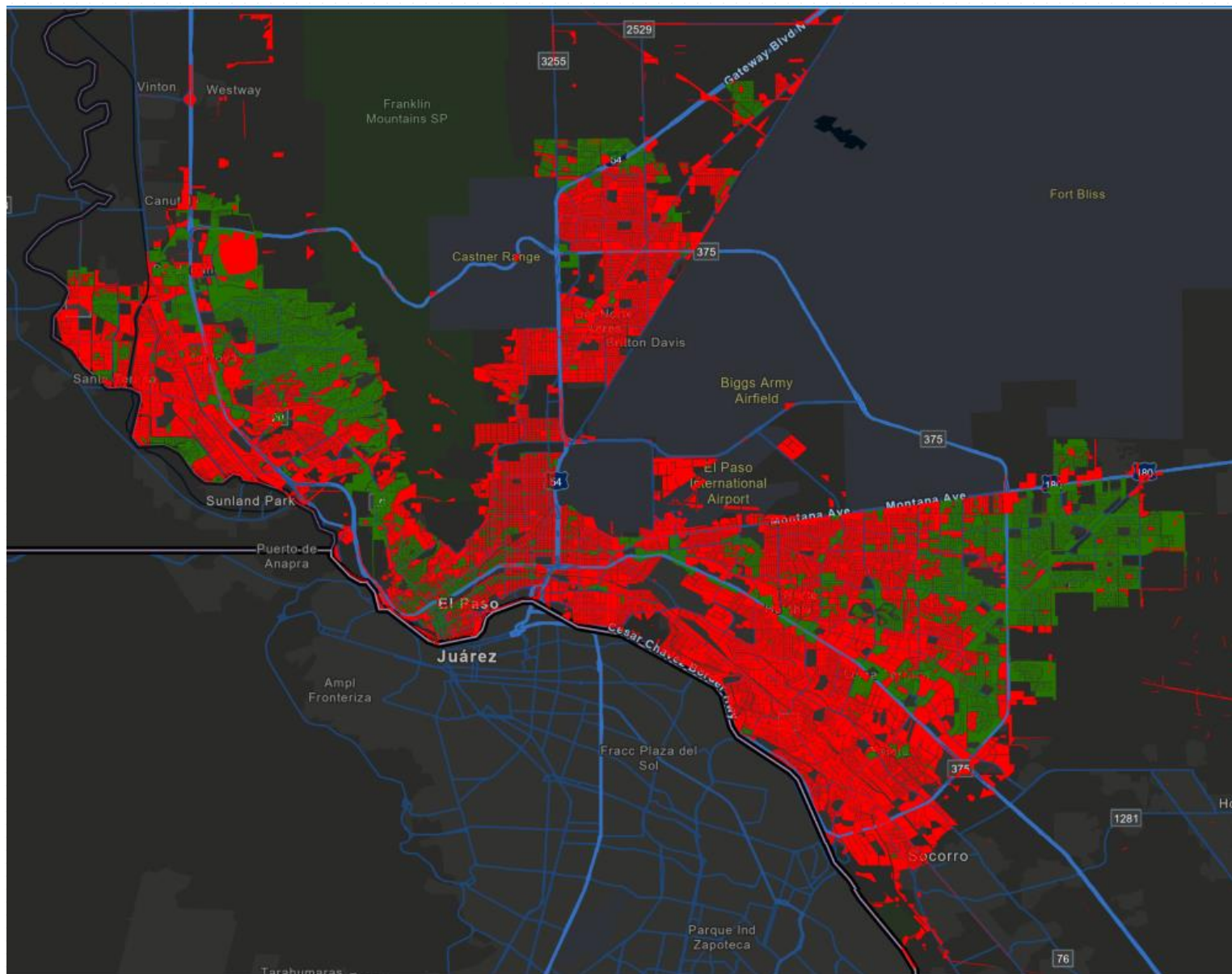
■ Libraries ■ Parks and Recreation ■ Fire ■ Police ■ Baseline Service ■ Streets



Facility Type	Needed	Current	Difference to Achieve LOS	
	Cost Per Acre	Cost Per Acre	Cost Per Acre	Percent Change
Libraries	\$82.64	\$63.23	\$19.41	30.70%
Parks and Recreation	\$1,804.04	\$183.58	\$1,620.46	882.69%
Fire	\$2,780.85	\$838.20	\$1,942.64	231.76%
Police	\$1,189.78	\$1,072.96	\$116.82	10.89%
Baseline Service	\$907.00	\$657.89	\$249.11	37.87%
Streets	\$410.08	\$249.29	\$160.79	64.50%
Total	\$7,174.38	\$3,065.16	\$4,109.23	134.06%

Matching Development, Growth and City Services.

Our development pattern directly impacts the demand for City services and our ability to pay for their long-term operations and maintenance.



Net Revenue Positive vs. Negative

- Committed to **2019 PUBLIC SAFETY**
- Committed to **STREETS**
- Committed to completing **2012 QOL**
- Leverage Federal Dollars
- **Financial Model – Strategic Timeline to start the Deferred Projects**
 - Opportunities:
 - Borrow Cash
 - Fund Operational Needs
 - CIP Prioritization Administrative Policy
 - Innovation, Cost of Service, Service Overlap, ROI

Next Steps

- **Refinancing opportunities are being explored based on financial analysis.**
- **Potential issuance of new money in early 2021 could be funded from refinancing and debt service savings.**
- **Working in conjunction with Finance to determine priority projects that would be funded.**

THANK YOU