

Vibrant Regional Economy – Goals 1 & 3

FY 2020 Preliminary Budget

VIBRANT REGIONAL ECONOMY



GOAL 1

AVIATION

DESTINATION EL PASO

ECONOMIC DEVELOPMENT

INTERNATIONAL BRIDGES

GOAL 3

PLANNING AND INSPECTIONS

VIBRANT REGIONAL ECONOMY STRATEGIES



GOAL 1

1.1 Stabilize and Expand El Paso's Tax Base

1.2 Enhance Visitor Revenue Opportunities

1.3 Maximize Venue Efficiencies Through Revenue Growth and Control

1.4 Grow the Core Business of Air Transportation

1.5 Stimulate Economic Growth Through Transit Integration and cross border mobility, trade and tourism

1.6 Provide business friendly permitting and inspection processes

GOAL 3

3.1 Streamline Processes to Provide a Solid Foundation for Development

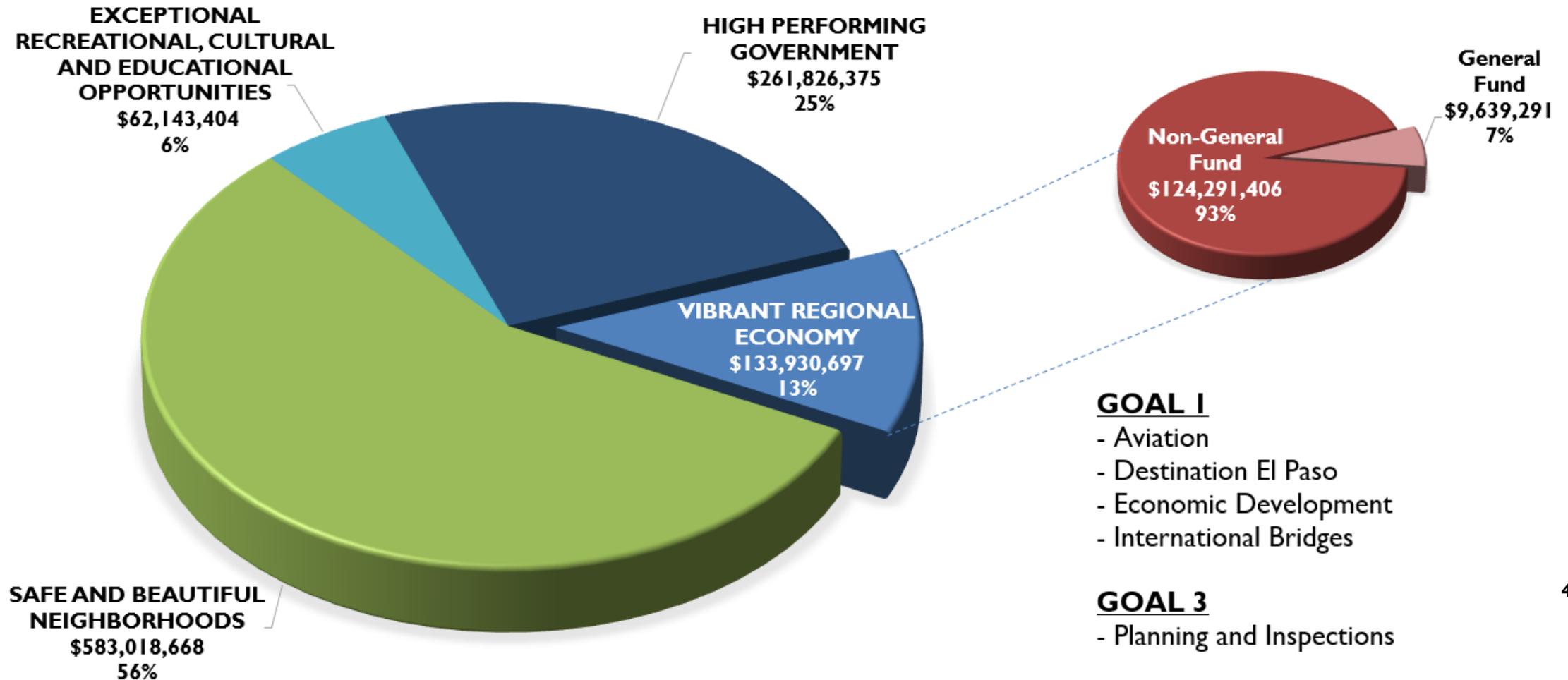
3.2 Improve the visual impression of the community (gateways, corridors, intersections, and parkland)

3.3 Set one standard for infrastructure across the city

DEPARTMENTS FUNDED BY VIBRANT REGIONAL ECONOMY



FY 2020 ALL FUNDS BUDGET \$1,040,919,144



SOURCE OF FUNDING



		GF	NGF			
DEPARTMENT		GENERAL	CAPITAL PROJECTS	SPECIAL REVENUE	ENTERPRISE	ALL FUNDS
GOAL 1	AVIATION	-	-	-	64,047,890	64,047,890
	DESTINATION EL PASO	-	4,000,000	13,462,121	-	17,462,121
	ECONOMIC DEVELOPMENT	1,914,207	-	18,703,192	-	20,617,399
	INTERNATIONAL BRIDGES	-	-	-	24,078,203	24,078,203
GOAL 1 TOTAL		\$ 1,914,207	\$ 4,000,000	\$ 32,165,313	\$ 88,126,093	\$ 126,205,613
GOAL 3	PLANNING AND INSPECTIONS	7,725,084	-	-	-	7,725,084
	GOAL 3 TOTAL	\$ 7,725,084	\$ -	\$ -	\$ -	\$ 7,725,084
TOTAL		\$ 9,639,291	\$ 4,000,000	\$ 32,165,313	\$ 88,126,093	\$ 133,930,697

MAJOR VARIANCES



Goal 1

Aviation – Increases in debt service requirement for 2018 Revenue Bonds, capital project funding, and Operating Fund Balance due to increase in Enterprise Revenues

Destination El Paso – Increase in Convention Development effort with the addition of a director of sales and national sales manager to include a national meeting market digital advertising campaign

Economic Development – Decrease in Personal Services due to positions transferring to other departments; Increases in contractual services for incentive agreements and for lease of Mills building (not budgeted in FY 2019)

International Bridges – Reduction on Material and Supplies budget to align with actuals. Reduction in Principal Payment Expense to align with FY 2020 Debt Schedule.

Goal 3

Planning and Inspections – Salary and benefits decrease due to increase in attrition and Code Compliance shifting to ESD

VIBRANT REGIONAL ECONOMY

EXPENSES – GENERAL FUND



DEPARTMENT		FY 2019 ADOPTED	FY 2020 PRELIMINARY	VARIANCE	PERCENT
GOAL 1	ECONOMIC DEVELOPMENT	1,963,563	1,914,207	(49,356)	-2.5%
GOAL 1 TOTAL		\$ 1,963,563	\$ 1,914,207	\$ (49,356)	-2.5%
GOAL 3	PLANNING AND INSPECTIONS	7,857,127	7,725,084	(132,043)	-1.7%
GOAL 3 TOTAL		\$ 7,857,127	\$ 7,725,084	\$ (132,043)	-1.7%
TOTAL GENERAL FUND		\$ 9,820,690	\$ 9,639,291	\$ (181,399)	-1.8%

¹ Decrease in salary and benefits due to positions being transferred to other departments

² Increase in attrition and Code Compliance shifting to ESD

VIBRANT REGIONAL ECONOMY

EXPENSES – GENERAL FUND



CATEGORY	FY 2019 ADOPTED	FY 2020 PRELIMINARY	VARIANCE	PERCENT
Personal Services	9,057,435	8,679,394	(378,041)	-4.2% ¹
Contractual Services	407,700	472,228	64,528	15.8% ²
Materials And Supplies	167,000	174,200	7,200	4.3%
Operating Expenditures	188,555	182,070	(6,485)	-3.4%
Other Uses	-	131,399	131,399	100.0% ³
TOTAL	\$ 9,820,690	\$ 9,639,291	\$ (181,399)	-1.8%

¹ Decrease due to personnel shifting from Economic Development to other departments, an increase in attrition for Planning and Inspections and Code Compliance shifting to ESD

² Increase in Economic Development for lease of Mills Building

³ Lobbyist Fund moved to Economic Development, previously budgeted in City Attorney's Department

VIBRANT REGIONAL ECONOMY EXPENSES – NON GENERAL FUND



DEPARTMENT		FY 2019 ADOPTED	FY 2020 PRELIMINARY	VARIANCE	PERCENT
GOAL 1	AVIATION	56,873,649	64,047,890	7,174,241	12.6%
	DESTINATION EL PASO	15,482,250	17,462,121	1,979,871	12.8%
	ECONOMIC DEVELOPMENT	17,851,424	18,703,192	851,768	4.8%
	INTERNATIONAL BRIDGES	24,702,986	24,078,203	(624,783)	-2.5%
GOAL 1 TOTAL		\$ 114,910,309	\$ 124,291,406	\$ 9,381,097	8.2%
GOAL 3	PLANNING AND INSPECTIONS	935,111	-	(935,111)	-100.0%
GOAL 3 TOTAL		\$ 935,111	\$ -	\$ (935,111)	-100.0%
TOTAL NON GENERAL FUND		\$ 115,845,421	\$ 124,291,406	\$ 8,445,986	7.3%

¹ Increase in Debt Service Requirement, Capital Project funding, and Fund Balance

² Increase due to venue booking, touring entertainment, and convention development efforts

³ Increases for Economic Incentives

⁴ Net reductions due to revenue decrease

⁵ Code Compliance function shifted to Environmental Services Department

VIBRANT REGIONAL ECONOMY

EXPENSES – NON GENERAL FUND



CATEGORY	FY 2019 ADOPTED	FY 2020 PRELIMINARY	VARIANCE	PERCENT	
Personal Services	29,185,706	30,012,363	826,657	2.8%	1
Contractual Services	35,414,768	36,173,718	758,950	2.1%	2
Materials And Supplies	4,168,765	3,940,111	(228,654)	-5.5%	
Operating Expenditures	7,119,447	7,149,830	30,383	0.4%	
Non-Operating Expenditures	6,555,836	11,484,152	4,928,316	75.2%	3
Other Uses	28,689,716	30,401,844	1,712,128	6.0%	4
Capital Outlay	4,711,183	5,129,389	418,206	8.9%	5
TOTAL	\$ 115,845,421	\$ 124,291,406	\$ 8,445,986	7.3%	

¹ Increase due to additional funds from Hotel Occupancy Tax and use of fund balance

² Increase due to Economic Incentive Agreements, promotional supplies for DEP, and management services contracts for Airport and International Bridges

³ Increase in Debt Service Requirement for Airport

⁴ Increase in Debt Service Requirement, Capital Project funding, Fund Balance

⁵ Increase in Capital Project funding

VIBRANT REGIONAL ECONOMY STAFFING – ALL FUNDS



DEPARTMENT	FY 2019 ADOPTED	FY 2020 PRELIMINARY	VARIANCE
Aviation	233.60	228.60	-5.00
Economic Development	21.00	15.00	-6.00
International Bridges	69.00	67.50	-1.50
GOAL 1	323.60	311.10	-12.50
Planning and Inspections	137.00	123.00	-14.00
GOAL 3	137.00	123.00	-14.00
FTE Total	460.60	434.10	-26.50

¹ Inactivated 5 Shuttle Bus Drivers

² Transferred 5 positions to other departments for operational realignment, inactivated 1 position to offset costs for other position upgrades

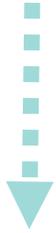
³ Inactivated 2 Toll Collectors

⁴ Code Compliance function transferred to Environmental Services Department

Quality of Life and Place



Vision Block



Strategic Goals



Departments
(organizational alignment)

Vibrant Regional Economy

GOAL 1

Strong sustainable **ECONOMIC DEVELOPMENT**

GOAL 3

Promote the **VISUAL IMAGE** of El Paso

AVIATION + DESTINATION EL PASO +

ECONOMIC DEVELOPMENT +

INTERNATIONAL BRIDGES +

PLANNING & INSPECTIONS



GOALS 1 & 3 what we've ACCOMPLISHED

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



2018 BEST AIRPORT BY SIZE AND CATEGORY

(2-5 million passengers in North America)

Airport Council International's Airport Service Quality (ASQ) Customer Experience Awards

Alaska Airlines commenced non-stop daily service to Seattle & San Diego



2018 Airport Safety Excellence Award by the Federal Aviation Administration for **Zero discrepancies and superb training** programs



Checked Baggage Inspection System



Runway 4-22 Reconstruction

FY19 results recap + refresh

GOALS 1 & 3 what we've ACCOMPLISHED

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



Comprehensive International Bridges capital improvement program completed and adopted



Permanent **renewal of the City's P3 program** with U.S. Customs and Border Protection

Successfully worked with the state delegation to **address issues found in Rider 49** to ensure that the use of the appropriated amount **(\$32M)** will be available to provide the funding necessary for an intelligent transportation system and infrastructure projects



FY19 results recap + refresh

GOALS 1 & 3 what we've ACCOMPLISHED

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



Jan – Apr 2019

Hotel Revenue

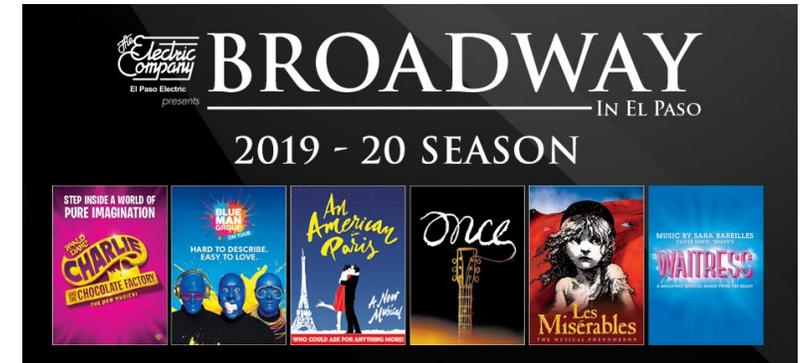
Increased 13.7% YTD

71.5% Occupancy



'Accredited Destination Marketing Organization' certification

Shows a commitment to ethical standards and industry best practices



2019-2020 Broadway in El Paso Series features 4 new shows, and 2 favorites!

Charlie and the Chocolate Factory
The Blue Man Group
An American in Paris
Once
Les Misérables
Waitress

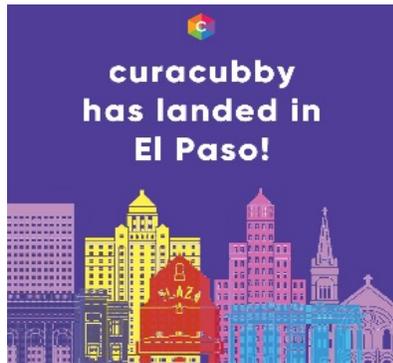
FY19 results recap + refresh

GOALS 1 & 3 what we've ACCOMPLISHED

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



More than **\$157.5 Million in Investment** 2,419 Jobs Created & Retained



119 new commercial permits issued (excluding trade permits) with a valuation of **\$354M, 32% increase over FY18**

Over 1,228 new residential permits issued with a valuation of **\$298M, 5% decrease from FY18**

One Stop Shop

48,208 Customers Assisted in under 7 minutes
96% of customers rated service provide as very satisfied or satisfied

FY19 results recap + refresh

GOALS 1 & 3 what we WILL ACCOMPLISH

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

strategy	FY20 key deliverables
Grow the core business of air transportation <i>Expand Airport Development</i>	<ul style="list-style-type: none">• Apply for Small Community Air Service Development Program (SCASDP) as an opportunity to provide service to a new destination• Continue to work with The Borderplex Alliance to establish a business-backed revenue guarantee air service incentive program• Continue to meet with Airlines to promote new routes• Complete construction on: Landscaping, Escalator Replacement, Pavement Rehab and new FBO Ramp
Stimulate economic growth through cross border mobility, trade, and tourism	<ul style="list-style-type: none">• Downtown parking study• New parking meter app• Cross-border survey

GOALS 1 & 3 what we WILL ACCOMPLISH

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

strategy	FY20 key deliverables
Enhance visitor revenue opportunities	<ul style="list-style-type: none">• 25,000 Convention/Meeting Room Nights booked for future years• 5,000 Sports Room Nights booked for future years• 100M US Advertising Impressions• \$200M in Hotel Revenue
Maximize venue efficiencies through revenue growth and control	<ul style="list-style-type: none">• \$7.2M in Venue Generated Revenue• 500,000+ Overall Venue Attendance• 155,000+ Performance Venue Attendance• 1,700+ Broadway Season Subscribers

GOALS 1 & 3 what we WILL ACCOMPLISH

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

strategy	FY20 key deliverables
Stabilize and expand El Paso's tax base	<ul style="list-style-type: none">• Activate targeted (re)development areas i.e. Cohen, Airport, MCA• Expand Downtown revitalization efforts• Identify and implement plans for areas of partnership with other partner organizations i.e. County, ISD's• Align and implement incentive policies with a focused strategy to attract and retain investment opportunities across key industry sectors

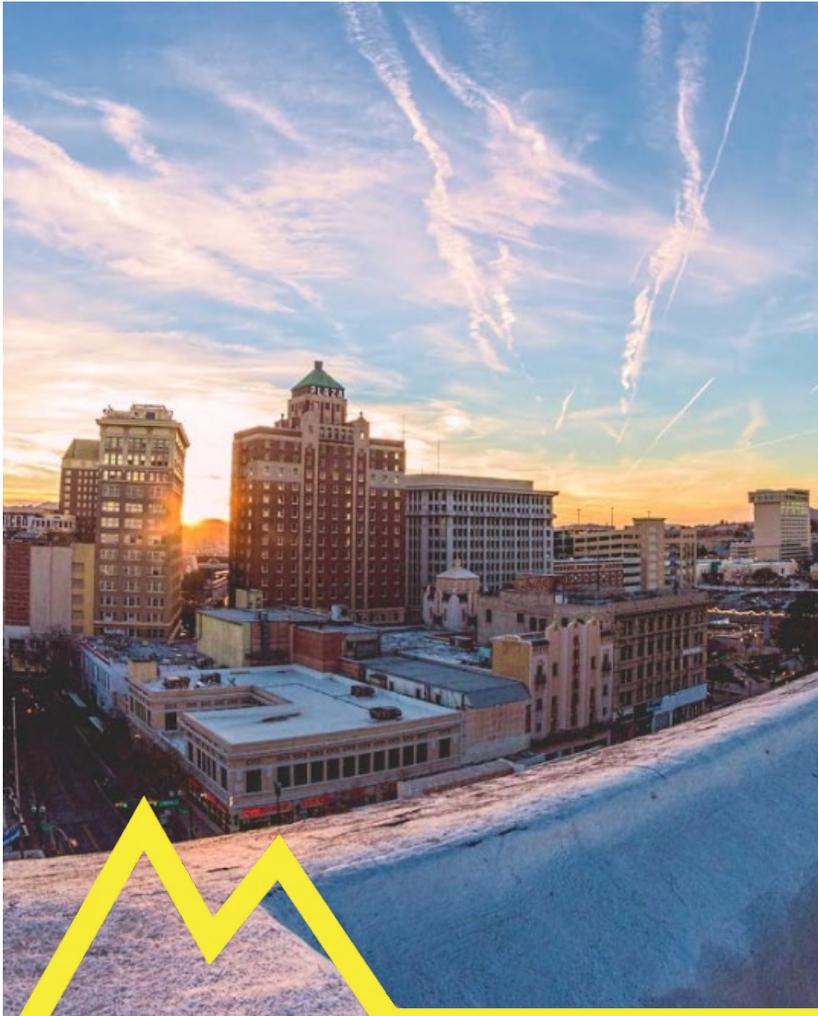
GOALS 1 & 3

what we WILL ACCOMPLISH

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



strategy	FY20 key deliverables
Streamline processes to provide a solid foundation for development	<ul style="list-style-type: none">• Amend Title 20 to streamline zoning application approval• Amend Title 21 to allow for better application of SmartCode regulations• Streamlining of permitting process for Downtown Historic Structures renovations• Lean Six Sigma project on permitting and inspections process
Provide business-friendly permitting and inspection process	<ul style="list-style-type: none">• Creation by Fire Department of dedicated full time fire plans examiners• Separation of building & grading permits• Development of educational content for public• Facilitation of online processing• Assignment of inspectors to projects from beginning –to- end to provide consistent inspections and follow-up• Developed a process for collecting outstanding and delinquent fees (Alcohol, SOB, Re-fees)



Vibrant Regional Economy – Goals 1 & 3

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