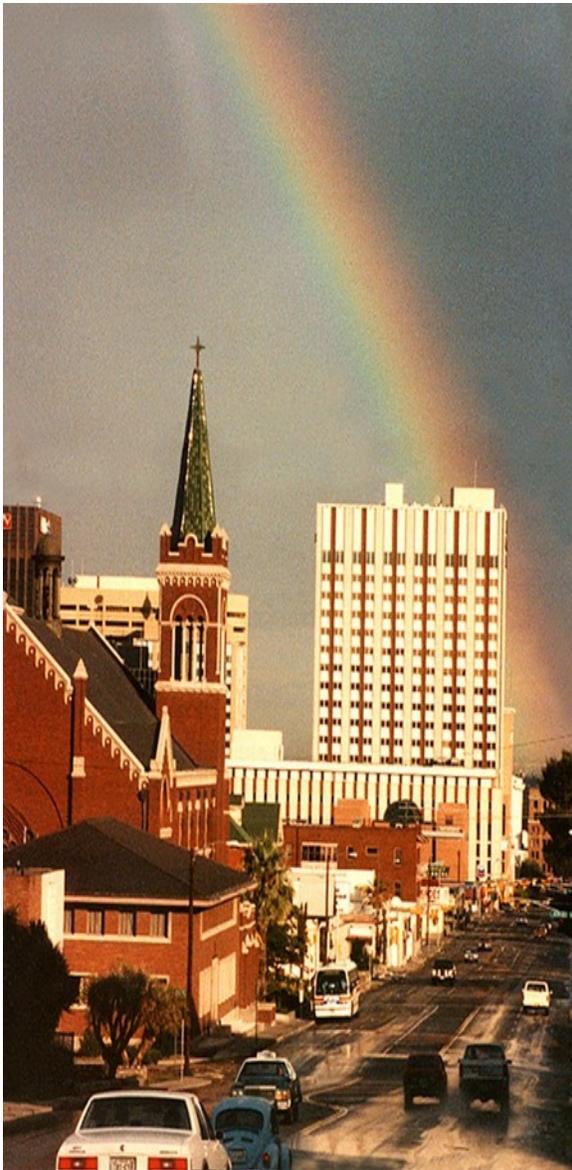


City of El Paso

Fiscal Year 2014

1st Quarter Budget Report





January 31, 2014

To: Honorable Mayor and City Council Members

CC: Joyce Wilson, City Manager
David Almonte, Deputy City Manager
Jane Shang, Deputy City Manager
Carmen Arrieta-Candelaria, Chief Financial Officer

From: Lynly Leeper, Chief Budget Officer

RE: 1st Quarter Budget Report – Fiscal Year (FY) 2014

Attached please find the Budget Report for the First Quarter of FY 2014.

This report is presented to Council with a cautious outlook toward growth in the national and local economy. According to the business-cycle index, a measure of economic activity produced by the Federal Reserve Bank of Dallas, the El Paso metropolitan economy has slowed in recent months. During November the index registered 0.3 percent annualized growth, compared with an average of 1.5 percent growth over the previous three months. Ciudad Juarez maquiladora payrolls continue to inch up, although at a slower pace. However, the local economy continues to be negatively impacted by recent decreases in government spending.¹ El Paso's Gross Metropolitan Product for 2014 is estimated to be 0.8% higher than in the prior year, and commercial activity is estimated to remain flat.²

El Paso's nonfarm employment increased in November at a 0.2 percent annualized rate.³ These job increases were primarily in the trade, transportation, and utilities sectors.

¹ December 2013, Economic Update, Federal Reserve Bank of Dallas, El Paso Branch. <http://www.dallasfed.org/assets/documents/research/update/ep/2013/1311epupdate.pdf>

² November, 2013 Borderplex Economic Outlook: 2013 – 2015, The University of Texas at El Paso.

³ Bureau of Labor Statistics http://www.bls.gov/eag/eag.tx_epaso_msa.htm

Mayor
Oscar Leoser

City Council

District 1
Ann Morgan Lilly

District 2
Larry Romero

District 3
Emma Acosta

District 4
Carl L. Robinson

District 5
Dr. Michiel R. Noe

District 6
Eddie Holguin Jr.

District 7
Lilia B. Limon

District 8
Cortney C. Niland

City Manager
Joyce A. Wilson

Compared to previous periods, the El Paso unemployment rate decreased to 8.2 from 8.5 percent in October 2013 and 8.4 percent in November of 2012.⁴ The Texas unemployment rate for November was 6.1 percent, while the national rate was 7.0 percent.⁵

With regard to the City's General Fund revenues, collections by the end of this fiscal year are projected to be **(1.03%)** under budget **(\$3.64 million)**, primarily due to a decline in sales tax, franchises, and transfers in.

The following summarizes General Fund revenue projections over/**(under)** budget grouped by taxes, franchise fees, charges for services, fines, and licenses and permits, concluding with a summary of overall expenditures.

Tax Revenues – (\$2,128,809)

While property tax is expected to be slightly over budget by \$607,200, sales tax is expected to be **(under)** by **(\$2,736,009)**. Though sales tax has grown slightly compared to FY 2013 collections, the growth is not at the level budgeted and state audit results have mitigated any growth experienced. The property tax projection is in alignment with historical collections and assessed levy. Overall, this revenue category consists of almost two-thirds of the revenues to be collected in FY 2014.

Franchise Fees – (\$250,217)

Franchise fee revenues are **(under)** budget by **(0.57%)**, primarily driven by reduced revenues from El Paso Water Utilities, Time Warner, and AT&T, which are offset by slightly higher revenues from Texas Gas and Oneok. This group of fees comprises 12.5% of the revenues received by the City's General Fund, creating the second highest proportion of revenues behind taxes. The primary generators of this revenue stream are El Paso Electric, El Paso Water Utilities, AT&T, Texas Gas, and Time Warner Cable.

Charges for Services – \$678,997

Charges for services are projected to be over budget by \$678,997 or 2.4%. Revenues in this category include reimbursed expenditures, ambulance service fees, health service fees, indirect cost recovery, and culture and recreation service fees. The main driver behind the increase is a change in accounting procedure for indirect cost recovery. Historically, Environmental Services' indirect cost recovery has been recorded in Transfers In. The recovery is now being recorded with Charges for Services. Consequently, revenue recorded in Transfers In is lower.

⁴ Bureau of Labor Statistics
http://www.bls.gov/eag/eag.tx_el Paso_msa.htm

⁵ December 2013, Economic Update, Federal Reserve Bank of Dallas, El Paso Branch.
<http://www.dallasfed.org/assets/documents/research/update/ep/2013/1311epupdate.pdf>

Fines – (\$729,744)

Overall, fines are projected to be under budget by (\$729,744) or (5.38%) for FY 2014. This forecast is mainly attributable to a reduction in parking forfeitures/fines, moving violation forfeitures/fines, and liability insurance violations.

Licenses and Permits – \$576,823

Licensing and permit revenues are projected to be over budget by 4.78%. Alarm licenses for three year periods continue to show an increase as do individual trade permits for electrical, mechanical, and plumbing. Residential building permits are under performing while an increase in grading permit issuance indicates an increase in commercial building permits can be anticipated.

Summary of Expenditures – \$3,861,517

Year-end General Fund expenditures are projected to be under budget by \$3,861,517 or 1.11%, in an effort to expend within the current limits of General Fund forecasted revenues.

Overall, the forecast depicts revenue projections coming in (under) budget by (1.03%) and expenditures under budget by 1.11%.



1st Quarter Budget Report

February 11, 2014

Carmen Arrieta-Candelaria
Chief Financial Officer





FY 2014 Year-End General Fund Revenue Projections

	ADOPTED BUDGET FY 2014	ADJUSTED BUDGET FY 2014	FY 2014 ACTUAL TO DATE	YEAR-END PROJECTION	OVER/(UNDER) BUDGET	
Beginning Fund Balance 8/31/13:^(a)				\$ 17,997,700		
REVENUES						
Property Taxes	143,651,090	143,651,090	5,229,774	144,225,727	574,637	0.40%
Penalties and Interest	1,232,070	1,232,070	232,634	1,264,633	32,563	2.64%
Sales Taxes	82,700,626	82,700,626	18,925,378	79,964,617	(2,736,009)	(3.31%)
Franchise Fees	44,059,942	44,059,942	9,614,648	43,809,725	(250,217)	(0.57%)
Charges for Services	28,305,849	28,305,849	4,813,237	28,984,846	678,997	2.40%
Fines and Forfeitures	13,558,677	13,558,677	2,317,467	12,828,933	(729,744)	(5.38%)
Licenses and Permits	12,057,858	12,057,858	2,950,489	12,634,681	576,823	4.78%
Intergovernmental Revenues	2,552,083	2,552,083	1,646	2,552,083	0	0.00%
County Participation	448,496	448,496	0	448,496	0	0.00%
Interest	400,000	400,000	(157)	400,000	0	0.00%
Rents and Other	1,535,904	1,535,904	390,044	1,536,343	439	0.03%
Transfers In	20,730,894	20,730,894	4,438,562	18,945,699	(1,785,195)	(8.61%)
SIF Revenues	0	0	0	0	0	0.00%
Other Sources	22,380	22,380	9,440	25,080	2,700	12.06%
TOTAL REVENUE:	351,255,869	351,255,869	48,923,162	347,620,863	(3,635,006)	(1.03%)
Authorized Use of Fund Balance		1,800,000				
TOTAL	351,255,869	353,055,869	48,923,162	347,620,863		

(a) The combination of the assigned, committed and unassigned fund balance at 8-31-13 is reflected in this line.



FY 2014 Budget Adjustments

- **Purchase Order Rollover**
 - \$800,000 authorized use of fund balance
- **External Legal Counsel, Claims, and Litigation Expenses**
 - \$1,000,000 authorized use of fund balance



Tax Revenues

FY 2014 Adjusted Budget	Collected through First Quarter	Year End Projection
\$227,583,786	\$24,387,786	\$225,454,977

Projected Under Budget by (\$2,128,809) or (0.94%)

- **Property Tax** collections including penalties and interest projected over budget by \$607,200 or 0.42%
- **Sales Tax** projected under budget by (\$2,736,009) or (3.39%)
- **Mixed Beverage Tax** projected at budget
 - This tax was reduced from 10.7143% to 8.3065% in September, 2011
 - It returned to 10.7143% effective September 1, 2013



1st Quarter Sales Tax Receipts

Period (Month)	FY 2013	FY 2014	% Change FY13/ FY14
Sep	6,070,365	5,718,813	(5.79%)
Oct	5,854,583	6,040,264	3.17%
Nov	6,338,089	6,674,545	5.31%
Dec	5,989,260		
Jan	6,048,558		
Feb	8,503,365		
Mar	5,516,877		
Apr	5,607,234		
May	7,198,363		
Jun	5,969,957		
Jul	6,011,267		
Aug	6,051,965		
	75,159,884	18,433,622	0.93%



1st Quarter Sales Tax Adjustments by the State

	1ST QTR FY 2013	1ST QTR FY 2014	\$ VARIANCE	% VARIANCE
TOTAL COLLECTIONS (LESS AUDIT)	18,362,782	18,824,274	461,492	2.51%
AUDIT COLLECTIONS	264,492	(13,548)	(278,039)	(105.12%)
STATE FEES/ADJUSTMENTS	364,236	377,104	12,868	3.53%
NET PAYMENT TO CITY	18,263,037	18,433,622	170,585	0.93%



Charges for Service

FY 2014 Budget	Collected through First Quarter	Year End Projection
\$28,305,849	\$4,813,237	\$28,984,846

Projected Over Budget by \$678,997 or 2.40%

- **Indirect Cost Recovery** projected over budget by \$1,015,330 or 60.75% (offset by decrease in Transfers In)



Fines

FY 2014 Budget	Collected through First Quarter	Year End Projection
\$13,558,677	\$2,317,467	\$12,828,933

Projected Under Budget by (\$729,744) or (5.38%)

- **Moving Violation Forfeitures** projected under budget **(\$147,448)** or **(5.00%)**
- **Parking Forfeitures/Fines** projected under budget **(\$124,476)** or **(7.93%)**
- **Liability Ins. Violations** projected under budget **(\$99,200)** or **(4.41%)**
- **Moving Violation Fines** projected under budget **(\$265,767)** or **(8.53%)**



Licenses and Permits

FY 2014 Budget	Collected through First Quarter	Year End Projection
\$12,057,858	\$2,950,489	\$12,634,681

Projected Over Budget by \$576,823 or 4.78%

- **Alarm Licenses** projected over budget by \$136,160 or 296.00% as a result of offering options to purchase one or three year licenses
- **Electrical, Mechanical, and Plumbing Permits** projected over budget by \$610,369 or 23.13% as a result of converting from a combination permit to individual trade permits.
- **Residential Building Permits** projected under budget by **(\$460,810)** or **(14.95%)** due to slow growth of single family home builds. Anticipate increase in Commercial projects as indicated by recent increase in Grading permits.



Revenues

- **Projections** based on limited information
 - Significant franchise revenues are received quarterly
- **Sales Tax** audit results impact receipts
- **Property Tax** revenues not received until Dec./Jan.

Based on limited information, revenues will underperform by \$3,635,006



Short Term Expenditure Adjustments

	ADOPTED BUDGET FY 2014	ADJUSTED BUDGET FY 2014	PROJECTIONS W/ PROPOSED SAVINGS	TOTAL REDUCTION/ OVERAGE
CITY ATTORNEY	\$ 3,972,007	\$ 4,972,007	\$ 4,787,726	\$ 184,281
CITY DEVELOPMENT	8,339,422	8,339,422	8,329,510	9,912
CITY MANAGER	2,903,517	2,903,517	2,874,771	28,746
COMMUNITY & HUMAN DEVELOPMENT	463,234	463,234	462,889	345
DEPARTMENT OF TRANSPORTATION	13,249,569	13,249,569	13,184,532	65,037
ENGINEERING & CONSTRUCTION	4,945,303	4,945,303	4,836,789	108,514
FIRE	96,234,593	96,234,593	95,748,575	486,018
GENERAL SERVICES	25,014,885	25,014,885	25,014,885	-
HUMAN RESOURCES	1,923,231	1,923,231	1,813,562	109,669
INFORMATION TECHNOLOGY	10,871,142	10,871,142	10,551,400	319,742
LIBRARY	8,678,313	8,678,313	8,628,189	50,124
MAYOR & COUNCIL	1,321,740	1,321,740	1,321,428	312
MUNICIPAL CLERK	5,058,023	5,058,023	5,211,628	(153,605)
MUSEUMS & CULTURAL AFFAIRS	2,332,765	2,332,765	2,417,414	(84,649)
NON-DEPARTMENTAL	20,831,538	21,631,538	19,596,277	2,035,261
OFFICE OF THE COMPTROLLER	2,076,232	2,076,232	2,094,973	(18,741)
PARKS & RECREATION	11,867,024	11,867,024	11,879,426	(12,402)
POLICE	118,251,212	118,251,212	117,746,607	504,605
PUBLIC HEALTH	6,052,614	6,052,614	6,052,141	473
PURCHASING & STRATEGIC SOURCING	933,846	933,846	828,059	105,787
TAX	2,159,017	2,159,017	2,088,979	70,038
ZOO	3,776,642	3,776,642	3,724,592	52,050
TOTAL GENERAL FUND	\$ 351,255,869	\$ 353,055,869	\$ 349,194,352	\$ 3,861,517



FY 2014 Year-End General Fund Expenditure Projections by Character

	ADOPTED BUDGET FY 2014	ADJUSTED BUDGET FY 2014	FY 2014 ACTUAL TO DATE	YEAR-END PROJECTION	(OVER)/UNDER BUDGET	
EXPENDITURES						
Personal Services	269,734,481	269,674,960	67,981,770	266,735,649	2,939,311	1.10%
Contractual Services	33,082,447	33,596,702	8,073,352	34,012,844	(416,142)	(1.22%)
Material & Supplies	15,248,880	15,294,175	3,024,015	15,072,293	221,882	1.47%
Operating Expenditures	19,670,797	19,941,788	4,625,364	20,462,323	(520,535)	(2.54%)
Non-Operating Expenditures	5,177,732	6,140,712	2,167,727	6,086,033	54,679	0.90%
Intergovernmental Expenditures	895,985	895,985	3,295	895,985	0	0.00%
Other Uses	7,295,547	7,295,547	29,000	5,713,475	1,582,072	27.69%
Capital Expenditures	150,000	216,000	6,300	215,750	250	0.12%
TOTAL EXPENDITURES:	351,255,869	353,055,869	85,910,823	349,194,352	3,861,517	1.11%



FY 2014 Year-End General Fund Expenditure Projections by Department

DEPARTMENT	ADOPTED BUDGET FY 2014	ADJUSTED BUDGET FY 2014	FY 2014 ACTUAL TO DATE	YEAR-END PROJECTION	(OVER)/UNDER BUDGET	
CITY ATTORNEY	3,972,007	4,972,007	914,891	4,787,726	184,281	3.85%
CITY DEVELOPMENT	8,339,422	8,339,422	2,002,027	8,329,510	9,912	0.12%
CITY MANAGER	2,878,517	2,903,517	670,551	2,874,771	28,746	1.00%
COMMUNITY & HUMAN DEVELOPMENT	463,234	463,234	66,918	462,889	345	0.07%
DEPARTMENT OF TRANSPORTATION	13,263,070	13,249,569	3,875,606	13,184,532	65,037	0.49%
ENGINEERING & CONSTRUCTION	4,945,303	4,945,303	1,222,638	4,836,789	108,514	2.24%
ENVIRONMENTAL SERVICES	0	0	3,152	0	0	0.00%
FIRE	96,234,593	96,234,593	24,609,014	95,748,575	486,018	0.51%
GENERAL SERVICES	25,014,885	25,014,885	5,754,918	25,014,885	0	0.00%
HUMAN RESOURCES	1,923,231	1,923,231	487,165	1,813,562	109,669	6.05%
INFORMATION TECHNOLOGY	10,857,641	10,871,142	4,266,021	10,551,400	319,742	3.03%
LIBRARY	8,678,313	8,678,313	2,069,529	8,628,189	50,124	0.58%
MAYOR & COUNCIL	1,346,740	1,321,740	314,112	1,321,428	312	0.02%
MUNICIPAL CLERK	5,058,023	5,058,023	1,125,071	5,211,628	(153,605)	(2.95%)
MUSEUMS & CULTURAL AFFAIRS	2,332,765	2,332,765	587,950	2,417,414	(84,649)	(3.50%)
NON-DEPARTMENTAL	20,831,538	21,631,538	2,782,887	19,596,277	2,035,261	10.39%
OFFICE OF THE COMPTROLLER	2,076,232	2,076,232	478,498	2,094,973	(18,741)	(0.89%)
PARKS & RECREATION	11,867,024	11,867,024	2,716,508	11,879,426	(12,402)	(0.10%)
POLICE	118,251,212	118,251,212	28,990,433	117,746,607	504,605	0.43%
PUBLIC HEALTH	6,052,614	6,052,614	1,274,641	6,052,141	473	0.01%
PURCHASING & STRATEGIC SOURCING	933,846	933,846	179,127	828,059	105,787	12.78%
TAX	2,159,017	2,159,017	576,292	2,088,979	70,038	3.35%
ZOO	3,776,642	3,776,642	942,874	3,724,592	52,050	1.40%
TOTAL GENERAL FUND	351,255,869	353,055,869	85,910,823	349,194,352	3,861,517	1.11%



Major Appropriation Variances

- **Personal Services** under budget \$2,939,311 or 1.10%
- **Contractual Services** over budget (\$416,142) or (1.22%)
- **Materials & Supplies** under budget \$221,882 or 1.47%
- **Operating Expenditures** over budget (\$520,535) or (2.54%)
- **Other Uses** under budget \$1,582,072 or 27.69%



FY 2014 - First Quarter Fund Balance Projection

General Fund Balance at 8/31/13:

Beginning Fund Balance (a) \$17,997,700

Year End Projected

Projected Revenues	347,620,863	
Projected Expenditures	<u>(349,194,352)</u>	<u>(1,573,489)</u>

Projected Ending Fund Balance \$16,424,211

The Rainy Day Fund of \$16 million remains intact and is not impacted by the authorized use of this fund balance.

(a) The combination of the assigned, committed and unassigned fund balance at 8-31-13 is reflected in this line.



FY 2014 - First Quarter Fund Balance Projection

Projected Ending Fund Balance	\$ 16,424,211
Additional Reductions for External Legal Counsel, Claims, and Litigation Expenses	<u>773,489</u> (b)
Projected Ending Fund Balance	<u><u>\$ 17,197,700</u></u>

PROJECTED FUND BALANCES 8/31/2014:

Fund balances as of 8/31/2013	<u>8/31/2013</u>	<u>Use of Fund Balance</u>	<u>8/31/2014</u>
Assigned	\$ 800,000	\$ (800,000)	\$ - (a)
Committed	1,000,000	(773,489)	226,511 (b)
Unassigned	<u>16,197,700</u>	<u>-</u>	<u>16,197,700</u>
	<u>\$ 17,997,700</u>	<u>\$ (1,573,489)</u>	<u>\$ 16,424,211</u>

- (a) The use of \$800,000 of fund balance represents the amount of rollover (carryover) funds from fiscal year 2013 for purchase orders encumbered in the prior year.
- (b) Pursuant to the 2014 Budget Resolution, Section 2, \$1,000,000 of the 2013 August 31, 2013 fund balance is first allocated to restore the reserve for claims; the City Manager is authorized to appropriate the reserve amount as part of the City Attorney's appropriation for external legal counsel, claims and litigation expenses. If provision continues for 2015 budget, such amount is required to be restored in equal amount in order to ensure that the Unassigned Fund Balance remains the same at 8/31/14.



Economic Indicator: Unemployment

National Unemployment Rate – November 2013 7.0%

El Paso Metropolitan Statistical Area

November 2012

Employment: 300,176

Unemployment: 26,259

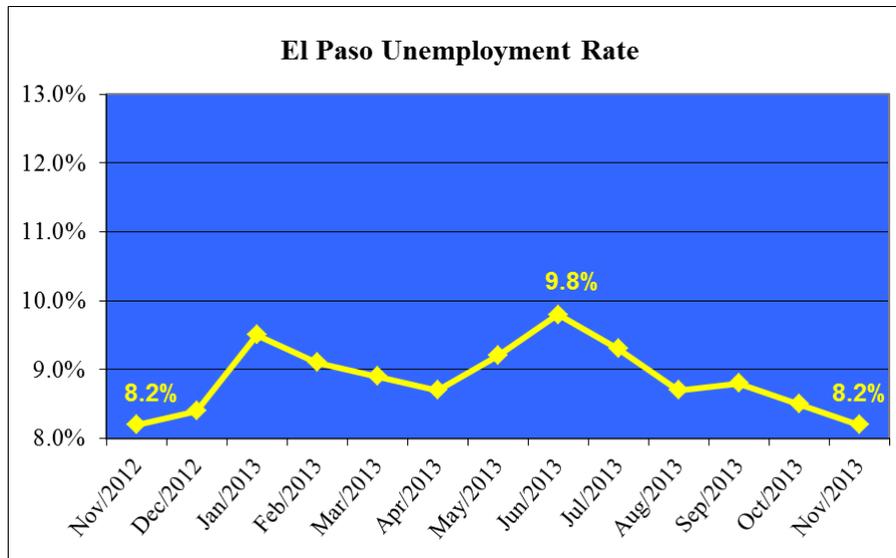
Unemployment Rate: 8.2%

November 2013

Employment: 296,226 P

Unemployment: 26,487 P

Unemployment Rate: 8.2% P



Unemployment rates are not seasonally adjusted



Economic Indicator: El Paso Home Sales

November 2012

Sales: 466

Average Price: \$157,700

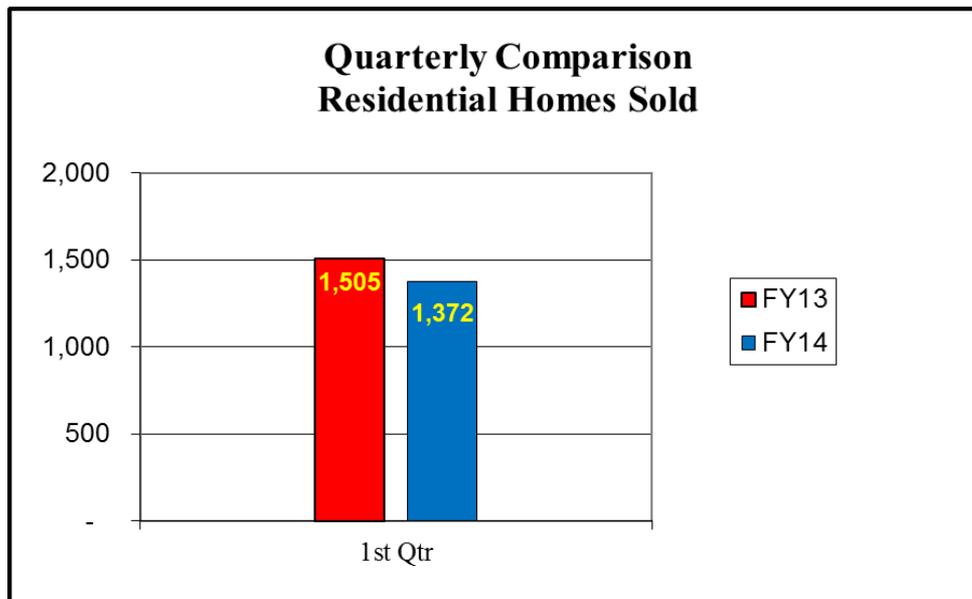
Median Price: \$143,300

November 2013

Sales: 386

Average Price: \$157,000

Median Price: \$140,000





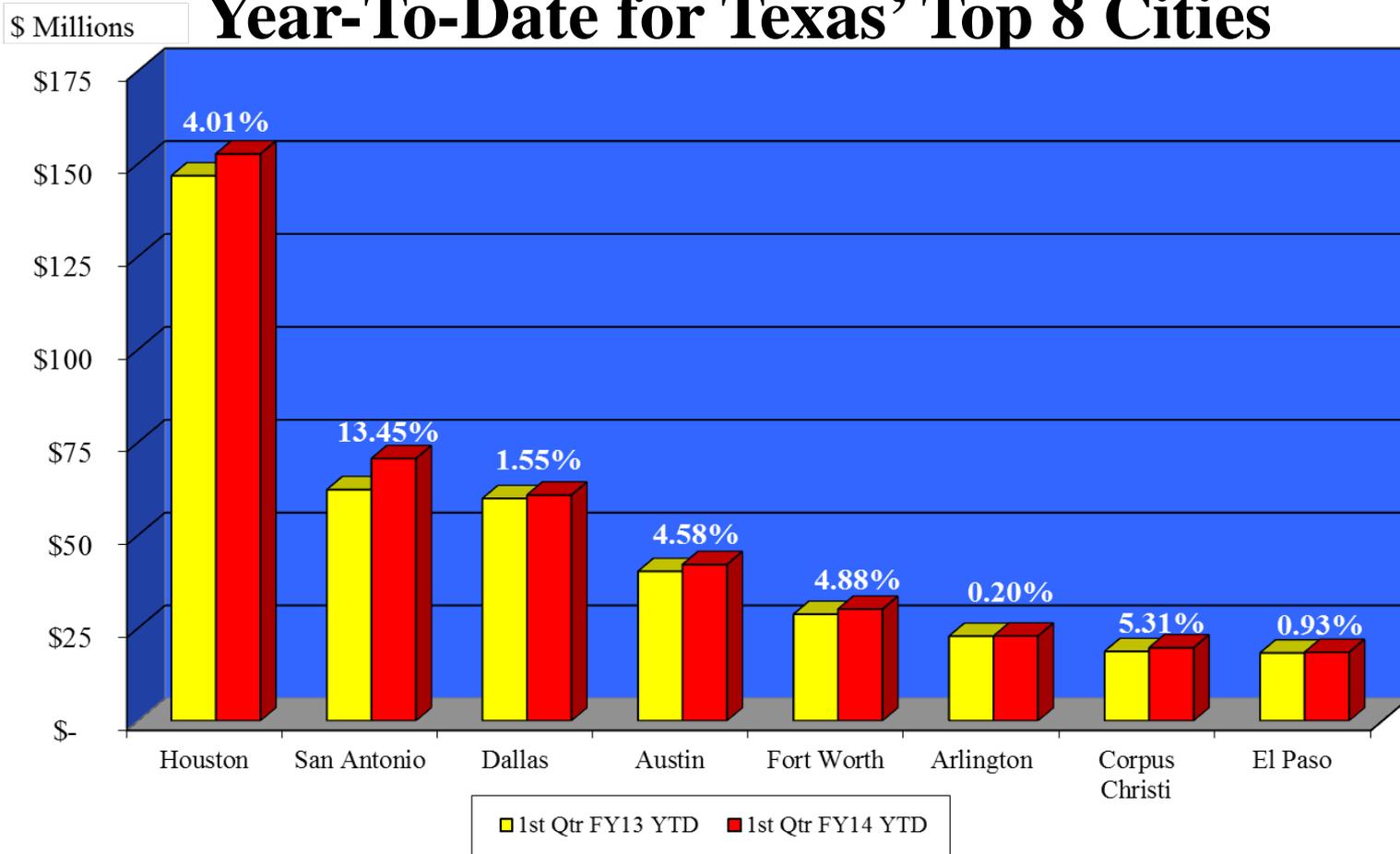
Economic Indicator: Bridge Crossings

	YTD As of NOV FY13	YTD As of NOV FY14	Difference	% Change
Crossings				
Santa Fe	673,605	688,173	14,568	2.16%
Stanton	206,844	189,535	(17,309)	-8.37%
Zaragoza	138,471	126,272	(12,199)	-8.81%
Total Pedestrian	1,018,920	1,003,980	(14,940)	-1.47%
Stanton	398,930	362,264	(36,666)	-9.19%
Zaragoza	596,176	599,579	3,403	0.57%
Total Automobile	995,106	961,843	(33,263)	-3.34%
Zaragoza Commercial	89,681	92,887	3,206	3.57%
Total Traffic	2,103,707	2,058,710	(44,997)	-2.14%

Note: Pedestrian fee is \$0.50, Vehicle fee \$2.50, and Commercial fee is \$3.50 per axle.



Economic Indicator: Sales Tax Revenue Comparison Year-To-Date for Texas' Top 8 Cities



% change reflects the variance from the same period last year ²⁴

Source: Texas Comptroller of Public Accounts



Economic Indicator: Sales Tax Revenue Comparison Year-To-Date for Texas' Top 20 Cities

Cities Ranked by Total Collections

7 Largest Variances Highlighted

City Rank	City	% Change FY13/FY14
1	Houston	4.01%
2	San Antonio	13.45%
3	Dallas	1.55%
4	Austin	4.58%
5	Fort Worth	4.88%
6	Arlington	0.20%
7	Corpus Christi	5.31%
8	El Paso	0.93%
9	Amarillo	12.46%
10	Plano	7.47%

City Rank	City	% Change FY13/FY14
11	Round Rock	10.92%
12	Lubbock	7.31%
13	Midland	5.84%
14	Frisco	15.74%
15	McAllen	-0.48%
16	Irving	2.13%
17	Sugar Land	11.78%
18	Grand Prairie	-0.16%
19	Laredo	3.42%
20	Abilene	-1.53%

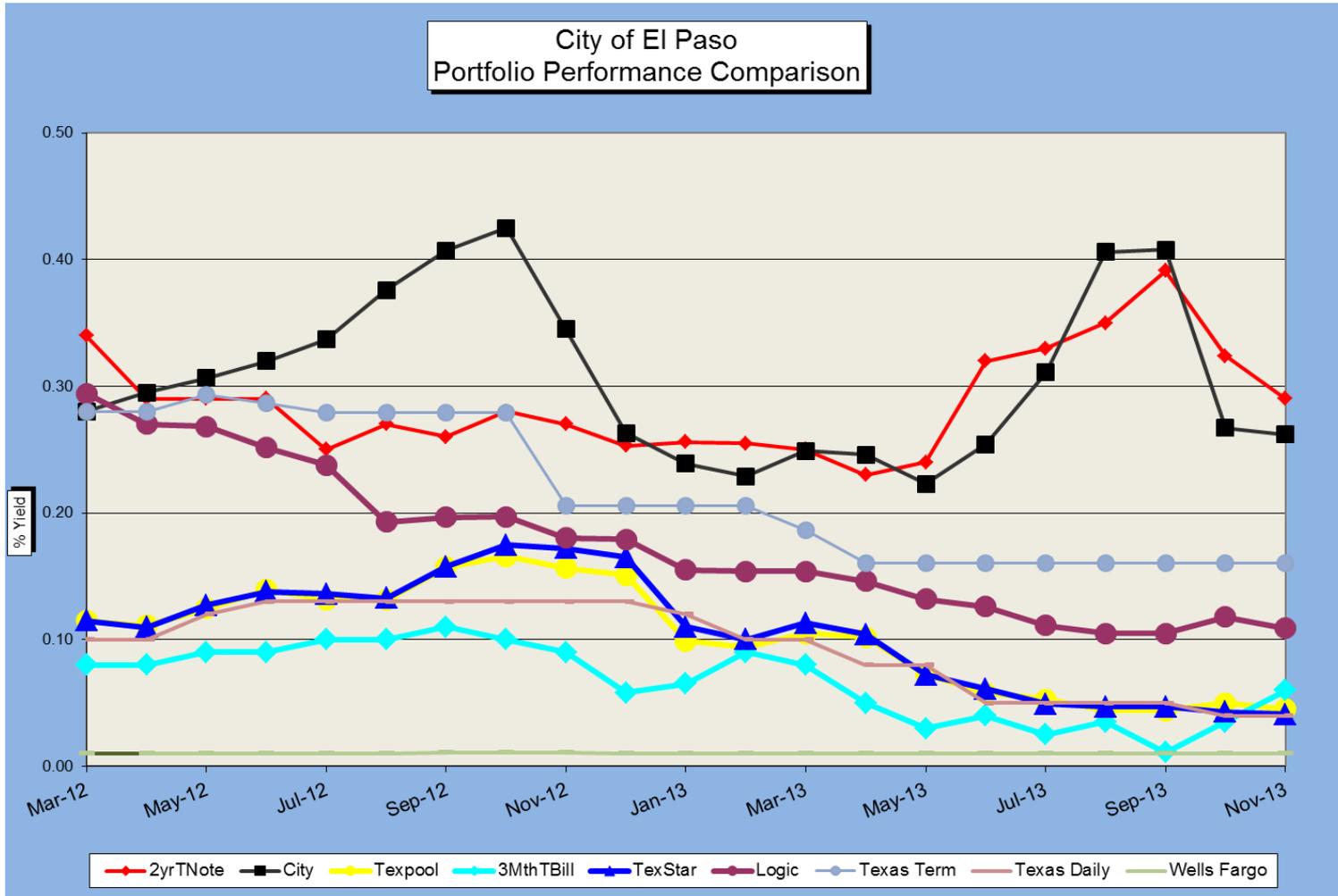
% change reflects the variance from the same period last year

Source: Texas Comptroller of Public Accounts



Treasury Services

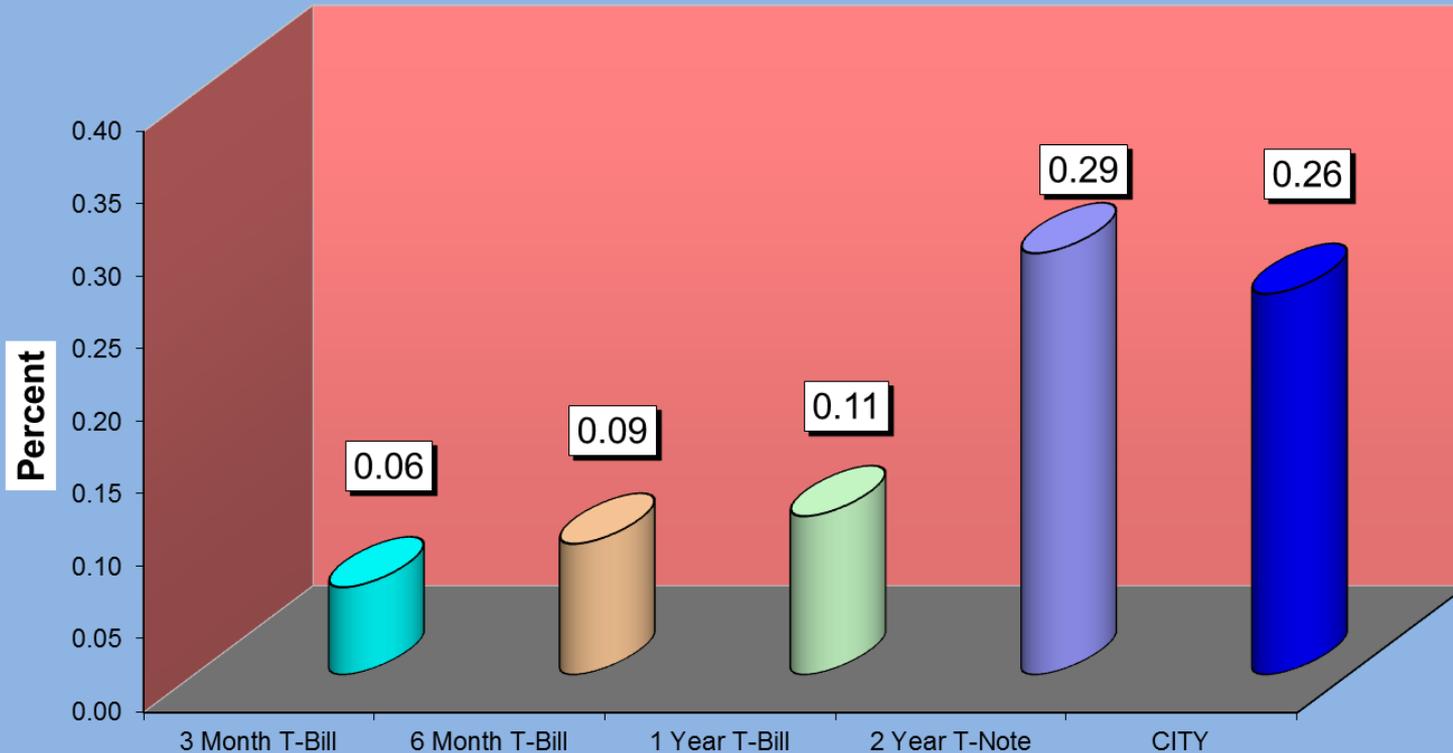
Portfolio Performance Comparison for March 2012 to November 2013





Treasury Benchmark Yield Analysis

Benchmark Analysis for Quarter Ending November 2013





Budget Transfers

- Transfer of the budget for Sustainability from City Development to General Services. It exceeds \$50K and moves between departments. No net impact to the General Fund. (BT #2014-0410)
- Increase to the General Fund revenue and appropriation budget to account for EPWU reimbursements to DOT. This authorization would provide the additional appropriation authority for street resurfacing when the utility is already working on the street. Increases both General Fund revenue and appropriation. (BT #2014-0422)
- Increase to City Development's budget to include both salaries and reimbursements from the Downtown Management District (DMD) and County for Veronica Soto's salary and two economic development liaisons. Because their salaries flow through the City's HR system, expenditures hit the department's budget when it was anticipated their salaries would actually be paid by the DMD and the County. Increases both General Fund revenue and appropriation. (BT #2014-0230)
- Decrease departmental budgets removing projected savings from the affected departments. (BT #2014-0424) ²⁸



Comments or Questions

Final report available at: <http://home.elpasotexas.gov/omb/>

GENERAL FUND ANALYSIS AS OF NOVEMBER 30, 2013

	ADOPTED BUDGET FY 2014	ADJUSTED BUDGET FY 2014	FY 2014 ACTUAL TO DATE	YEAR-END PROJECTION	OVER/(UNDER) BUDGET	%	OF ANNUAL BUDGET
Beginning Fund Balance 8/31/13*:				\$ 17,997,700			
REVENUES							
Property Taxes	143,651,090	143,651,090	5,229,774	144,225,727	574,637	0.40%	3.64%
Penalties and Interest	1,232,070	1,232,070	232,634	1,264,633	32,563	2.64%	18.88%
Sales Taxes	82,700,626	82,700,626	18,925,378	79,964,617	(2,736,009)	(3.31%)	22.88%
Franchise Fees	44,059,942	44,059,942	9,614,648	43,809,725	(250,217)	(0.57%)	21.82%
Charges for Services	28,305,849	28,305,849	4,813,237	28,984,846	678,997	2.40%	17.00%
Fines and Forfeitures	13,558,677	13,558,677	2,317,467	12,828,933	(729,744)	(5.38%)	17.09%
Licenses and Permits	12,057,858	12,057,858	2,950,489	12,634,681	576,823	4.78%	24.47%
Intergovernmental Revenues	2,552,083	2,552,083	1,646	2,552,083	0	0.00%	0.06%
County Participation	448,496	448,496	0	448,496	0	0.00%	0.00%
Interest	400,000	400,000	(157)	400,000	0	0.00%	-0.04%
Rents and Other	1,535,904	1,535,904	390,044	1,536,343	439	0.03%	25.40%
Transfers In	20,730,894	20,730,894	4,438,562	18,945,699	(1,785,195)	(8.61%)	21.41%
SIF Revenues	0	0	0	0	0	0.00%	0.00%
Other Sources	22,380	22,380	9,440	25,080	2,700	12.06%	42.18%
TOTAL REVENUE:	351,255,869	351,255,869	48,923,162	347,620,863	(3,635,006)	(1.03%)	13.93%
Authorized Use of Fund Balance		1,800,000					
TOTAL	351,255,869	353,055,869	48,923,162	347,620,863			

	ADOPTED BUDGET FY 2014	ADJUSTED BUDGET FY 2014	FY 2014 ACTUAL TO DATE	YEAR-END PROJECTION	(OVER)/UNDER BUDGET	%	OF ANNUAL BUDGET
EXPENDITURES							
Personal Services	269,734,481	269,674,960	67,981,770	266,735,649	2,939,311	1.10%	25.21%
Contractual Services	33,082,447	33,596,702	8,073,352	34,012,844	(416,142)	(1.22%)	24.03%
Material & Supplies	15,248,880	15,294,175	3,024,015	15,072,293	221,882	1.47%	19.77%
Operating Expenditures	19,670,797	19,941,788	4,625,364	20,462,323	(520,535)	(2.54%)	23.19%
Non-Operating Expenditures	5,177,732	6,140,712	2,167,727	6,086,033	54,679	0.90%	35.30%
Intergovernmental Expenditures	895,985	895,985	3,295	895,985	0	0.00%	0.37%
Other Uses	7,295,547	7,295,547	29,000	5,713,475	1,582,072	27.69%	0.40%
Capital Expenditures	150,000	216,000	6,300	215,750	250	0.12%	2.92%
TOTAL EXPENDITURES:	351,255,869	353,055,869	85,910,823	349,194,352	3,861,517	1.11%	24.33%

Projected Ending Fund Balance	\$ 16,424,211
Additional Reductions for External Legal Counsel, Claims, and Litigation Expenses	<u>773,489</u> (b)
Projected Ending Fund Balance	<u>\$ 17,197,700</u>

PROJECTED FUND BALANCES 8/31/2014:

	8/31/2013	Use of Fund Balance	8/31/2014
Fund balances as of 8/31/2013			
Assigned	\$ 800,000	\$ (800,000)	\$ - (a)
Committed	1,000,000	(773,489)	226,511 (b)
Unassigned	16,197,700	-	16,197,700
	<u>\$ 17,997,700</u>	<u>\$ (1,573,489)</u>	<u>\$ 16,424,211</u>

(a) The use of \$800,000 of fund balance represents the amount of rollover (carryover) funds from fiscal year 2013 for purchase orders encumbered in the prior year.

(b) Pursuant to the 2014 Budget Resolution, Section 2, \$1,000,000 of the 2013 August 31, 2013 fund balance is first allocated to restore the reserve for claims; the City Manager is authorized to appropriate the reserve amount as part of the City Attorney's appropriation for external legal counsel, claims and litigation expenses. If provision continues for 2015 budget, such amount is required to be restored in equal amount in order to ensure that the Unassigned Fund Balance remains the same at 8/31/14.

**GENERAL FUND EXPENDITURES BY CHARACTER
AS OF NOVEMBER 30, 2013**

	ADOPTED BUDGET FY 2014	ADJUSTED BUDGET FY 2014	FY 2014 ACTUAL TO DATE	YEAR-END PROJECTION	(OVER)/UNDER BUDGET	
PERSONAL SERVICES	269,734,481	269,674,960	67,981,770	266,735,649	2,939,311	1.10%
CONTRACTUAL SERVICES	33,082,447	33,596,702	8,073,352	34,012,844	(416,142)	(1.22%)
MATERIAL & SUPPLIES	15,248,880	15,294,175	3,024,015	15,072,293	221,882	1.47%
OPERATING EXPENDITURES	19,670,797	19,941,788	4,625,364	20,462,323	(520,535)	(2.54%)
NON-OPERATING EXPENDITURES	5,177,732	6,140,712	2,167,727	6,086,033	54,679	0.90%
INTERGOVERNMENTAL EXPENDITURES	895,985	895,985	3,295	895,985	0	0.00%
OTHER USES	7,295,547	7,295,547	29,000	5,713,475	1,582,072	27.69%
CAPITAL EXPENDITURES	150,000	216,000	6,300	215,750	250	0.12%
TOTAL GENERAL FUND	351,255,869	353,055,869	85,910,823	349,194,352	3,861,517	1.11%

**GENERAL FUND EXPENDITURES DEPARTMENTAL SUMMARY
AS OF NOVEMBER 30, 2013**

DEPARTMENT	ADOPTED BUDGET FY 2014	ADJUSTED BUDGET FY 2014	FY 2014 ACTUAL TO DATE	YEAR-END PROJECTION	(OVER)/UNDER BUDGET	
CITY ATTORNEY	3,972,007	4,972,007	914,891	4,787,726	184,281	3.85%
CITY DEVELOPMENT	8,339,422	8,339,422	2,002,027	8,329,510	9,912	0.12%
CITY MANAGER	2,878,517	2,903,517	670,551	2,874,771	28,746	1.00%
COMMUNITY & HUMAN DEVELOPMENT	463,234	463,234	66,918	462,889	345	0.07%
DEPARTMENT OF TRANSPORTATION	13,263,070	13,249,569	3,875,606	13,184,532	65,037	0.49%
ENGINEERING & CONSTRUCTION	4,945,303	4,945,303	1,222,638	4,836,789	108,514	2.24%
ENVIRONMENTAL SERVICES	0	0	3,152	0	0	0.00%
FIRE	96,234,593	96,234,593	24,609,014	95,748,575	486,018	0.51%
GENERAL SERVICES	25,014,885	25,014,885	5,754,918	25,014,885	0	0.00%
HUMAN RESOURCES	1,923,231	1,923,231	487,165	1,813,562	109,669	6.05%
INFORMATION TECHNOLOGY	10,857,641	10,871,142	4,266,021	10,551,400	319,742	3.03%
LIBRARY	8,678,313	8,678,313	2,069,529	8,628,189	50,124	0.58%
MAYOR & COUNCIL	1,346,740	1,321,740	314,112	1,321,428	312	0.02%
MUNICIPAL CLERK	5,058,023	5,058,023	1,125,071	5,211,628	(153,605)	(2.95%)
MUSEUMS & CULTURAL AFFAIRS	2,332,765	2,332,765	587,950	2,417,414	(84,649)	(3.50%)
NON-DEPARTMENTAL	20,831,538	21,631,538	2,782,887	19,596,277	2,035,261	10.39%
OFFICE OF THE COMPTROLLER	2,076,232	2,076,232	478,498	2,094,973	(18,741)	(0.89%)
PARKS & RECREATION	11,867,024	11,867,024	2,716,508	11,879,426	(12,402)	(0.10%)
POLICE	118,251,212	118,251,212	28,990,433	117,746,607	504,605	0.43%
PUBLIC HEALTH	6,052,614	6,052,614	1,274,641	6,052,141	473	0.01%
PURCHASING & STRATEGIC SOURCING	933,846	933,846	179,127	828,059	105,787	12.78%
TAX	2,159,017	2,159,017	576,292	2,088,979	70,038	3.35%
ZOO	3,776,642	3,776,642	942,874	3,724,592	52,050	1.40%
TOTAL GENERAL FUND	351,255,869	353,055,869	85,910,823	349,194,352	3,861,517	1.11%

**GENERAL FUND EXPENDITURES BY DEPARTMENT
AS OF NOVEMBER 30, 2013**

	ADOPTED BUDGET FY 2014	ADJUSTED BUDGET FY 2014	FY 2014 ACTUAL TO DATE	PROJECTED EXPENDITURES	(OVER)/UNDER BUDGET
CITY ATTORNEY					
Personal Services	2,867,546	2,846,546	610,921	2,662,627	183,919
Contractual Services	514,119	535,119	120,275	534,757	362
Material & Supplies	29,500	29,500	3,291	27,500	2,000
Operating Expenditures	23,442	23,442	2,960	25,442	(2,000)
Non-Operating Expenditures	400,000	1,400,000	174,590	1,400,000	0
Other Uses	137,400	137,400	0	137,400	0
Capital Expenditures	0	0	2,854	0	0
TOTAL	3,972,007	4,972,007	914,891	4,787,726	184,281
CITY DEVELOPMENT					
Personal Services	7,373,505	7,373,505	1,906,473	7,370,691	2,814
Contractual Services	595,627	595,627	48,441	589,015	6,612
Material & Supplies	146,937	146,937	39,100	146,463	474
Operating Expenditures	113,353	119,353	8,013	119,341	12
Non-Operating Expenditures	110,000	104,000	0	104,000	0
Intergovernmental Expenditures	0	0	0	0	0
Other Uses	0	0	0	0	0
Capital Expenditures	0	0	0	0	0
TOTAL	8,339,422	8,339,422	2,002,027	8,329,510	9,912
CITY MANAGER					
Personal Services	2,717,422	2,742,422	636,911	2,711,422	31,000
Contractual Services	106,928	106,928	28,415	109,335	(2,407)
Material & Supplies	23,370	23,370	1,884	23,320	50
Operating Expenditures	30,797	30,797	3,341	30,694	103
Non-Operating Expenditures	0	0	0	0	0
Intergovernmental Expenditures	0	0	0	0	0
Other Uses	0	0	0	0	0
Capital Expenditures	0	0	0	0	0
TOTAL	2,878,517	2,903,517	670,551	2,874,771	28,746
COMMUNITY & HUMAN DEVELOPMENT					
Personal Services	305,715	305,715	65,972	305,370	345
Contractual Services	12,560	12,560	339	12,560	0
Material & Supplies	7,550	7,550	445	7,550	0
Operating Expenditures	2,725	2,725	162	2,725	0
Intergovernmental Expenditures	134,684	134,684	0	134,684	0
TOTAL	463,234	463,234	66,918	462,889	345
DEPARTMENT OF TRANSPORTATION					
Personal Services	9,070,195	9,070,195	2,463,262	8,992,657	77,538
Contractual Services	1,978,195	1,901,567	912,833	1,978,195	(76,628)
Material & Supplies	2,164,526	2,237,089	494,057	2,163,526	73,563
Operating Expenditures	50,154	40,718	5,454	50,154	(9,436)
TOTAL	13,263,070	13,249,569	3,875,606	13,184,532	65,037
ENGINEERING & CONSTRUCTION					
Personal Services	4,770,756	4,770,756	1,189,449	4,665,471	105,285
Contractual Services	41,670	41,670	9,760	42,670	(1,000)
Material & Supplies	95,915	95,915	15,875	93,686	2,229
Operating Expenditures	36,962	36,962	7,554	34,962	2,000
TOTAL	4,945,303	4,945,303	1,222,638	4,836,789	108,514
ENVIRONMENTAL SERVICES					
Personal Services	0	0	3,222	0	0
Contractual Services	0	0	0	0	0
Material & Supplies	0	0	(70)	0	0
Operating Expenditures	0	0	0	0	0
Non-Operating Expenditures	0	0	0	0	0
TOTAL	0	0	3,152	0	0
FIRE					
Personal Services	85,352,135	85,352,135	21,773,460	85,003,743	348,392
Contractual Services	4,075,431	4,079,841	1,001,964	4,071,839	8,002
Material & Supplies	4,630,536	4,623,126	881,496	4,581,557	41,569
Operating Expenditures	188,742	191,742	99,335	103,687	88,055
Non-Operating Expenditures	1,705,519	1,705,519	852,759	1,705,519	0
Intergovernmental Expenditures	182,230	182,230	0	182,230	0
Capital Expenditures	100,000	100,000	0	100,000	0
TOTAL	96,234,593	96,234,593	24,609,014	95,748,575	486,018

**GENERAL FUND EXPENDITURES BY DEPARTMENT
AS OF NOVEMBER 30, 2013**

	ADOPTED BUDGET FY 2014	ADJUSTED BUDGET FY 2014	FY 2014 ACTUAL TO DATE	PROJECTED EXPENDITURES	(OVER)/UNDER BUDGET
GENERAL SERVICES					
Personal Services	7,072,231	7,072,231	1,732,759	7,066,280	5,951
Contractual Services	2,634,679	2,634,679	485,374	2,771,876	(137,197)
Material & Supplies	1,816,905	1,816,905	344,201	1,753,515	63,390
Operating Expenditures	11,202,179	11,166,179	2,114,983	11,152,463	13,716
Non-Operating Expenditures	2,288,891	2,288,891	1,077,601	2,235,001	53,890
Capital Expenditures	0	36,000	0	35,750	250
TOTAL	25,014,885	25,014,885	5,754,918	25,014,885	0
HUMAN RESOURCES					
Personal Services	1,513,703	1,513,703	381,748	1,400,999	112,704
Contractual Services	77,050	77,050	10,612	68,400	8,650
Material & Supplies	24,745	24,745	6,397	24,956	(211)
Operating Expenditures	307,733	307,733	88,408	319,207	(11,474)
TOTAL	1,923,231	1,923,231	487,165	1,813,562	109,669
INFORMATION TECHNOLOGY					
Personal Services	5,664,482	5,664,482	1,363,612	5,391,697	272,785
Contractual Services	2,497,419	2,497,419	2,289,175	2,493,260	4,159
Material & Supplies	241,070	241,070	23,304	208,064	33,006
Operating Expenditures	2,454,670	2,468,171	586,484	2,458,379	9,792
Capital Expenditures	0	0	3,446	0	0
TOTAL	10,857,641	10,871,142	4,266,021	10,551,400	319,742
LIBRARY					
Personal Services	6,683,235	6,644,714	1,612,012	6,594,590	50,124
Contractual Services	405,957	447,052	107,906	447,052	0
Material & Supplies	1,569,521	1,564,713	347,897	1,564,713	0
Operating Expenditures	19,600	21,834	1,698	21,834	0
Non-Operating Expenditures	0	0	16	0	0
TOTAL	8,678,313	8,678,313	2,069,529	8,628,189	50,124
MAYOR/COUNCIL					
Personal Services	1,203,435	1,178,435	281,217	1,178,260	175
Contractual Services	52,645	52,645	19,178	52,645	0
Material & Supplies	19,660	9,460	1,534	9,345	115
Operating Expenditures	71,000	81,200	11,183	81,178	22
Other Uses	0	0	1,000	0	0
TOTAL	1,346,740	1,321,740	314,112	1,321,428	312
MUNICIPAL CLERK					
Personal Services	4,215,177	4,215,177	1,016,202	4,148,025	67,152
Contractual Services	496,887	500,587	65,319	700,387	(199,800)
Material & Supplies	26,368	27,618	3,418	27,618	0
Operating Expenditures	270,425	269,625	40,139	290,575	(20,950)
Non-Operating Expenditures	49,166	45,016	(7)	45,023	(7)
TOTAL	5,058,023	5,058,023	1,125,071	5,211,628	(153,605)
MUSEUMS & CULTURAL AFFAIRS					
Personal Services	2,024,223	2,024,223	509,118	2,099,223	(75,000)
Contractual Services	192,941	192,711	34,201	196,700	(3,989)
Material & Supplies	51,595	51,595	12,228	57,255	(5,660)
Operating Expenditures	36,236	36,236	4,403	36,236	0
Non-Operating Expenditures	27,770	0	0	0	0
Intergovernmental Expenditures	0	0	0	0	0
Other Uses	0	28,000	0	28,000	0
TOTAL	2,332,765	2,332,765	587,950	2,417,414	(84,649)
NON-DEPARTMENTAL					
Personal Services	(66,925)	(66,925)	144,511	(1,065,092)	998,167
Contractual Services	10,987,170	11,508,178	1,420,817	11,516,113	(7,935)
Material & Supplies	0	0	0	0	0
Operating Expenditures	2,998,247	3,277,239	1,155,617	3,815,078	(537,839)
Non-Operating Expenditures	470,136	470,136	61,942	469,340	796
Intergovernmental Expenditures	0	0	0	0	0
Other Uses	6,442,910	6,442,910	0	4,860,838	1,582,072
TOTAL	20,831,538	21,631,538	2,782,887	19,596,277	2,035,261

**GENERAL FUND EXPENDITURES BY DEPARTMENT
AS OF NOVEMBER 30, 2013**

	ADOPTED BUDGET FY 2014	ADJUSTED BUDGET FY 2014	FY 2014 ACTUAL TO DATE	PROJECTED EXPENDITURES	(OVER)/UNDER BUDGET
OFFICE OF THE COMPTROLLER					
Personal Services	1,779,420	1,779,420	460,568	1,773,911	5,509
Contractual Services	265,687	265,687	14,252	291,187	(25,500)
Material & Supplies	19,425	19,425	1,119	19,175	250
Operating Expenditures	11,700	11,700	2,559	10,700	1,000
TOTAL	2,076,232	2,076,232	478,498	2,094,973	(18,741)
PARKS & RECREATION					
Personal Services	9,051,380	9,051,380	2,282,675	9,089,472	(38,092)
Contractual Services	1,743,565	1,743,565	293,730	1,730,132	13,433
Material & Supplies	748,513	746,513	106,537	738,241	8,272
Operating Expenditures	219,015	219,015	33,566	215,030	3,985
Non-Operating Expenditures	0	0	0	0	0
Intergovernmental Expenditures	104,551	104,551	0	104,551	0
Capital Expenditures	0	2,000	0	2,000	0
TOTAL	11,867,024	11,867,024	2,716,508	11,879,426	(12,402)
POLICE					
Personal Services	108,173,213	108,173,213	27,165,550	107,673,213	500,000
Contractual Services	5,224,215	5,224,215	823,071	5,221,619	2,596
Material & Supplies	3,260,389	3,260,389	655,890	3,259,109	1,280
Operating Expenditures	878,158	878,158	342,627	877,429	729
Intergovernmental Expenditures	0	0	3,295	0	0
Other Uses	715,237	715,237	0	715,237	0
Capital Expenditures	0	0	0	0	0
TOTAL	118,251,212	118,251,212	28,990,433	117,746,607	504,605
PUBLIC HEALTH					
Personal Services	4,033,300	4,033,300	978,494	3,970,632	62,668
Contractual Services	700,680	700,580	102,520	706,080	(5,500)
Material & Supplies	329,505	325,405	79,717	323,850	1,555
Operating Expenditures	464,359	467,659	113,084	525,909	(58,250)
Non-Operating Expenditures	250	1,150	826	1,150	0
Intergovernmental Expenditures	474,520	474,520	0	474,520	0
Capital Expenditures	50,000	50,000	0	50,000	0
TOTAL	6,052,614	6,052,614	1,274,641	6,052,141	473
PURCHASING & STRATEGIC SOURCING					
Personal Services	894,046	894,046	171,490	788,259	105,787
Contractual Services	20,900	20,900	4,936	20,900	0
Material & Supplies	6,800	6,800	580	6,800	0
Operating Expenditures	12,100	12,100	2,121	12,100	0
TOTAL	933,846	933,846	179,127	828,059	105,787
TAX					
Personal Services	1,259,645	1,259,645	289,270	1,189,607	70,038
Contractual Services	458,122	458,122	280,234	458,122	0
Material & Supplies	36,050	36,050	5,115	36,050	0
Operating Expenditures	279,200	279,200	1,673	279,200	0
Non-Operating Expenditures	126,000	126,000	0	126,000	0
Intergovernmental Expenditures	0	0	0	0	0
Other Uses	0	0	0	0	0
Capital Expenditures	0	0	0	0	0
TOTAL	2,159,017	2,159,017	576,292	2,088,979	70,038
ZOO					
Personal Services	3,776,642	3,776,642	942,874	3,724,592	52,050
Contractual Services	0	0	0	0	0
Material & Supplies	0	0	0	0	0
Operating Expenditures	0	0	0	0	0
TOTAL	3,776,642	3,776,642	942,874	3,724,592	52,050
GRAND TOTAL GENERAL FUND	351,255,869	353,055,869	85,910,823	349,194,352	3,861,517

GENERAL FUND REVENUE ANALYSIS

For Fiscal Year: 2014
 Report Date: 2013-11-30

	Adopted Budget 2014	Adjusted Budget 2014	Actual YTD Revenue	Projection 2014	Over/Under Budget
Property Taxes	143,651,090	143,651,090	5,229,774	144,225,727	574,637
Penalties and Interest-Delinquent Taxes	1,232,070	1,232,070	232,634	1,264,633	32,563
Sales Taxes	82,700,626	82,700,626	18,925,378	79,964,617	(2,736,009)
Franchise Fees	44,059,942	44,059,942	9,614,648	43,809,725	(250,217)
Charges for Services	28,305,849	28,305,849	4,813,237	28,984,846	678,997
Fines and Forfeitures	13,558,677	13,558,677	2,317,467	12,828,933	(729,744)
Licenses and Permits	12,057,858	12,057,858	2,950,489	12,634,681	576,823
Intergovernmental Revenues	2,552,083	2,552,083	1,646	2,552,083	0
County Participation	448,496	448,496	0	448,496	0
Interest	400,000	400,000	(157)	400,000	0
Rents and Other	1,535,904	1,535,904	390,044	1,536,343	439
Transfers In	20,730,894	20,730,894	4,438,562	18,945,699	(1,785,195)
SIF Revenues	0	0	0	0	0
Other Sources (Uses)	22,380	22,380	9,440	25,080	2,700
Total General Fund:	351,255,869	351,255,869	48,923,162	347,620,863	(3,635,006)
<u>Property Taxes</u>					
401010 Real Property Tax Collections	142,206,210	142,206,210	5,109,774	142,808,149	601,939
401020 Personal Property Tax Collections	32,529	32,529	0	32,529	0
401050 Special Fees - Delinquent Tax Collections	1,412,351	1,412,351	120,000	1,385,049	(27,302)
Total Property Taxes	143,651,090	143,651,090	5,229,774	144,225,727	574,637
<u>Penalties and Interest</u>					
401030 Penalties Property Tax Collections	1,232,070	1,232,070	232,634	1,264,633	32,563
401040 Interest Property Tax Collections	0	0	0	0	0
	1,232,070	1,232,070	232,634	1,264,633	32,563
<u>Sales Taxes</u>					
411000 Sales Tax	80,711,258	80,711,258	18,433,622	77,975,249	(2,736,009)
411010 Hotel Occupancy Tax	0	0	0	0	0
411020 Mixed Beverage Tax	1,934,036	1,934,036	475,761	1,934,036	0
411030 Bingo Tax	55,332	55,332	15,995	55,332	0
411040 Hotel Motel Tax Penalty Tax	0	0	0	0	0
411050 Motor Vehicle Rental Taxes	0	0	0	0	0
Total Sales Taxes	82,700,626	82,700,626	18,925,378	79,964,617	(2,736,009)
<u>Franchise Fees</u>					
420000 Other Franchise Fees	0	0	0	0	0
420010 Utility Easement Fees	0	0	0	0	0
420020 Railroad Easement Fees	0	0	0	0	0
420030 Building Easement Fees	0	0	0	0	0
420040 Air Space Easement Fees	0	0	0	0	0
420050 Pipeline Easements	0	0	0	0	0
420200 Bridge Revenue	0	0	0	0	0
420230 Texas Gas Service	2,951,280	2,951,280	0	3,488,000	536,720
420240 Time-Warner	3,275,509	3,275,509	770,217	3,145,667	(129,842)
420250 El Paso Water Utilities	11,436,200	11,436,200	1,006,877	10,837,277	(598,923)
420260 E-Spire (ACSI)	0	0	0	0	0
420280 GST Telecom	0	0	0	0	0
420290 AT&T	6,850,728	6,850,728	1,482,186	6,450,728	(400,000)
420300 Oneok	1,200,000	1,200,000	505,781	1,266,081	66,081
420310 El Paso Natural Gas City Sales	0	0	0	0	0
420320 Electric Company	16,007,679	16,007,679	5,217,139	16,007,679	0
420330 Telecom Franchises	2,338,546	2,338,546	632,448	2,614,293	275,747
Total Franchise Fees	44,059,942	44,059,942	9,614,648	43,809,725	(250,217)
<u>Charges for Services</u>					
405067 Reimbursed Expenditures	4,527,663	4,527,663	212,944	4,527,663	0
430620 Reimbursed Damages	14,723	14,723	1,821	14,723	0

	Adopted Budget 2014	Adjusted Budget 2014	Actual YTD Revenue	Projection 2014	Over/Under Budget	
431180	Food Establishments Site Assessment	92,000	92,000	24,133	92,000	0
431190	Hazard Analysis Critical Control	0	0	0	0	0
431200	Ambulance Service Revenue	10,188,700	10,188,700	2,265,776	10,188,700	0
431210	Food Service Inspection Revenue	0	0	0	0	0
431220	Miscellaneous Lab Tests	0	0	0	0	0
431230	Primary Care TB Clinic	0	0	0	0	0
431240	Primary Care - Child Health	0	0	0	0	0
431250	Chronic Disease Adult Health	0	0	0	0	0
431260	County Food Safety	95,000	95,000	(150)	95,000	0
431270	Overseas Immunizations	23,000	23,000	10,393	30,000	7,000
431280	Animal Impoundment Fees	0	0	63,089	0	0
431290	Primary Care - Maternity	0	0	0	0	0
431300	HIV Clinic Visit	0	0	0	0	0
431310	Dental Clinic Fees	300,000	300,000	75,046	300,000	0
431320	STD Clinic Visit	135,000	135,000	36,859	135,000	0
431330	Lab TB - Mycology Tests	30,000	30,000	8,829	30,000	0
431340	Milk and Dairy Lab Tests	25,000	25,000	2,952	25,000	0
431350	Child Health	0	0	0	0	0
431360	Routine Immunizations	25,000	25,000	3,779	20,000	(5,000)
431370	STD HIV Lab Tests	25,000	25,000	0	20,000	(5,000)
431380	Water Lab Tests	70,000	70,000	19,673	70,000	0
431390	Animal Adoptions	0	0	0	0	0
431400	Garbage Collection Billings	0	0	0	0	0
431410	Landfill Fees	0	0	0	0	0
431420	Recycling Revenues	0	0	0	0	0
431430	Tire Disposal Fees	0	0	0	0	0
431440	Hazardous Waste Removal Fees	0	0	0	0	0
431450	Special Waste Removal Fees	0	0	0	0	0
431460	Weed Removal Charges	0	0	0	0	0
431470	Downtown Area Service Fee	0	0	0	0	0
431700	DMD Enhanced Service Fee	0	0	0	0	0
440000	Museums Admission Revenue	42	42	0	42	0
440010	Zoo Admission Revenue	0	0	0	0	0
440020	Cohen Stadium Admission Revenue	0	0	0	0	0
440030	Civic Center Events Admission	0	0	0	0	0
440040	General Admissions Revenue	628,950	628,950	91,784	628,795	(155)
440050	Parking Fee Revenue	0	0	0	0	0
440060	Swimming Pool Admissions	0	0	0	0	0
440200	Meter Revenue	1,992	1,992	529	1,992	0
440210	Patching Street Cuts	38,508	38,508	0	38,508	0
440220	Street Lights	17,844	17,844	0	17,844	0
443000	Library Fees	241,000	241,000	37,599	197,428	(43,572)
443010	Event Fees	35,320	35,320	7,673	32,250	(3,070)
443020	Instructional Fees	381,870	381,870	83,588	381,870	0
443030	Membership Fees	25,000	25,000	6,194	24,438	(562)
443040	Child Care Services	476,450	476,450	84,820	476,450	0
443050	Facility Management Fees	0	0	0	0	0
443060	Sales to the Public	26,972	26,972	5,860	25,000	(1,972)
443070	Organized Sports Leagues Fees	1,037,500	1,037,500	178,758	1,037,500	0
443080	Pre-School Care	0	0	0	0	0
443100	Parks Department Revenue	0	0	0	0	0
443500	Motor Pool Usage Fees	0	0	0	0	0
443510	Equipment Maintenance Charges	0	0	0	0	0
443520	Fuel and Lubricant Charges	0	0	0	0	0
443530	Utility Allocations Charges	0	0	0	0	0
443540	Building Maintenance Charges	0	0	0	0	0
443550	Misc Charges - Sales to Departments	540	540	90	540	0
443560	Indirect Cost Recovery	1,671,289	1,671,289	509,959	2,686,619	1,015,330
443570	Engineering Charges to Other Departments	0	0	0	0	0
443580	Environmental Fees	0	0	0	0	0
445040	Pension Payback - Principal	0	0	0	0	0
446000	NSF Check and Other Fees	83	83	0	83	0
446010	Forfeitures of Bid Deposits	0	0	0	0	0
446020	Tax Office Certificates	18,000	18,000	4,375	18,000	0
450110	Amigo Man Royalty Revenue	0	0	0	0	0

	Adopted Budget 2014	Adjusted Budget 2014	Actual YTD Revenue	Projection 2014	Over/Under Budget
450400 Gus and Goldie Royalty Revenue	2,500	2,500	2,500	2,500	0
450630 Public Information Distribution Fee	27,189	27,189	6,336	27,189	0
450640 Bank Fees Credit Card Fees	84,487	84,487	23,324	93,296	8,809
450650 Miscellaneous Non-Operating Revenues	800,000	800,000	(109,583)	800,000	0
450680 Photostats	365,894	365,894	81,766	365,894	0
450690 Vending Machine Proceeds	58,032	58,032	14,308	58,032	0
450710 Fees Required by Ordinance	0	0	0	0	0
450720 Parkland Dedication Fees	0	0	0	0	0
450730 Annual Registration Fee - Lobby	2,470	2,470	1,400	2,470	0
450740 Economic Development - City Fund	292,811	292,811	0	0	(292,811)
460230 Civic Center Revenue	0	0	0	0	0
460400 Program Income	0	0	0	0	0
470500 Transfer from Capital Projects	6,520,020	6,520,020	1,056,813	6,520,020	0
Total Charges for Services	28,305,849	28,305,849	4,813,237	28,984,846	678,997

Fines and Forfeitures

440380 Marshalls Warrants	0	0	0	0	0
440390 Anticipated Warrant Fees	274,400	274,400	45,656	274,400	0
440400 Moving Violation Fines	3,115,767	3,115,767	518,382	2,850,000	(265,767)
440410 Public Inspection Violations	51,250	51,250	4,068	51,250	0
440420 Health Code Violations	22,540	22,540	6,437	22,540	0
440430 Animal Violations	50,924	50,924	12,427	50,924	0
440440 Liability Insurance Violations	2,249,200	2,249,200	296,560	2,150,000	(99,200)
440450 Misdemeanors	431,200	431,200	69,819	431,200	0
440460 Misdemeanor Warrants	64,008	64,008	6,450	60,808	(3,200)
440470 Moving Warrants	536,560	536,560	92,336	536,560	0
440480 Arrest Fees - Moving Violations	593,400	593,400	101,574	575,598	(17,802)
440490 Parking Court Costs	73,110	73,110	15,414	67,431	(5,679)
440500 City Court Costs	400,830	400,830	74,892	380,789	(20,041)
440510 Undistributed	20,000	20,000	3,869	20,000	0
440520 Overpayment Muni Court Tickets	10,000	10,000	(2,269)	10,000	0
440530 Special Expense Fee	676,200	676,200	159,740	653,100	(23,100)
440540 Muni Court Building Security Fund	0	0	(9)	0	0
440550 Moving Violation Forfeits	2,948,960	2,948,960	413,130	2,801,512	(147,448)
440560 Parking Forfeits Fines	1,570,000	1,570,000	396,884	1,445,524	(124,476)
440570 Appellate Docket Fees	2,440	2,440	685	2,318	(122)
440580 Recoveries - Professional Bond	3,724	3,724	27,535	3,538	(186)
440590 Muni Court Tech Fee Collection	0	0	(12)	0	0
440600 Time Payment Fees - Muni Court	330,780	330,780	55,218	314,241	(16,539)
440620 CITY - FTA	60,180	60,180	6,270	57,171	(3,009)
440630 SBCSS Fines - Muni Court	0	0	0	0	0
440640 Narcotics Reimbursement Fee	9,504	9,504	0	9,504	0
440650 Teen Court Revenue	0	0	10	10	10
440660 Judicial Salaries - City	63,700	63,700	12,401	60,515	(3,185)
440670 Red Light Camera Violations	0	0	0	0	0
441000 Appeals Board Fees	0	0	0	0	0
Total Fines and Forfeitures	13,558,677	13,558,677	2,317,467	12,828,933	(729,744)

Licenses and Permits

441010 Building Services Investigation Fees	12,000	12,000	2,056	12,000	0
441020 Building Permits	2,000,000	2,000,000	621,984	2,293,560	293,560
441030 Demolition Permits	13,780	13,780	3,350	13,403	(377)
441040 Electrical Permits	1,067,950	1,067,950	355,626	1,512,231	444,281
441050 Fire Protection Permits	0	0	0	0	0
441060 Grading Permits	201,400	201,400	44,903	206,921	5,521
441070 Mechanical Permits	845,350	845,350	185,110	938,567	93,217
441080 Mobile Home Placement Permits	8,000	8,000	992	8,000	0
441090 Plan Review Fees	301,500	301,500	79,983	288,644	(12,856)
441100 TAS Plan Review Fees	7,500	7,500	6,050	0	(7,500)
441110 Plumbing (CHP) Health Permits	0	0	0	0	0
441120 Plumbing Permits	725,571	725,571	187,303	798,442	72,871
441130 Roofing Permits	487,600	487,600	126,712	416,183	(71,417)
441140 Sidewalk and Driveway Permits	0	0	4,682	4,683	4,683
441150 Signs Permits	159,000	159,000	22,740	90,961	(68,039)
441160 Zoning Board Fees	27,560	27,560	8,745	34,980	7,420

	Adopted Budget 2014	Adjusted Budget 2014	Actual YTD Revenue	Projection 2014	Over/Under Budget	
441170	Special Permits	0	0	0	0	
441180	Building Services Report Sales	0	0	0	0	
441190	Other Permits and Licenses	290,000	290,000	41,020	313,385	23,385
441200	Bingo Certification Permits	0	0	0	0	
441210	Charitable Solicitation Permit	8,000	8,000	0	8,000	0
441220	Foreign Trade Zone	0	0	0	0	0
441230	Parade Permits	9,000	9,000	2,740	10,963	1,963
441240	Paving Cut Permits	8,000	8,000	1,725	6,900	(1,100)
441250	Refuse Collectin Permits	0	0	0	0	0
441260	Subdivision Permits	265,000	265,000	71,379	293,437	28,437
441270	Taxi Airport Permit Fees	0	0	0	0	0
441280	Taxi Cab Operating Permits	53,450	53,450	1,548	53,450	0
441290	Alarms Licenses	46,000	46,000	47,380	182,160	136,160
441300	Alcoholic Beverage Licenses	120,428	120,428	41,140	164,560	44,132
441310	Amplification Permits	8,000	8,000	1,988	7,953	(47)
441320	Animal Permit and Registration	0	0	0	0	0
441330	Assembly Permits	0	0	0	0	0
441340	Cab Driver Licenses	276	276	73	276	0
441350	Chauffeur Licenses	3,000	3,000	733	3,000	0
441360	Day Care Licenses	0	0	0	0	0
441370	Electrical Licenses	0	0	0	0	0
441380	Food Establishment Licenses	751,000	751,000	194,255	800,000	49,000
441390	Food Management School Fees	650,000	650,000	115,039	650,000	0
441400	Home Improvement Contractor Fee	150,000	150,000	42,700	170,800	20,800
441410	Sign Contractor Licenses	14,000	14,000	1,821	7,284	(6,716)
441420	Zoning Home Occupation License	11,000	11,000	0	11,000	0
441430	Penalties Late Fees	53,702	53,702	17,948	53,702	0
441440	Hazardous Chemicals Permits	144	144	(144)	144	0
441450	High Piled Combust Storage Permit	0	0	0	0	0
441460	Other Fire Code Permits	0	0	0	0	0
441470	Chartered Tour Limo Fees	15,612	15,612	10,581	15,612	0
441480	Driverless Rental Fees	0	0	0	0	0
441490	Storm Drain Permits Fees	9,882	9,882	1,559	9,882	0
441500	Professional Occupancy License	0	0	130	130	130
441510	Special Privilege Permits	360	360	40	360	0
441520	Residential Building Permits	3,081,523	3,081,523	488,972	2,620,713	(460,810)
441530	Application Annual Process Fee	65,000	65,000	17,755	60,000	(5,000)
441540	Condemnation Fee	1,500	1,500	105	1,200	(300)
441550	Fire Accident Investigation Fee	6,000	6,000	1,059	6,000	0
441560	Temporary Late Fee Penalty	9,000	9,000	2,686	9,000	0
441570	Plumb Inspection net 3rd Party Payment	0	0	0	0	0
441580	Zoning Applications	0	0	0	0	0
441590	Subdivision Plan Review Fees	0	0	0	0	0
441600	Private Fire Hydrants	0	0	0	0	0
441610	Blasting Explosive Permits	0	0	0	0	0
441620	Flammable Liquids	0	0	0	0	0
441630	Taxicab Zone 12 88 Zone Permit	950	950	0	950	0
441640	3rd Party Ins Bureau Veritas	0	0	0	0	0
441650	3rd Party Ins Vision Consultant	0	0	0	0	0
441660	3rd Party Ins Code Comp Inc	0	0	0	0	0
441670	3rd Party Ins ECM International	0	0	0	0	0
442000	Fire Inspections Fees	101,193	101,193	24,908	101,193	0
442010	Hazmat Fees	378,990	378,990	149,213	378,990	0
442020	Police - Special Events Fees	0	0	0	0	0
442030	Wrecker and Storage Fees	0	0	0	0	0
442040	Taxi Inspection Fees	62	62	0	62	0
442050	Vehicle For Hire Inspection Fee	0	0	0	0	0
442060	False Alarm Penalty	89,575	89,575	21,900	75,000	(14,575)
	Total Licenses and Permits	12,057,858	12,057,858	2,950,489	12,634,681	576,823
	<u>Intergovernmental Revenue</u>					
460000	Federal Grant Proceeds	0	0	0	0	0
460010	State Grant Proceeds	0	0	1,646	0	0
460020	Local Grant Proceeds	0	0	0	0	0
460030	City Match of Grant Proceeds	0	0	0	0	0

	Adopted Budget 2014	Adjusted Budget 2014	Actual YTD Revenue	Projection 2014	Over/Under Budget
460210 Consolidated Data Process Revenue	0	0	0	0	0
460220 Interlocal Tax Collection Agreement	2,155,958	2,155,958	0	2,155,958	0
460250 Interlocal Agreements - Health	396,125	396,125	0	396,125	0
Total Intergovernmental Revenue	2,552,083	2,552,083	1,646	2,552,083	0
<u>County Participation</u>					
460240 County Participation	448,496	448,496	0	448,496	0
<u>Interest</u>					
450000 Investment Interest Revenue	400,000	400,000	(157)	400,000	0
<u>Rents and Other</u>					
450200 Facilities Rentals Revenue	846,860	846,860	145,700	844,907	(1,953)
450210 Property Lease Revenue	683,000	683,000	241,153	683,000	0
450600 Donations	800	800	3,191	3,192	2,392
450610 Non-Cash In Kind Contributions	0	0	0	0	0
450660 Penalties and Interest	4,695	4,695	0	4,695	0
450700 Escheat to City Misc Revenues	549	549	0	549	0
Total Rents and Other	1,535,904	1,535,904	390,044	1,536,343	439
<u>Transfers In</u>					
431600 Airport Indirect Cost Reimbursement	1,272,979	1,272,979	0	1,272,979	0
431610 Mass Transit Indirect Cost Reimbursement	3,340,800	3,340,800	835,200	3,340,800	0
470000 Interfund Transfers (Sources)	16,117,115	16,117,115	3,603,362	14,331,920	(1,785,195)
470020 Fund Balance Transfers (Source)	0	0	0	0	0
470600 Payment in Lieu of Taxes	0	0	0	0	0
Total Transfers In	20,730,894	20,730,894	4,438,562	18,945,699	(1,785,195)
<u>SIF Revenues</u>					
404451 POS CITY - Employee Deductions	0	0	0	0	0
404471 Group Dental employee Ded - Fire & Police	0	0	0	0	0
404480 Group Dental Deuctions - Active City	0	0	0	0	0
Total SIF Revenues	0	0	0	0	0
<u>Other Sources (Uses)</u>					
470400 Claims Settlement	22,380	22,380	6,740	22,380	0
470410 Restitution	0	0	2,700	2,700	2,700
Total Other Sources (Uses)	22,380	22,380	9,440	25,080	2,700
TOTAL REVENUE	351,255,869	351,255,869	48,923,162	347,620,863	(3,635,006)

**GENERAL SERVICES
INTERNAL SERVICE FUND
Revenue and Expense Analysis
AS OF NOVEMBER 30, 2013**

Revenue	Adopted FY14	Adjusted FY14	Actual to Date	Year-End Projection	Over/(Under) to Budget
405067 Reimbursed Expenditures	20,069	20,069	0	0	(20,069)
430620 Reimbursed Damages	0	0	0	0	0
442040 Taxi Inspection Fees	22,915	22,915	4,377	17,508	(5,407)
442050 Vehicles for Hire Inspect Fees	1,500	1,500	0	0	(1,500)
443500 Motor Pool Usage Fees	56,000	56,000	14,123	56,491	491
443510 Equipment Maintenance Charges	9,661,230	9,661,230	2,309,526	9,498,842	(162,388)
443520 Fuel & Lubricants Charges	10,047,369	10,047,369	1,887,174	10,047,369	0
443550 Misc. Charges - Sales to Depts.	376,293	376,293	90,563	407,746	31,453
470000 - Interfund Transfers (Sources)	0	0	0	0	0
Total	20,185,376	20,185,376	4,305,763	20,027,956	(157,420)
Expense By Character	Adopted FY14	Adjusted FY14	Actual to Date	Year-End Projection	(Over)/Under to Budget
Personal Services	4,809,280	4,809,280	1,039,216	4,763,301	45,979
Contractual Services	606,736	606,736	218,269	586,504	20,232
Material & Supplies	14,122,074	14,122,074	2,534,680	14,060,943	61,131
Operating Expenses	101,040	101,040	13,301	59,054	41,986
Non-Operating Expenses	0	0	0	0	0
Intergovernmental Exp	0	0	0	0	0
Other Uses	402,192	402,192	0	402,192	0
Capital Outlay	144,053	144,053	0	144,053	0
Total	20,185,375	20,185,375	3,805,466	20,016,047	169,328
Expense By Division	Adopted FY14	Adjusted FY14	Actual to Date	Year-End Projection	(Over)/Under to Budget
Quick Copy	561,598	561,598	229,604	596,317	(34,719)
Fleet Services	19,623,777	19,623,777	3,575,862	19,419,731	204,046
Total	20,185,375	20,185,375	3,805,466	20,016,047	169,328
Estimated Profit/(Loss)					11,908

AIRPORT
Fund 3000 Revenue and Expense Analysis
AS OF NOVEMBER 30, 2013

Revenue	Adopted FY14	Adjusted FY14	Actual To Date	Year-End Projection	Over/(Under) to Budget
402 Purchased Rights	542,750	542,750	131,342	542,750	0
403 Charges for Services	38,483,920	38,483,920	6,118,978	38,309,110	(174,810)
404 Operating Revenues	288,285	288,285	25,445	288,285	0
405 Non- Operating Revenues	6,318,798	6,318,798	333,308	6,200,468	(118,330)
406 Intergovernmental Revenues	0	0	813,439	813,439	813,439
407 Other Sources	790,300	790,300	210	790,300	0
Total	46,424,053	46,424,053	7,422,722	46,944,352	520,299
Expense	Adopted FY14	Adjusted FY14	Actual To Date	Year-End Projection	(Over)/Under to Budget
51 Personal Services	16,727,699	16,727,699	3,979,798	16,295,595	432,104
52 Contractual Services	7,200,064	7,200,064	1,268,148	6,983,194	216,870
53 Material & Supplies	2,615,947	2,615,947	478,665	2,492,746	123,201
54 Operating Expenditures	5,079,324	5,079,324	575,692	4,827,210	252,114
55 Non-Operating Expenditures	345,100	345,100	32,207	329,445	15,655
57 Other Uses	13,665,619	13,665,619	0	13,478,500	187,119
58 Capital Outlay	790,300	790,300	0	790,300	0
Total	46,424,053	46,424,053	6,334,510	45,196,990	1,227,063
Department By Division	Adopted FY14	Adjusted FY14	Actual To Date	Year-End Projection	(Over)/Under to Budget
21370 Airport Police Operations	2,159,016	2,159,016	538,551	2,100,794	58,222
21380 Airport FAA Operations-Canine	51,600	51,600	1,171	49,020	2,580
21500 Parking Enforcement Control	459,219	459,219	81,318	446,965	12,254
22500 Aircraft Rescue Fire Fighters	2,592,722	2,592,722	707,816	2,515,448	77,274
22520 Airport EMS Unit	556,848	556,848	173,172	541,224	15,624
62030 Finance and Administration	13,460,475	13,460,475	1,565,564	12,904,299	556,176
62040 Dispatch Badging	910,559	910,559	204,646	884,689	25,870
62050 Inventory Purchases	4,400,000	4,400,000	464,062	2,200,000	2,200,000
62060 Air Cargo	450,627	450,627	92,274	430,987	19,640
62070 Terminal	6,731,395	6,731,395	1,128,573	6,467,562	263,833
62080 Ground Transportation	2,080,224	2,080,224	447,099	1,993,115	87,109
62100 Aviation	431,780	431,780	70,214	415,095	16,685
62110 Airfield	1,555,653	1,555,653	251,429	1,490,074	65,579
62130 Southern Industrial Park	214,732	214,732	37,484	206,795	7,937
62150 Butterfield Trail Industrial Park	550,113	550,113	95,357	531,834	18,279
62340 Inventory Issues	(4,400,000)	(4,400,000)	(383,916)	(2,200,000)	(2,200,000)
62390 Global Reach Development	96,715	96,715	34,579	96,715	0
62410 Butterfield Trail Golf Club	2,895,640	2,895,640	728,323	2,895,640	0
62430 Airport Hotels	76,636	76,636	16,670	76,636	0
62440 Science and Technology Park	47,700	47,700	3,465	47,700	0
62450 Foreign Trade Zone	373,851	373,851	74,533	373,851	0
62180 Passenger Facility Charges	6,166,498	6,166,498	0	6,166,498	0
62320 Customer Facility Charges	3,450,000	3,450,000	0	3,450,000	0
62190 Airport Restricted Land Sales	321,750	321,750	2,125	321,750	0
62220 Fixed Asset Purchases	790,300	790,300	0	790,300	0
No Division					
Total	46,424,053	46,424,053	6,334,509	45,196,991	1,227,062
Projected Estimated Profit (Loss)				1,747,362	

INTERNATIONAL BRIDGES
Fund 3300 Revenue and Expense Analysis
AS OF NOVEMBER 30, 2013

Revenue	Adopted FY14	Adjusted FY14	Actual To Date	Year-End Projection	Over/(Under) to Budget
420500 Passenger Vehicle Crossings	16,959,851	16,959,851	4,402,898	17,122,786	162,935
430350 Ground Rentals	75,509	75,509	0	75,509	0
440200 Meter Revenue	233,560	233,560	0	0	(233,560)
450210 Property Lease Revenue	351,250	351,250	87,813	351,254	4
Total	17,620,170	17,620,170	4,490,711	17,549,549	(70,621)
Expense	Adopted FY14	Adjusted FY14	Actual To Date	Year-End Projection	(Over)/Under to Budget
501 Salaries & Wages	2,284,385	2,284,385	509,048	2,038,290	246,095
520 Contractual Services	1,544,825	1,544,825	430,752	1,715,966	(171,141)
530 Material & Supplies	514,876	514,876	30,345	470,276	44,600
540 Operating Expenditures	135,790	135,790	29,522	1,064,002	(928,212)
550 Non-Operating Expenditures	46,000	46,000	10,864	43,452	2,548
570 Transfers	13,008,204	13,008,204	167,701	12,131,474	876,730
580 Capital	86,090	86,090	(51,933)	86,090	0
Total	17,620,170	17,620,170	1,126,299	17,549,549	70,621
Department By Division	Adopted FY14	Adjusted FY14	Actual To Date	Year-End Projection	(Over)/Under to Budget
64860 Administrative	860,306	862,243	11,813,938	13,344,186	(12,481,943)
64830 Operations & Technology	16,162,188	16,161,893	626,103	15,097,162	1,064,731
64850 Parking Meter Operation	597,676	596,034	(11,365,939)	(10,891,799)	11,487,833
Total	17,620,170	17,620,170	1,074,102	17,549,549	70,621
*Projected Estimated Profit (Loss)				0	
*Must maintain 25K per FY2014 Budget Resolution #39					

ENVIRONMENTAL SERVICES AND CODE ENFORCEMENT

Fund 3100 Revenue and Expense Analysis

AS OF NOVEMBER 30, 2013

Revenue	Adopted FY14	Adjusted FY14	Actual To Date	Year-End Projection	Over/(Under) to Budget
420 Franchises	4,400	4,400	780	4,680	280
430 Charges for Services	42,742,440	42,742,440	7,290,434	41,905,179	(837,261)
440 Operating Revenues	1,076,484	1,076,484	98,838	1,097,149	20,665
450 Non- Operating Revenues	132,776	132,776	16,244	132,776	0
460 Intergovernmental Revenues	350,000	350,000	45,067	510,000	160,000
470 Other Sources	4,954,264	4,954,264	385	4,954,555	291
Total	49,260,364	49,260,364	7,451,747	48,604,339	(656,025)
Expense	Adopted FY14	Adjusted FY14	Actual To Date	Year-End Projection	(Over)/Under to Budget
501 Salaries & Wages	17,716,056	17,716,056	4,235,900	17,716,056	0
502 Contractual Services	9,595,180	9,593,880	1,860,000	9,765,727	(171,847)
530 Material & Supplies	5,403,842	5,405,142	818,689	5,407,142	(2,000)
540 Operating Expenditures	3,586,413	3,586,413	630,295	3,586,413	0
550 Non-Operating Expenditures	2,953,251	2,953,251	143,506	2,818,251	135,000
560 Intergovernmental Expenditures	0	0	0	0	0
570 Other Uses	10,005,622	10,005,622	1,697,180	10,005,622	0
580 Capital Outlay	0	0	0	0	0
Total	49,260,364	49,260,364	9,385,570	49,299,211	(38,847)
Department By Division	Adopted FY14	Adjusted FY14	Actual To Date	Year-End Projection	(Over)/Under to Budget
34000	0	0	(4,564)	0	0
34010	0	0	(5,289)	0	0
34020	0	0	(12,763)	0	0
34030 Environmental Code Compliance	8,432,806	8,432,806	1,608,905	8,432,806	0
34040	0	0	(39,049)	0	0
34050	0	0	45	0	0
34060 Environmental Services Administrat	16,224,961	16,224,961	2,849,594	16,263,808	(38,847)
34080 Collections	14,537,655	14,537,655	3,426,559	14,537,655	0
34090 Training & Public Programs	365,234	365,234	101,814	365,234	0
34100 Clean El Paso	4,219,120	4,219,120	821,603	4,219,120	0
34110	0	0	(58,872)	0	0
34130 Environmental Services Landfill	5,480,588	5,480,588	703,761	5,480,588	0
34140	0	0	(6,176)	0	0
Total	49,260,364	49,260,364	9,385,570	49,299,211	(38,847)
Projected Estimated Profit (Loss)				(694,872)	

SUN METRO-MASS TRANSIT
Fund 3200 Revenue and Expense Analysis
AS OF NOVEMBER 30, 2013

Operating Revenues	Adjusted Budget	Realized to Date	Year-End Projection	Over/(Under) to Budget
Sales Taxes	40,208,844	9,030,899	38,987,625	(1,221,219)
Franchise Taxes	26,100	0	26,100	0
Charges for Services	25,035,898	6,030,252	24,428,380	(607,518)
Fines and Forfeitures	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental Revenue	0	0	0	0
County Participation	0	0	0	0
Interest	0	0	0	0
Rents and Other	0	0	0	0
Transfers In	0	0	0	0
SIF Revenues	0	0	0	0
Other Sources (Uses)	0	0	0	0
Total Revenues	65,270,842	15,061,151	63,442,105	(1,828,737)
Operating Expenses By Object Level	Adjusted Budget	Expenditures to Date	Year-End Projection	(Over)/Under to Budget
Personal Services	30,053,763	7,771,664	32,308,763	(2,255,000)
Contractual Services	12,287,309	1,295,070	12,610,000	(322,691)
Material and Supplies	11,037,630	2,053,597	10,974,000	63,630
Operating Expenditures	5,119,515	1,178,494	5,045,800	73,715
Non-Operating Expenditures	2,265,666	14,756	2,265,666	0
Intergovernmental Expenditures	2,021,959	0	2,016,620	5,339
Other Uses	0	0	0	0
Capital Outlay	2,485,000	65,540	2,000,000	485,000
Total Expenses	65,270,842	12,379,121	67,220,849	(1,950,007)
Estimated Profit/(Loss) before Non-Budget Items			(3,778,744)	
Operating Expenses By Division	Adjusted Budget	Expenditures to Date	Year-End Projection	(Over)/Under to Budget
Mass Transit Administration	11,360,652	1,628,327	11,386,784	(26,132)
Fixed Route Operations	27,045,623	6,377,053	29,192,973	(2,147,350)
LIFT Operations	7,352,012	946,765	7,485,086	(133,074)
Transit Planning	1,405,688	86,576	1,299,063	106,625
Transit Safety and Security	1,422,967	71,260	1,462,181	(39,214)
Transit Maintenance	16,683,900	3,073,778	16,394,762	289,138
Mass Transit Inventory Purchase	9,874,391	1,746,389	9,874,391	0
Mass Transit Inventory Issues	(9,874,391)	(1,551,026)	(9,874,391)	0
Total Expenses	65,270,842	12,379,122	67,220,849	(1,950,007)

Note: Projected expenses do not include depreciation expense, compensated absences, or other year end adjustments to balance sheet accounts that affect fund balance.

EL PASO CONVENTION AND PERFORMING ARTS CENTER

Revenue and Expense Analysis

AS OF NOVEMBER 30, 2013

Revenues	Adopted FY14	Adjusted FY14	Year to Date Recognized	Year End Projection	Over/(Under) to Budget
Direct Event Revenue	3,790,754	3,790,754	688,111	3,790,754	0
Ancillary Income	709,246	709,246	112,713	709,246	0
Hotel Occupancy Tax	5,805,000	5,805,000	1,362,938	5,805,000	0
Fund Balance Transfer	320,399	320,399	0	320,399	0
Total	10,625,399	10,625,399	2,163,762	10,625,399	0

Expenses By Character	Adopted FY14	Adjusted FY14	Year to Date Expended	Year End Projection	(Over)/Under to Budget
Personal Services	92,120	92,120	20,899	92,120	0
Contractual Services	8,434,146	8,434,146	947,154	8,434,146	0
Material & Supplies	12,050	12,050	1,277	12,050	0
Operating Expenses	780,400	780,400	119,313	780,400	0
Non-Operating Expenses	0	0	0	0	0
Intergovernmental Expense	0	0	0	0	0
Other Uses	187,065	187,065	0	187,065	0
Capital Outlay	0	0	0	0	0
Total	9,505,781	9,505,781	1,088,643	9,505,781	0

Expenses By Division	Adopted FY14	Adjusted FY14	Total Expended	Year End Projection	(Over)/Under to Budget
Convention and Performing Arts Center	6,259,151	6,259,151	646,098	6,259,151	0
Convention Sales Servicing	3,246,630	3,246,630	476,758	3,246,630	0
Arts and Culture Funding	1,119,617	1,119,617	55,491	1,119,617	0
Total	10,625,398	10,625,398	1,178,347	10,625,398	0

Profit/(Loss) 1

Direct Event Income: Any income directly from the event promoter. (i.e. facility rental, labor, security, equipment rental, power hookups, decorations, facility fees).

Ancillary Income: Parking revenue

Cost of Goods Sold: Food and beverage food expenses.

Other Financing Sources: Use of fund balance.

Convention Center/CVB Expenditure: This expenditure is paid to SMG by the City of El Paso for the management of the Conventions and Performing Arts Center and the Visitors' Bureau. This amount includes salaries and wages, employee benefits, professional services, building/facility maintenance contracts, advertising, supplies and materials, building repairs, training, travel, general liability and auto insurance and Cost of Goods Sold.

City Accounts : Include expenses for electricity, water, natural gas, equipment maintenance, print shop allocation, property insurance, gasoline.

Arts and Culture Funding: The portion of Hotel Occupancy Taxes that go directly to the arts and culture programming.

**CAPITAL IMPROVEMENT PROGRAM (CIP)
BUDGET TRANSFER REPORT
FIRST QUARTER FY 2014**

Date	Fund	Amount	Project	Division	BT #	JUSTIFICATION	FUNDING SOURCE
10/3/2013	4950	\$5,200,000	PCPTRAN010, PCPTRAN120	38170, 38280	BT2014-0019	The Engineering & Construction Management Department proposes to appropriate \$5,200,000.00 for the Federal (FHWA) portion and to appropriate \$2,714,051.00 for TXDOT's portion of the COUNTRY CLUB project. CSJ-0924-06-417.	Reimbursed expenditures from TxDOT
10/2/2013	4970	\$598,594	PCP12PRK01B0 - PCP12PRK0110	38020, 38030	BT2014-0063	ECM proposes to revise appropriations to the PARK POND projects to reflect EPWU's and STORM WATER UTILITY's updated contribution to the project as per attached e-mail/memo from EPWU for their commitment/authorization.	EPWU
10/14/2013	4740	\$453,921	PCP12ST0001, PCP12ST0002, PCPST0004, PCPST0006	28900	BT2014-0095	ECM proposes to decrease appropriations by \$453,921 for the 2013 COs - Street Infrastructure projects to align the overall budget to the authorization approved by Council 6/26/12. Funding source 2013 COs - Street Infrastructure. Dist.	2013 Street Infrastructure Plan CO's
10/14/2013	4740	\$41,000,000	PCP13ST0001	28900	BT2014-0096	ECM proposes to set up appropriations of 41,000,000 for year two of the SYNCHRONIZATION OF SIGNAL NETWORK MASTER PROJECT. Funding source is 2013 Street Infrastructure Plan Certificates of Obligation (Citywide).	2013 Street Infrastructure Plan CO's
10/14/2013	4740	\$8,500,000	PCP13ST0002	28900	BT2014-0097	ECM proposes to set up appropriations of \$8,500,000 for year two of the RESURFACING/MICROSURFACING MASTER PROJECT. Funding source is 2013 Street Infrastructure Plan Certificates of Obligation (Citywide).	2013 Street Infrastructure Plan CO's
10/14/2013	4740	\$1,000,000	PCP13ST0004	28900	BT2014-0098	ECM proposes to set up appropriations of \$1,000,000 for year two of the UNPAVED ROWS & ALLEYS MASTER PROJECT. Funding source is 2013 Street Infrastructure Plan Certificates of Obligation (Citywide).	2013 Street Infrastructure Plan CO's
10/14/2013	4740	\$500,000	PCP13ST0006	28900	BT2014-0099	ECM proposes to set up appropriations of \$500,000 for year two of the NEIGHBORHOOD TRAFFIC MANAGEMENT PROGRAM - MASTER PROJECT. Funding source is 2013 Street Infrastructure Plan Certificates of Obligation (Citywide).	2013 Street Infrastructure Plan CO's
10/14/2013	4740	\$600,000	PCP13ST0007	28900	BT2014-0100	ECM proposes to set up appropriations of \$600,000 for year two of the PEDESTRIAN SIDEWALK & PARKWAY IMPROVEMENT MASTER PROJECT. Funding source is 2013 Street Infrastructure Plan Certificates of Obligation (Citywide).	2013 Street Infrastructure Plan CO's
10/22/2013	4970	\$1,166,400	PCP13WELLSRD	38230	BT2014-0126	ECM proposes to increase appropriations of \$1,166,400.00 for the WELLS ROAD ST IMPROVEMENTS project to cover the EPWU contribution to the project for water and sewer work as per the attached letter of commitment from the EPWU.	EPWU
10/22/2013	4080, 4110, 4640, 4700, 4710	\$43,886	PCP13WELLSRD	28220, 28280 28300, 31640, 38130	BT2014-0138	ECM proposes correction to balance revenue accounts for the WELLS RD SIDEWALK IMPROVEMENTS project.	2000 GO, 2004 GO, 2000 CO, STORM 2006, 2009 CO
10/29/2013	4970		PCP12PRK01H0	38030, 38160	BT2014-0167	ECM proposes to transfer revenue to correct division for PCP12PRK01H0.	EPWU
11/11/2013	4510	\$350,281	PCP10TRAN04A0, PCP10TRAN04B0	28320	BT2014-0173	ECM proposes a correction to transfer revenue from TXDOT MATCHES CP10 to LOOP 375 ZARAGOZA and DYER projects. This will result in revenue balancing with expense budget. Original budget was set up transferring expense on (JEs)	FY2010 TRANSPORTATION CO's
11/11/2013	4970	\$75,715	PCP10ST140	38030	BT2014-0174	ECM proposes to increase appropriations of \$75,715.20 to the MONTWOOD Drive Street & Drainage Improvement project to the STORM WATER UTILITY to fund excavation/grading of Eastwood Dam as per the attached letter of	EPWU
11/11/2013	4560	\$500,000	PCP12PRK020	28340	BT2014-0175	ECM proposes to transfer appropriations of \$500,000.00 from the PARK GENERAL IMPROVEMENT Project to the FACILITY REHAB CW 2014 project. Funding source is FY2012-13 CO'S CIP Plan. Transfers to align expenses within these	FY2012-2013 CO's CIP PLAN
11/11/2013	4730	\$254,996	PCP13CTYHALL2	99998	BT2014-0177	ECM proposes to transfer unspent appropriations from PCP13TXST01 TEXAS & MYRTLE ST ANGLE PARKING PROJECT back to PCP13CTYHALL2 CTY HALL RELOCATION-BLDG IMPROVEMENT PROJECT. Transfers to align expenses for	FY2013 CO's
11/4/2013	4800	\$63,575	PCP12MUS02	29030	BT2014-0183	To cover the salaries & benefits expenses for the Curatorial Content & Research Coordinator for the Touch City Will project through the Quality of Life Bonds.	2012 GO'S

Performance Measures Report

First Quarter

OFFICE OF MANAGEMENT AND BUDGET

HUMAN
RESOURCES

GENERAL GOVERNMENT

DIVISION: *Administrative Division*

PROGRAM/COST: Office of the Director / \$436,663

The purpose of the Office of the Director program is to provide planning, management and reporting services to the department employees and City leaders so they can achieve strategic and operational results.

Office of the Director		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	% of strategic and operational results achieved by 2015	N/A*	N/A*	0%	80%
Result	% of court appearances won	N/A*	N/A*	0%	85%
Output	# of City Officials inquiry responses provided to be determined	N/A*	N/A*	8	TBD**
Demand	# of City Officials inquiry responses anticipated to be requested to be determined	N/A*	N/A*	8	TBD**
Efficiency	Administrative Division Expenditure per dollar total Department to be determined.	N/A*	N/A*	20.3%	TBD**

DIVISION: *Human Capital Management Division*

PROGRAM/COST: Employment Services / \$16,850

The purpose of the Employment Services program is to provide consultation, recruitment, qualification and placement services to Departments and their employees so they can quickly select the best candidates to achieve their business results.

Employment Services		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	Vacant classified GS (General Services) positions are filled within 45 calendar days.	64%	69%	0%***	75%
Result	75% of managers report they “strongly agree” or “agree” that they were able to “quickly select the best candidate for the job from the initial eligible list.	N/A*	N/A*	0%*	75%
Output	Eligibility lists delivered	429	400	74	300
Demand	Eligibility lists requested/required	429	400	175	300
Efficiency	Program expenditure per employee appointment provided	\$695	\$780	N/A****	\$600

*Requires a survey to be developed/completed/evaluated; no survey was done in the 1Q FY14.

***Working on a method to collect this information. Due to hiring freeze, data is not accurate.

PROGRAM/COST: Workforce Planning / \$800

The purpose of the Workforce Planning program is to provide workforce, needs analysis and planning services to the City and its Departments so they can quickly fill positions with the right people to meet business needs and achieve their business results

Workforce Planning		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	Departments have implemented, in consultation with HR, an Initial Department Workforce Plan aligned to their Strategic Business Plan and Performance Budget	N/A*	15%	0%	80%
Output	Business analysis consultations delivered	N/A*	4	0	12
Output	Initial Department Workforce Plans delivered	N/A*	2	0	6
Demand	Initial Department Workforce Plans requested/required	N/A*	5	0	12
Efficiency	Program expenditure per initial Department Workforce Plan delivered	N/A*	\$0	N/A****	\$11,038

PROGRAM/COST: Classification and Compensation / \$800

The purpose of the Classification and Compensation program is to provide city-wide classification, pay system and consultation services to Departments so they can attract, retain, and fairly compensate their employees.

Classification and Compensation		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	Classifications that are at market mid-point*	70%	75%	0%**	80%
Output	Job specifications/scopes of duties administrative decisions provided	647	105	247	675
Output	New job specifications/scopes of duties provided	33	25	13	35
Demand	Job specifications/scopes of duties administrative decisions requested/required	647	105	260	675
Efficiency	Total program expenditure	\$175.66	\$1,286.02	N/A****	\$196.23

**Requires a benchmarking study of comparator cities. Study has not been ordered as of the 1Q FY14.

****Due to the alignment of the employees' salaries within this division, it has been determined that this efficiency cannot be accurately measured.

DIVISION: *Labor Relations*

PROGRAM/COST: Labor Relations / \$512,305

The purpose of the Labor Relations division is to provide collective bargaining representation, comparative and cost analysis and implementation services to City Management so they can have an effectively working relationship with members of the Associations recognized by the City.

Labor Relations		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	% of collective bargaining agreement implementation timelines put into effect by the established date	100%	100%	0%*	100%
Result	% of established key milestones met or exceeded during the collective bargaining process	N/A*	N/A	0%*	90%
Output	# of collective bargaining management representations delivered	N/A*	6	0*	TBD**
Demand	# of collective bargaining management representations requested/required	N/A*	6	0*	TBD**
Efficiency	\$ program expenditure per collective bargaining management representation delivered	N/A*	\$1,172	0*	\$1,240

*Collective bargaining schedule has not been established as of the end of Q1.

DIVISION: *Organizational Development*

PROGRAM/COST: Employee Relations / \$135,360

The purpose of the Employee Relations program is to provide consultation, conflict resolution and performance management services to departments and their employees so they can work together harmoniously to create a positive, high performing workforce.

Employee Relations		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	Percent of employees who report that the City of El Paso addresses conflict in the workplace.*	48%	60%	65.1%	60%
Result	Percent of complaints resolved through mediation	80%	80%	0%	80%
Output	# of employee mediations conducted	11	17	0	20
Demand	# of employee mediations requested	11	17	0	20
Efficiency	\$ program expenditure per employee provided employee relations services	\$195	\$201	N/A*	\$207

*Due to the alignment of the employees within this division, it has been determined that this efficiency cannot be accurately measured.

PROGRAM/COST: Organizational Effectiveness / \$66,247

The purpose of the Organizational Effectiveness program is to provide organizational consultation, change management and leadership development services to City departments so they can create an organizational culture that responds to change and transitions effectively to achieve results.

Organizational Effectiveness		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	Percentage of consultation engagements in which predetermined project outcomes are achieved.	NA*	NA*	0%	80%
Result	Percent of departments where OD was engaged that achieved 80% of their program results	NA*	NA*	0%	80%
Output	OD consultation engagements delivered	NA*	NA*	1	5
Demand	# of OD consultation engagements expected to be requested/required	NA*	NA*	0	10
Efficiency	\$ program expenditures per OD consultation engagement delivered	NA*	NA*	N/A*	\$7,926

*Due to the alignment of the employees within this division, it has been determined that this efficiency cannot be accurately measured.

PROGRAM/COST: Employee Development / \$354,061

The purpose of the Employee Development program to provide on-boarding, consulting and learning services to departments and their employees so they can develop the skills needed to achieve their operational and strategic results.

Employee Development		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	Percent of employees that have successfully completed the minimum required City and Department level training, to include systems training.	NA*	NA*	NA**	50%
Result	Percent of new supervisors/managers who have completed the Supervisory Academy with five (5) months of appointment	NA*	10%	48.6%	95%
Output	# of Supervisory Academy sessions delivered	9	4**	2	6
Demand	# of Supervisory Academy sessions requested/required	9	9	9	6
Efficiency	\$ program expenditure per Supervisory Academy session delivered	\$5,200	\$5,350	N/A*	\$5,450

*Due to the alignment of the employees within this division, it has been determined that this efficiency cannot be accurately measured.

**A system has not yet been established to measure this result.

DIVISION: *Payroll and Benefits*

PROGRAM/COST: Payroll and Employee Records / \$450,145

The purpose of the Payroll and Employee Records program is to provide payroll, records and leave management services to Departments and their employees so they can have timely and accurate compensation and employee information accessible to make workforce decisions.

Payroll and Employee Records		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	% of personnel record updates are completed by the established payroll deadline.	95%	95%	95%	95%
Result	Paychecks not requiring a retroactive paycheck.	99.7%	99.6%	98%	99.7%
Output	Paychecks provided	5814	5771	5727	5800
Demand	Accident-With-Pay payments requested/required	295	325	91	315
Efficiency	Program expenditure (budget) per employee supported	\$58.65	\$59.09	\$58.90	\$58.80

PROGRAM/COST: Benefit Services / \$52,624,352

The purpose of the Benefits program is to provide health, ancillary, and wellness benefit services to eligible employees, retirees and their dependents so they can lead a healthy, productive lifestyle at a minimal cost.

Benefit Services		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	Eligible employees enrolled in a health program.	4386	4351	4432	4623
Result	Eligible employees participating in Wellness Program	140	147	138	200
Output	Total health benefit claim payments made.	\$38.2 M	\$35.8 M	\$6.9 M	\$36 M
Demand	Employee benefit enrollment/information sessions required/requested.	83	85	18	100
Efficiency	Annual cost of claims per enrolled employee/retiree	\$7,186	\$6,716	\$1,278.41	\$6,560

DIVISION: Risk Management

PROGRAM/COST: Liability Management Services / \$36,395

The purpose of the Liability Management Services program is to provide threat identification and risk assessment services to determine the likelihood of departmental loss so they can develop a risk minimization/aversion plan.

Liability Management Services		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	% of total cost of claim payments relative to total cost of premiums	61.4%	62.9%	36.4%	70%
Result	Develop corrective actions to inspection reports by carrier response deadline	50%	63%	80%	75%
Output	Property site visits/inspections for properties ranked in 10% based on cost to identify areas of potential loss	32	35	12	35
Demand	Requested site visits	25	25	12	30
Efficiency	Program expenditure (budget) per City of El Paso employee per year	\$105.52	\$107.59	\$24.61	\$112.97

PROGRAM/COST: Safety Assessment and Training Services / \$63,492

The purpose of the Safety Assessment and Training Services program is to provide departments and their employees with safety services to prevent injuries and lost time so they can assume a greater role in having a safe and secure workplace.

Safety Assessment and Training Services		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	Percentage of departments with a (SHARP) safety, health, accident, reduction plan in place	92%	100%	85.6%	100%
Result	Percentage of departments that reduce Total Incident Report (TIR) rate by 10%	29%	33%	29%	100%
Output	Number of Safety Trainings sessions provided	87	76	18	96
Demand	Number of Safety Trainings requested	53	46	18	50
Efficiency	Program expenditure (budget) per City of El Paso employee per year	\$105.52	\$107.59	\$24.61	\$112.97

PROGRAM/COST: Workers' Compensation Services / \$8,968,113

The purpose of the Workers' Compensation Services program is to provide assistance and information to injured workers and their departments so that the time away from work is minimized and the medical and benefit costs are contained.

Workers' Compensation Services		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	% of departments with lost time days in the previous fiscal period will reduce their lost time days by 5%	72%	58%	87%	50%
Result	% of total work hours for City employees that are lost time hours due to work related injuries	1.38%	.986%	.46%	0.7%
Output	Training sessions on benefits of RTW and supervisor's WC responsibilities	76	60	26	50
Demand	Requested assistance from departments on RTW and Benefits of Transitional Duty program	53	48	14	48
Efficiency	Program expenditure (budget) per City of El Paso employee per year	\$105.52	\$107.59	\$24.61	\$112.97

DEPARTMENT OF
INFORMATION TECHNOLOGY
SERVICES

General

Government

DIVISION: ADMINISTRATIVE

PROGRAM/COST: Office of the Director / \$240,579.89

The purpose of the Office of the Director Program is to provide innovation leadership, technology planning, management and reporting services to the department employees and City leaders so they can achieve strategic and operational results.

Office of the Director		FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	% of strategic and operational results achieved.	New Measure	70%	95%
Result	% of City Official inquiry responses provided within 24 hours.	New Measure	99.9%	100%
Output	# of City Official inquiry responses provided	New Measure	60	20
Demand	# of City Official inquiry responses anticipated to be requested	New Measure	60	40
Efficiency	\$ Administrative Division expenditure per dollar department expenditure	\$0.024	N/A	\$0.024

PROGRAM/COST: Technology Contracts Management / \$7,151,578

The purpose of the Technology Contracts Management Program is to provide contract review, negotiation, compliance and execution services to all city departments and DoITS divisions so they can access and use contracted services and systems without interruption.

Technology Contracts Management		FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	100% of known contracts renewed before expiration	New Measure	33%	100%
Result	90% of contract dollars requested through the budget process	New Measure	33%	90%
Output	# Contracts/Agreements managed	212	73	220
Demand	# of Binding Contracts required/requested	212	73	220
Efficiency	\$ Program expenditure per Contract/Agreement managed	\$7.3m	\$2.3m	\$7.1m

PROGRAM/COST: Finance / \$5,094,532.40

The purpose of the Finance Program is to provide financial management and reporting services to City and department leadership so they can receive accurate and timely information to make decisions.

Finance		FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	% of reports and information submitted by the deadline	New Measure	99.9%	80%
Result	% variance of 6 month estimate of revenue and expenditure to year-end actual revenue and expenditures.	New Measure	99.9%	80%
Output	# of vendor invoices paid	1900	340	2100
Demand	# of vendor invoices anticipated to be paid	1900	340	2100
Efficiency	\$ Program expenditures per \$ Department budget	\$31.80	\$4.67	\$28.77

PROGRAM/COST: Human Resources /\$61,173.83

The purpose of the Human Resources Program is to provide information, guidance, and support services to the department so it can have the resources available to achieve the department's mission.

Human Resources		FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	92% staffing levels maintained (vacancy rate) with respect to budgeted salary savings	New Measure	82%	92%
Result	% positions filled within 90 days for PM and EX positions	New Measure	23%	92%
Output	# of new hires processed	10	5	10
Demand	# of new hires anticipated to be processed	New Measure	17	15
Efficiency	\$ Program expenditure per department employee (recommended measure).	\$585	\$179.33	\$538

DIVISION: Enterprise Architecture & Strategic Innovation Division

The purpose of the Enterprise Architecture and Strategic Innovation Division is to provide customer engagement, business process analysis, innovation solution recommendations and implementation management services to the City, its officials and all departments so they can achieve their pre-established business results on time and within budget.

Key Result: *90% of approved projects that are completed according to pre-established customer results, within agreed upon schedule, and within agreed upon budget

Why is This Measure Important?

The number of approved projects that are completed within the customer pre-established and agreed upon result helps measure whether our customer departments have a successful product necessary to provide the service expected from the citizens of El Paso.

What Do These Numbers Tell Us?

These numbers tell us whether we are meeting our customers' needed product in order for them to provide quality service. If the measure drops below the customers required percent of successful projects as identified by the customer, then this will result in a negative impact to their department and the effect on the citizens.

***This fiscal year is a baseline year and key results/measures will be gathered and collected upon start of FY14.**

PROGRAM/COST: Project Management Office / \$444,223.06

The purpose of the Project Management Office (PMO) program is to provide customer engagement, business process analysis, solution recommendations and implementation management services to the City, its officials and all departments so they can achieve their pre-established business results on time and within budget.

Project Management		FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	% of requestors whose approved projects achieve pre-established customer's results	New Measure	N/A	95%
Result	% of approved projects completed within agreed upon schedule	New Measure	35%	95%
Output	# of PM Projects managed	New Measure	34	30
Demand	# of Technology Purchase Requests (TPRs) approvals/denials required	New Measure	61	100
Efficiency	\$ Program expenditure per PM Project managed	New Measure	N/A	TBD

PROGRAM/COST: Enterprise Architecture / \$277,119.04

The purpose of the Enterprise Architecture is to provide Enterprise Technology standards and planning services to the City Departments so they can use best practice solutions to maximize existing resources to achieve their operational and strategic results.

Enterprise Architecture		FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	% of requestors whose approved business cases achieve pre-established customer's results	New Measure	80%	95%
Result	% of approved business cases completed within agreed upon schedule	New Measure	35%	95%
Output	# of Business Cases completed	New Measure	5	40
Demand	# of Business Cases requested/required	New Measure	25	40
Efficiency	Total \$ spent per project that resulted in pre-established results/value of project that achieved pre-established results	New Measure	N/A	TBD

DIVISION: Applications Management Division

The purpose of the Applications Management Division is to provide enterprise applications, software support and development, web and GIS services to City departments, the public, and other governmental organizations so they can use data in a meaningful way to make strategic and operational decisions and achieve organizational results.

Key Result: *99% of authorized system users who can access enterprise applications online

Why is This Measure Important?

The number of authorized users that are able to access all enterprise-wide applications online is an important measure because it determines the availability of the systems for the customers.

What Do These Numbers Tell Us?

These numbers tell us whether we are meeting our customers' needs in order for them to provide quality service. If the measure drops below the customers required percent of usage, as identified by the customer, then this will result in a negative impact to their department and the effect on the citizens.

***This fiscal year is a baseline year and key results/measures will be gathered and collected upon start of FY14.**

PROGRAM/COST: Software Development / \$323,394.21

The purpose of the Software Development Program is to provide customized software design, development, and maintenance services to City departments so they can use unique, cost-effective solutions to solve their business problems and improve performance.

Software Development		FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	% of approved projects achieved according to pre-established customer's results	New Measure	75%	95%
Result	% of approved projects completed within agreed upon schedule	New Measure	75%	95%
Output	# of new application developments provided	New Measure	1	12
Demand	# of new application developments requested	New Measure	4	30
Efficiency	\$ Program expenditure per new application development completed	New Measure	N/A	TBD

PROGRAM/COST: Software Support / \$730,412

The purpose of the Software Support program is to provide third-party application support services to City departments so they can have uninterrupted, reliable access to information and improve their performance.

Software Support		FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	% uptime of database availability	New Measure	99.6%	99.9%
Result	% uptime of applications availability	New Measure	99.6%	99.9%
Output	# of third-party applications supported	New Measure	200	200
Demand	# of third-party applications requiring support	New Measure	200	200
Efficiency	\$ program expenditure per application supported	New Measure	N/A	TBD

PROGRAM/COST: Web Services / \$277,187.39

The purpose of the Web Services program is to provide web design, development, and maintenance services to City departments so they can deliver information and transaction opportunities online in a convenient and timely manner to the public.

Web Services		FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	% of web content updates completed within mutually agreed upon timelines	New Measure	90%	95%
Result	% of City departments using the web content self-service tool (CMS)	New Measure	N/A	95%
Output	# of web content updates completed	New Measure	850	2500
Demand	# of web content updates requested	New Measure	790	2500
Efficiency	\$ program expenditure per web page maintained	New Measure	N/A	TBD

PROGRAM/COST: Geographic Information Systems(GIS) / \$372,0001.97

The purpose of the Geographic Information Systems (“GIS”) Program is to provide geospatial data collection, analysis, application development, access and support services to the City, its officials, all departments, regional, state federal and international agencies and the public so they can access accurate and reliable geospatial data to make informed decisions and create complete solutions.

GIS		FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	% of map requests completed within one business day based on complexity and analysis	New Measure	99%	99%
Result	% of users with fully updated ESRI Software based on current version and compatibility.	New Measure	85%	99%
Output	# of map requests completed yearly	New Measure	94	500
Demand	# of map requests	New Measure	94	500
Efficiency	Program expenditure per map created	New Measure	N/A	TBD

PROGRAM/COST: Enterprise Application Management / \$524,753.53

The purpose of the Enterprise Applications Program is to provide implementation, integration, maintenance and support services to the City so they can use data in a meaningful way to make strategic and operational decisions and achieve organizational results.

Enterprise Application Management		FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	% of enterprise solutions delivering dashboards	New Measure	N/A	80%
Result	% of departments that have access to dashboards	New Measure	N/A	80%
Output	# of technical assistance sessions completed	New Measure	787	3328
Demand	# of technical assistance sessions requested/required	New Measure	987	3328
Efficiency	Program expenditure per enterprise application supported/managed	New Measure	N/A	TBD

DIVISION: Infrastructure Management Division

The purpose of the Infrastructure Management Division to provide network, voice, cabling, systems and public safety infrastructure services, to the City, its officials, and the public so they can easily, reliably, and rapidly communicate and exchange information and conduct business.

Key Result: *99.9% availability of network and telecom resources to both city and public customers

Why is This Measure Important?

The percentage of the network and telecom resource availability measures the “up-time” of services to our customers’ in order for them to provide the service expected from the citizens of El Paso.

What Do These Numbers Tell Us?

These numbers tell us whether we are meeting our customers’ needs in order for them to provide quality service. If the measure drops below the customers required percent of network and telecom availability, then this will result in a negative impact to their department and the effect on the citizens.

***This fiscal year is a baseline year and key results/measures will be gathered and collected upon start of FY14.**

PROGRAM/COST: Network and Telecommunications / \$872,687.23

The purpose of the network and telecommunications program is to provide network and voice services to the City, its officials, and the public so they can easily, reliably and rapidly communicate, exchange information and conduct business.

Network and Telecommunications		FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	% availability of network and telecom resources to both City and public customers	New Measure	99.6%	99.9%
Result	% of connections that are wireless	New Measure	100%	85%
Output	# of phone and phone system repairs completed	New Measure	500	300
Demand	# of active wireless connections required/requested	New Measure	270,000	3000
Efficiency	Program expenditure per network connection provided (includes data, voice, video and wireless)	New Measure	N/A	TBD

PROGRAM/COST: Cabling Infrastructure / Included in Network program

The purpose of the Cabling Infrastructure Program is to provide certified cabling design, installation, test and repair services to DoITS so they can deliver reliable, secure and fast access to DoITS' services in a timely manner.

Cabling Infrastructure		FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	100% of cables that are industry certified	New Measure	100%	100%
Result	95% of cable installations completed within project deadlines	New Measure	100%	95%
Output	# of cable repairs completed	New Measure	75	200
Demand	# of cable repairs requested/required	New Measure	75	200
Efficiency	\$ Program expenditure per cable repair completed	New Measure	N/A	TBD

PROGRAM: System Administration / \$472,195.62

The purpose of the Systems Administration Program is to provide server systems infrastructure services to all City departments and users so they can have secure and reliable access to enterprise and in-house developed applications.

System Administration		FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	% availability of server data server systems	New Measure	99.6%	99.9%
Result	% of or users who are using the most current, compatible software	New Measure	63%	80%
Output	# of server updates completed	New Measure	6808	9128
Demand	# of server updates required	New Measure	6885	9128
Efficiency	\$ Program expenditure per user (active and inactive) supported	New Measure	N/A	TBD

PROGRAM/COST: Public Safety Technology / \$445,271.31

The purpose of the Public Safety Technology Program is to provide mobile and data infrastructure services to public safety agencies and City departments so they can reliably and continuously communicate during emergency incidents and non-emergency operations.

Public Safety Technology		FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	% of Public Safety entities within the City jurisdiction with shared access for interoperability and information sharing	New Measure	85%	90%
Result	% of Public Safety systems maintaining continual mobile and portable connectivity during 24/7 operations	New Measure	90%	99%
Output	# Mobile Computer Terminal (MCT) installations completed	New Measure	5	19
Demand	# Mobile Computer Technology (MCT) installations required/requested	New Measure	2	19
Efficiency	\$ program expenditure per vehicle supported	New Measure	N/A	TBD

DIVISION: Client Services

The purpose of the Client Services Division is to provide help desk, on-site and off-site technical support services to City departments and users so they can resolve their technical issues and resume business without undo delays.

Key Result: *90% of all help desk request issues resolved within established timelines

Why is This Measure Important?

The number of help desk requests issues resolved successfully within established timelines provide the departments resolution to their requests in order to provide the service expected from the citizens of El Paso.

What Do These Numbers Tell Us?

These numbers tell us whether we are meeting our customers' needs in order for them to provide quality service. If the measure drops below the customers required percent of successfully resolved requests, then this will result in a negative impact to their department and the effect on the citizens.

***This fiscal year is a baseline year and key results/measures will be gathered and collected upon start of FY14.**

PROGRAM: Support Services / \$481,951.72

The Purpose of the IT Support Services Program is to provide help desk, on-site and off-site technical support services to City departments and users so they can resolve their technical issues and resume business without undo delays.

Support Services		FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	86% of all help desk request issues resolved within established timelines	New Measure	75%	86%
Result	75% of technical support request responses resolved remotely	New Measure	60%	75%
Output	# of users supported	New Measure	6040	6040
Demand	# of users requiring support	New Measure	4000	6040
Efficiency	\$ Program expenditure per user supported	New Measure	N/A	TBD

PROGRAM: Help Desk / \$350,304.43

The Purpose of the IT Support Services Program is to provide help desk, on-site and off-site technical support services to City departments and users so they can resolve their technical issues and resume business without undo delays.

Help Desk		FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	86% of all help desk request issues resolved within established timelines	New Measure	75%	86%
Result	% of technical support request responses resolved remotely	New Measure	60%	75%
Output	# of users supported	New Measure	6040	6040
Demand	# of users requiring support	New Measure	4000	6040
Efficiency	\$ Program expenditure per user supported	New Measure	N/A	TBD

City Development

Development & Tourism

DIVISION: ADMINISTRATION

PROGRAM/COST: Office of the Director/\$749,602

The purpose of the Office of the Director Program is to provide planning, management and reporting services to the department, employees and City leaders so they can achieve strategic and operational results.

Office of the Director		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Target	FY 2014 Target
Result	Percent of City Official inquiry responses provided	N/A	N/A	100%	100%
Result	Percent of City Official inquiry responses provided within 24 hours*	N/A	N/A	+/- 80%	80%
Output	Number of City Official inquiry responses provided	N/A	N/A	+/- 15	60
Demand	Number of City Official inquiry responses anticipated to be requested	N/A	N/A	+/- 15	60
Efficiency	Administrative Division expenditure per dollar department expenditure	N/A	N/A	4%	4%

*Not currently being tracked, baseline data unknown. Will develop a mechanism for tracking.

PROGRAM/COST: Grant Administration

The purpose of the Grant Administration Program is to provide grant application, tracking and reporting services to the Department so it can have access to additional funding to fulfill its mission.

Grant Administration		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Target	FY 2014 Target
Result	Percent of grant funds expended**	80%	100%	0%	0%
Result	Percent of grant applications approved	100%	100%	0%	0%
Output	Dollar amount of grant funds managed	\$1,015,000	\$1,015,000	\$0	\$0
Demand	Dollar amount of grant funds anticipated to be managed	\$1,015,000	\$1,015,000	\$0	\$0
Efficiency	Program expenditures per amount of grants funds managed	N/A	N/A	\$0	<.06

* No new dollars anticipated or received

PROGRAM: Finance

The purpose of the Finance Program is to provide financial management and reporting services to city and department leadership so they can receive accurate and timely information to make decisions.

Finance		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Target	FY 2014 Target
Result	Percent of reports and information submitted by deadline	95%	95%	100%	100%
Result	Percent of vendor invoices paid within 30 days	N/A*	98%	+/- 90%	100%
Result	Percent of dollars locally awarded when a local option is available	N/A*	N/A*	N/A	95%
Demand	Number of vendor invoices anticipated to be paid	N/A*	N/A*	252	1035
Efficiency	Program expenditures per Department budget**	N/A*	N/A	<.06	<.06

*Not currently being tracked.

PROGRAM: Human Resources

The purpose of the Human Resources Program is to provide information, guidance, and support services to the department so it can have the resources available to achieve the department's mission

Human Resources		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Target	FY 2014 Target
Result	Percent of positions filled within 60 days for GS positions*	N/A*	N/A*	N/A	60%
Result	Percent of positions filled within 90 days for PM and EX positions*	N/A*	N/A*	100%	70%
Result	Percent of positions filled within days of a certified list*	N/A*	N/A*	100%	90%*
Demand	Number of new hires anticipated to be processed	Pending	Pending	2	8

*Not currently being tracked, unsure of baseline. Out of department's direct control.

(2) Positions filled in 1st Qtr of FY14 with internal candidates- vacancies held. No GS positions hired

PROGRAM/COST: One-Stop-Shop/\$1,323,141

The purpose of the One-Stop-Shop program is to provide commercial, residential and development assistance, consultations, licensing and permitting services to the building, business and development communities, so they can efficiently and quickly begin their investment.

One-Stop-Shop		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Target	FY 2014 Target
Result	Percent of customers rate all survey interaction measures at “good or “very good”	N/A*	98%	97.7%	100%
Result	Percent of “secret shoppers” rate all survey interaction measures at “good” or “very good”	N/A**	100%	N/A	100%
Output	Number of Case Manager assignments provided***	N/A*	New	New	New
Demand	Number of Pre-Application/Pre-Development Consultations expected to be requested	77	91	670	1,700
Demand	Number of customer interactions expected	42,876	36,639	****12,226	48,904

*Department started measuring customer satisfaction in February 2013 via survey

** Department did not commence secret shopper program until summer of FY13. No new secret shoppers yet in FY14.

***Case Management will roll out with Electronic Document Review (EDR) mid FY14. Unsure of anticipated baseline data as this will occur along with pushing quick permits and licenses.

****PY’s include ‘other’ interactions before O-S-S was separated from BPI.

PROGRAM/COST: Historic Preservation/\$86,907

The purpose of the Historic Preservation Program is to provide public education, property rehabilitation, protection and enhancement consultation services to the greater El Paso community and its visitors so they can have a sense of civic pride and enjoy El Paso’s rich historic and cultural heritage.

Historic Preservation		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Target	FY 2014 Target
Result	Number loss by demolition of designated properties	2	1	0	0
Output	Number of historic properties that are renovated to design guidelines and standards	176	200	33	250
Output	Number of applications processed	193	215	45	300
Demand	Number of Historic Preservation Public Education Sessions expected to be required or expected	6	8	2	10
Demand	Number of applications expected to be received	200	250	50	300

PROGRAM/COST: Redevelopment and New City Centers/\$316,998

The purpose of the Redevelopment and New City Centers Program is to provide City- wide development guidance, case management, incentive, and rural planning services to El Paso and the surrounding communities, property owners and developers so they can convert their vacant and underused property to an economically viable asset that creates jobs, stimulates additional contiguous private investment and increases the tax base.

Redevelopment and New City Centers		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Target	FY 2014 Target
Result	Percent of development projects resulting in subsequent private investments with at least equal value within 3 years	New	New	New	New
Result	Dollar increase in the tax base for contiguous properties over 3 years following project completion	New	New	New	New
Result	Dollar amount of incentives provided	New	New	New	New
Demand	Number of Historic Preservation Public Education Sessions expected to be required or expected	New	New	New	New
Efficiency	Program expenditure per Development Incentive Agreement Provided	New	New	New	New

In order to properly measure, the properties would need to be completed/built and issued a new property valuation. We will be able to determine a change in valuation and the impact on the tax base next FY.

PROGRAM/COST: Internal Sustainability/\$405,895

The purpose of the Internal Sustainability Program is to provide outreach, policy development, consultation and implementation support services to the City Council and all City Departments so they can provide “green” options for employees, be more cost-effective and improve the environment.

Internal Sustainability		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Target	FY 2014 Target
Result	Percent of targeted levels of reduced Greenhouse gas emissions (tons of CO2) achieved as per Kyoto protocols	159%	149%	N/A	139%
Result	Percent of cost savings as represented by ratio of 2014 energy costs (in dollars) to 2009 energy costs (in dollars)	23%	23%	N/A	24%
Result	Percent of employees who participate in “green” energy, transportation, or materials option	25%	25%	16%	25%
Output	Number of sustainability consultations delivered	N/A	N/A	23	24
Output	Number of people provided Outreach Sessions	800	840	210	840

PROGRAM: Community Sustainability

The purpose of the Community Sustainability program is to provide advocacy, outreach, networking and incentive services to all El Paso neighborhoods and businesses so they can benefit from energy savings and reduce their negative impacts on the environment.

Community Sustainability		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Target	FY 2014 Target
Result	Number of people, reached through outreach programs, which showed positive intent for change	N/A	N/A	1022	300
Output	Number of Sustainability Plans/Reports completed	1	1	0	1
Output	Percent of businesses, involved in programs, which show positive intent for change	N/A	50%	35%	60%
Output	Number of newsletters published	5	6	1	6
Output	Percent of households that would acknowledge, measure, or take action to reduce their carbon footprint	N/A	N/A	5.3%	20%

PROGRAM/COST: Real Estate Services/\$1,783,136

The purpose of the Real Estate Services program is to provide purchasing, sales and leasing services to the City of El Paso so it can manage its real estate assets to the highest and best use with the greatest return on investment for the community.

Real Estate		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Target	FY 2014 Target
Result	Dollar Amount of revenue generated by the sale of City Surplus properties	\$0	\$0	N/A	\$5,000,000
Result	Percent of leases that are compliant with City of El Paso policies and Council Decisions*	N/A	N/A	96%	100%
Result	Percent of surplus properties sold or leased which meet the City's development goals**	N/A	N/A	N/A	100%
Result	Ratio (\$) program expenditures to real estate revenues generated	N/A	N/A	N/A	\$1/\$10
Efficiency	Program expenditures per City property managed	N/A	N/A		\$111***

* Policy in development

**Goals such as: Plan El Paso, Historical Preservation Plan, Downtown Redevelopment Plan, etc

***\$10/\$1 goal= 500K, from 5M (sales of property). 500K/4500 properties on record per TVO

We have not sold any surplus property. Therefore, our proceeds are zero and ratios cannot be calculated. We recently received Council's approval at the end of Nov. for the first run of candidate properties.

PROGRAM/COST: Economic Growth/\$5,976,690

The purpose of the Economic Growth Program is to provide research, case management, development and incentive services to the El Paso regional business community so they can create jobs, increase local tax base and create new and expand existing businesses.

PROGRAM/COST: International Affairs & Trade Development/\$262,283

The purpose of the International Affairs and Trade Development Program is to provide advocacy, representation and networking services to international industries to increase connectivity, expand opportunity and reduce vulnerability so they can generate a steady increase in local trade.

(Program measures combined- functions closely related)

Economic Growth & International Affairs and Trade Development		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Target	FY 2014 Target
Result	Number of job increases achieved (Economic Growth)	3,400 (2011-12)	1,380	1,500	1,400
Result	Number of new business established (EG)	13,494 (2011)	13,560	13,494 (2011 data)	13,628
Result	Ratio of median county wages to average median wage of last 3 years (EG)	Median \$12.25	Median \$12.86	Median \$12.25	Median \$13.00
		Average \$16.92	Average \$17.76	Average \$16.92	Average \$18.00
Result	Number of existing business which either increase their facilities or grow their workforce (EG)	1	1	1	2
Result	Dollar amount of incentives provided (both)	\$1.5 million	\$2.0 million	\$276,222.98	\$2.0 million
Demand	Number of manufacturing related jobs in El Paso & Juarez (both)	El Paso – 18,000 Juarez – 213,478 (Dec 2012)	El Paso – 18,180 Juarez – 215,612	El Paso - 17,700 Juarez - 230,373	El Paso – 18,000 Juarez – 213,478
Result	Dollar amount of Capital Investment generated by EB5** (IA&TD)	0	0	0	>0
Result	Number of Jobs created by EB5** (IA&TD)	0	0	0	>0

**FY2014 - once the EB-5 Regional Center is approved by USCIS, the Regional Center will approve EB-5 projects in the region and provide EB-5 funding based on # of jobs created. (10 jobs for every \$500K investment, most projects range from \$15M up).

We anticipate the EB-5 Regional Center to capture very large investments as it did for the City of Dallas (same company).

Potential EB-5 projects in El Paso:

Hotel Development (Airport/Downtown) – Potential investments of \$60M with over 300 jobs created

Multi-purpose arena

Mixed-use developments

PROGRAM/COST: Marketing and Outreach/\$73,948

The purpose of the Marketing and Outreach Program is to provide media relations and messaging, communications, and professional outreach support services to the City Development Department so they can inform and engage regional business and development stakeholders and the greater El Paso community.

Marketing and Outreach		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Target	FY 2014 Target
Result	Number of key initiatives where comprehensive messaging campaign is designed, scoped, launched, and fully executed	3	4	6	5
Result	Number of subscribers, social media followers	400	500	1,643	600
Result	Number of media requests for information	100	115	22	130
Output	Number of marketing material designs completed	30	50	31	65
Demand	Number of community outreach meetings expected to be requested or required	10	12	4	15

PROGRAM/COST: Zoning/\$321,709

The purpose of the Zoning Program is to provide Land Use and Development Services to property owners so they can move forward with their projects in an orderly and timely manner consistent with the City's Comprehensive Plan.

Zoning		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Target	FY 2014 Target
Result	Percent of detailed site plans that are consistent with Plan El Paso guidelines	100%	100%	100%	100%
Result	Percent of rezoning cases that are consistent with the Future Land Use Map	91%	95%	87.5%	95%
Output	Number of Zoning cases handled	450	465	43	465
Output	Number of Pre-Application Consultations conducted	37	40	N/A	50
Efficiency	Program expenditure per Zoning case handled*	N/A	N/A	1,728	\$696

* Zoning not reflected as a separate program in prior years.

PROGRAM/COST: Subdivision/\$422,389

The purpose of the Subdivision Program is to provide land development and platting services to land owners and developers so they can initiate permitting and development of their project in a manner that is consistent with Plan El Paso.

Subdivision		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Target	FY 2014 Target
Result	Number of targeted Code Amendments (Sections) that are accepted with recommendations that are consistent	1	2	0	3
Output	Number of Plat Reviews (all types) completed (this includes land studies)	134	110	29	130
Output	Number of Platting Determinations/Letters provided	314	275	51	300
Output	Number of 5 Day Reviews completed	196	170	56	200
Output	Number of Vacations & Dedications completed	19	22	3	25
Output	Number of Vesting Reviews completed	N/A	75	11	100

PROGRAM: Smart Code

The purpose of the Smart Code Program is to provide unified development services to property owners so they can develop their property in a manner consistent with Plan El Paso.

Smart Code		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Target	FY 2014 Target
Result	Percent of land within the City limits that is zoned "smart code"	1.59%	2.91%		3.25%
Result	Percent of Smart Code Version 10 Section Revisions completed	0%	25%		100%
Output	Number of Smart Code Building Scale Plan Reviews completed	10	10		10
Output	Number of rezoning acres under review	2,650	2,190		563
Demand	Number of Smart code Building Scale Plan Reviews expected to be requested by private sector PSB	10	10		12

PROGRAM: Comprehensive Plan

The purpose of the Comprehensive Plan Program is to provide long range planning services to the greater El Paso community so they can experience the dynamic city they envisioned in “Plan El Paso”.

Comprehensive Plan*		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Target	FY 2014 Target
Result	Percent of Plan El Paso milestones achieved	N/A	N/A		N/A
Output	Number of Comprehensive Plan Reviews and Status Reports provided	N/A	N/A		2
Output	Number of annual Plan El Paso milestones managed	N/A	N/A		N/A
Demand	Number of Comprehensive Plan Review and Status Reports expected to be requested or required	N/A	N/A		2
Demand	Number of annual Plan El Paso milestones scheduled	N/A	N/A		N/A

*The Comprehensive Plan Program does not currently exist; as a result actual, projected, and targeted metrics for most variables are not available.

PROGRAM/COST: Building and Development Permitting/\$3,929,470

The purpose of the Building and Development Permitting Program is to provide permit, license and inspection services to the greater El Paso community so they can begin their project in a timely manner and safely occupy and conduct business in the built environment.

Building and Development Permitting		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Target	FY 2014 Target
Output	Number of Permits issued	26,556	28,749	7,718	29,000
Output	Number of Inspections provided	66,936	65,000	14,406	70,000
Output	Number of Residential Plan Reviews provided	3,349	3,000	743	2,800
Output	Number of Commercial Plan Reviews provided	1,509	1,500	313	1,600
Output	Number of Customized Plan Reviews provided	131	125	15	125

PARKS & RECREATION

Development & Tourism

DIVISION: Administration

PROGRAM/COST: Office of the Director/\$390,473

The purpose of the Office of the Director Program is to provide innovation leadership, technology planning, management and reporting services to the department employees and City Leaders so they can achieve strategic and operational results.

Office of the Director		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	Percentage of strategic results achieved	N/A	N/A	Annual	90%
Result	Percentage of accreditation self-assessments	N/A	N/A	0%	25%
Output	Number of City Official inquiry responses provide	N/A	N/A	56	200
Demand	Number of City Official inquiry responses anticipated to be requested	N/A	N/A	Annual	225
Efficiency	Program expenditure per department expenditure	N/A	N/A	Annual	390,473

PROGRAM/COST: Finance/\$178,239

The purpose of the Finance Program is to provide financial management and reporting services to City and department leadership so they can receive accurate and timely information to make decisions.

Finance		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	Percentage of eligible invoices receiving discount	N/A	N/A	91%	90%
Result	Percentage of individual registrations for all eligible programs will be fee waivers for economically disadvantaged youths	N/A	N/A	18.9%	15%
Output	Number of vendor invoices paid	N/A	N/A	3,185	10,500
Demand	Number of vendor invoices anticipated to be paid	N/A	N/A	11,000	11,000
Efficiency	Program expenditures per department budget	N/A	N/A	Annual	178,239

PROGRAM/COST: Human Resources/\$452,885

The purpose of the Human Resources Program is to provide information, guidance, and support services to the department so it can have the resources available to achieve the department's mission.

Human Resources		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	Staffing levels maintained (turnover rate)	N/A	N/A	2.63	5
Result	Percentage of positions filled within 90 days for PM and EX positions	N/A	N/A	0	90
Output	Number of new hires processed	N/A	N/A	1	19
Demand	Number of new hires anticipated to be processed	N/A	N/A	Annual	20
Efficiency	Program expenditure per department employee	N/A	N/A	Annual	452,885

DIVISION: Aquatics

PROGRAM/COST: Pool Usage/\$2,077,408

The purpose of the Pool Usage Program is to provide pool time and associated equipment to the public and organizations so they can swim, conduct practices, hold swim meets, and enjoy other aquatic functions in a timely manner.

Pool Usage		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	Number of bid awards to host aquatic events	N/A	N/A	0	3
Result	Percentage of facility use permits at pools occur as scheduled	N/A	N/A	83%	95%
Output	Number of facility rentals	N/A	N/A	96	730
Demand	Number of facility rentals expected	N/A	N/A	Annual	830
Efficiency	Program expenditure per square foot of water surface	N/A	N/A	Annual	2,077,408

PROGRAM/COST: Aquatic Instructional Swimming/\$148,067

The purpose of the Aquatic Instructional Swimming Program is to provide aquatic education, instruction and fitness classes to community groups and persons of all ages so they can learn how to swim, exercise, and become water safe in and around water

Instructional Swimming		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	Percentage of scheduled learn to swim classes occur as scheduled	N/A	N/A	86.71%	80%
Result	Percentage of classes held on weekends	N/A	N/A	31%	20%
Output	Number of participants registered for certification course	N/A	N/A	1,136	5,000
Demand	Number of participant expected to register for an aquatic class	N/A	N/A	Annual	7,500
Efficiency	Program expenditure per number of participants	N/A	N/A	Annual	148,067

DIVISION: Capital Projects and Asset Management

PROGRAM/COST: Capital Assets Management/\$305,602

The purpose of the Capital Assets Management Program is to provide life cycle asset management services to the Parks and Recreation Department so staff can provide safe, clean and useable unstaffed parks and facilities for their customers.

Capital Assets Management		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	Percentage of facility use permits at unstaffed facilities occur as scheduled	N/A	N/A	97%	80%
Result	Percentage of facility components with an overall rating of "B" or higher	N/A	N/A	Annual	30%
Output	Number of unstaffed park facilities permits issued	N/A	N/A	Annual	600
Demand	Number of unstaffed park facilities permits requested	N/A	N/A	126	600
Efficiency	Program expenditure per permit issued	N/A	N/A	Annual	305,602

PROGRAM/COST: Planning, Design and Construction /\$332,181

The purpose of the Planning, Design & Construction Program is to provide parks, recreational facilities and trail development services to the Parks and Recreation Department so staff can provide well designed, well-constructed and sustainable parks and recreation facilities for the benefit of the public.

Planning, Design and Construction		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	Completion rate for new parks and trails	N/A	N/A	2	4
Result	Percentage of indoor pool facilities Wi-Fi enabled	N/A	N/A	0%	20%
Output	Number of acres added to the park system	N/A	N/A	9.2	50
Demand	Number of acres expected to be added to the park system	N/A	N/A	Annual	75
Efficiency	Program expenditure per number of project inspections and plan reviews	N/A	N/A	Annual	332,181

DIVISION: Recreation Centers

PROGRAM/COST: Self Use/\$2,946,602

The purpose of the Recreation Centers Self Use Program is to provide indoor facilities and equipment for self-directed recreation and use by the public so they can participate in a variety of physical fitness and recreational activities at their own pace and have a safe, enjoyable experience.

Self Use		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	Percentage of patron survey ratings of satisfactory or higher	N/A	N/A	Annual	80%
Output	Number of monthly memberships for fitness, boxing, and racquetball	N/A	N/A	807.5	800
Output	Number of daily use participants	N/A	N/A	225	200
Demand	Number of daily use participants expected	N/A	N/A	302.5	300
Efficiency	Program expenditure per participant	N/A	N/A	Annual	2,946,602

PROGRAM/COST: Structured/\$434,380

The purpose of the Recreation Centers Structured Program is to provide recreation and leisure services to youth, adults, and families so they have an opportunity to learn new skills in group settings and participate in a variety of organized recreational programs.

Structured		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	Percentage of increase in the number of instruction programs offered annually	N/A	N/A	Annual	5%
Result	Percentage of classes held as scheduled	N/A	N/A	92.49%	90%
Output	Number of special/seasonal events held	N/A	N/A	31	50
Demand	Number of events expected to be held	N/A	N/A	Annual	60
Efficiency	Program expenditure per registered participant	N/A	N/A	Annual	434,380

DIVISION: Specialized Recreation

PROGRAM/COST: Early Childhood Enrichment/\$345,780

The purpose of the Early Childhood Enrichment Program is to provide pre-school and daycare services to children ages 2 to 5 so they can develop cognitive, physical, and social skills through activities to be kinder-ready.

Early Childhood Enrichment		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	Percentage of children who pass the kinder-ready test	N/A	N/A	Annual	90%
Result	Percentage of capacity filled by registered participants	N/A	N/A	70%	90%
Output	Number of children enrolled	N/A	N/A	130	162
Demand	Number of children expected to be enrolled	N/A	N/A	155	185
Efficiency	Program expenditure per child enrolled	N/A	N/A	Annual	345,780

PROGRAM/COST: Seniors/\$1,347,341

The purpose of the Seniors Program is to provide recreation and leisure services to adults 50 years and older so they have the opportunity to socialize and be physically and mentally active in affordable and accessible recreation settings.

Seniors		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	Percentage of facility use permits occur as scheduled	N/A	N/A	97%	80%
Result	Percentage of daily participants	N/A	N/A	57%	50%
Output	Number of registered participants	N/A	N/A	2,408	1,500
Demand	Number of participants expected	N/A	N/A	Annual	1,700
Efficiency	Program expenditure per participant	N/A	N/A	Annual	1,347,341

PROGRAM/COST: Youth Activities/\$853,331

The purpose of the Youth Activities Program is to provide supervised recreation activities for youth ages 6 – 17, so they can develop positive character traits, improve skills, and minimize their involvement in at risk behavior.

Youth Activities		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	Percentage of after-school participants who master one or more positive character traits at end of school year	N/A	N/A	Annual	80%
Output	Number of after-school participants	N/A	N/A	700	660
Output	Number of summer camp participants	N/A	N/A	Annual	1,400
Demand	Number of after-school participants expected	N/A	N/A	660	2,120
Efficiency	Program expenditure per participant	N/A	N/A	Annual	853,331

DIVISION: Sports

PROGRAM/COST: City Operated Youth & Adult Sports/\$1,423,851

The purpose of the City Operated Youth and Adult Sports Program is to provide competitive and recreational leagues, tournaments, and support services to youth and adults so they can participate in team sports at various skill levels in safe facilities.

City Operated Youth & Adult Sports		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	Percentage increase in leagues	N/A	N/A	Annual	2%
Output	Number of teams registered	N/A	N/A	234	1,120
Output	Number of leagues offered	N/A	N/A	39	250
Demand	Number of teams expected to register	N/A	N/A	234	2,000
Efficiency	Program expenditure per team	N/A	N/A	Annual	1,423,851

PROGRAM/COST: Independent Sports & Permits/\$853,331

The purpose of the Independent Sports and Permits Program is to provide field/facility permits, field preparation, and support services to privately managed and operated leagues, tournament organizers, and interested patrons so they can reserve and use safe, playable sports facilities.

Independent Sports & Permits		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	Number of bid awards accepted	N/A	N/A	Annual	6
Result	Percentage of weekend days with athletic tournaments	N/A	N/A	52%	80%
Output	Number of players in independent leagues	N/A	N/A	2,506	21,000
Demand	Number of players in independent leagues expected	N/A	N/A	5,360	25,000
Efficiency	Program expenditure per player in independent league	N/A	N/A	Annual	853,331

ZOO

Development & Tourism

DIVISION: ADMINISTRATION

PROGRAM/COST: Office of the Director/\$201,178

The purpose of the Office of the Director program is to provide planning, management and reporting services to the department employees and City leaders so they can achieve strategic and operational results.

Office of the Director		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	Percent of City Official inquiry responses provided	N/A	100%	100%	100%
Result	Percent of Master Plan projects completed as scheduled per year	N/A	N/A	0	100%
Output	Number of City Official inquiry responses provided	N/A	2	0	6
Demand	Number of City Official inquiry responses anticipated to be requested	N/A	2	1	6
Efficiency	Administrative Division expenditure per dollar department expenditure	N/A	2	47,400	201,178

PROGRAM/COST: Finance/\$289,770

The purpose of the Finance Program is to provide financial management and reporting services to city and department leadership so they can receive accurate and timely information to make decisions.

Finance		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	Percent of vendor invoices paid within 30 days	N/A	95%	95%	98%
Result	A visit for a family of 4 to the Zoo will continue to be at or below the cost of a comparable family outing in El Paso	\$32.00	\$32.00	\$32.00	\$32.00
Output	Number of vendor invoices paid	N/A	3,700	466	TBD
Demand	Number of vendor invoices anticipated to be paid	N/A	3,500	500	3,000
Efficiency	Program expenditure per department budget	N/A	N/A	85,392	289,770

PROGRAM/COST: Human Resources/\$104,010

The purpose of the Human Resources Program is to provide information, guidance, and support services to the department so it can have the resources available to achieve the department's mission.

Human Resources		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	Percent of staffing levels maintained (vacancy rate) annually	N/A	90%	Enter target	98%
Result	Percent of positions filled within 60 days for GS positions, when an acceptable list of candidates that meets the Zoo's needs exist	N/A	95%	100%	90%
Output	Number of new hires processed	N/A	10	3	TBD
Demand	Number of new hires anticipated to be processed	N/A	10	4	10
Efficiency	Program expenditure per department employee	N/A	N/A	15,725	104,010

PROGRAM/COST: Community Outreach/\$16,815

The purpose of the Community Outreach program is to provide events and events related services to the El Paso Zoo so they can increase attendance and revenue while raising community awareness of the value of the zoo.

Community Outreach		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	Percent of total attendance driven by special events	6%	6%	22%	8%
Output	Number of education/conservation and community events	8	9	7	10
Output	Number of fundraising, special, and catering events	39	39	14	40
Demand	Number of education/conservation and community events expected to be conducted or participated in	8	9	4	10
Efficiency	Program expenditure per amount collected through fundraising, special, and catering events	N/A	N/A	1,376	16,815

PROGRAM/COST: Marketing and Public Relations/\$19,455

The purpose of the Marketing and Public Relations program is to provide Zoo information dissemination and brand awareness services to the Zoo, so they can increase overall annual attendance, revenue, and private support for the zoo.

Marketing and Public Relations		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	Percent penetration of the El Paso MSA for number of zoo visits	42.80%	41.68%	6.45%	41.65%
Result	Number of households in the MSA will be members in the Zoological Society	3,215	3,215	527	7,500
Output	Number of promotional materials distributed in 2014	156	156	34,580	156
Demand	Number of promotional materials expected to be distributed in 2014	452,000	325,000	70,000	452,000
Efficiency	Program expenditure for Marketing	\$70K	\$80K	3,130	\$19,455

PROGRAM/COST: Guest Services/\$80,000 (Revenue)

The purpose of the Guest Services program is to provide food, beverage, and retail services to zoo guests and staff so they can enjoy quality guest services at an affordable price.

Guest Services		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	Percent of secret shopper service surveys with an overall (impression of food service) rating of 3 or above	N/A	90%	85%	90%
Result	Percent of secret shopper service surveys with an overall (impression of retail service) rating of 3 or above	N/A	90%	95%	90%
Output	Average dollar amount of food and retail transactions made at guest services establishments (based on gate counts)	N/A	\$3.55	\$3.11	\$3.55
Demand	Average dollar amount of food and retail transactions expected to be made at guest services establishments (based on gate counts)	N/A	\$3.55	\$3.11	\$3.55
Efficiency	Expenditure per number of food and retail transactions made	N/A	N/A	N/A	N/A

PROGRAM/COST: El Paso Zoo Conservation Ed/\$402,277

The purpose of the El Paso Zoo Conservation Education program is to provide animal encounter conservation services to the local community, schools, and guests so they can be aware of the benefits of conserving wildlife and have the opportunity to take action.

El Paso Zoo Conservation Education		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	Percent of local school district students participating in zoo field trips	8%	8%	N/A	8%
Result	Number of animal encounters	2,122	2,200	225	1,828
Output	Number of zoo adventure classes/workshops	282	300	59	366
Demand	Number of zoo adventure class/workshops expected to be provided	282	300	59	336
Efficiency	Expenditure per Zoo guest	\$1.25	\$1.25	N/A	\$1.25

PROGRAM/COST: Capital Improvements/\$0 (QOL Bond)

The purpose of the Capital improvements program is to provide owner's representation and project management services to the El Paso Zoo guest so they can experience renovated and new facilities, exhibits and grounds.

Capital Improvements		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	Percent of capital improvement budget stipulated by the master plan spent on renovations during the fiscal year	N/A	N/A	N/A	100%
Result	Percent of capital improvement budget stipulated by the master plan spent on new construction during the fiscal year	N/A	N/A	N/A	100%
Output	Number of individual capital improvement projects completed per fiscal year	0	0	N/A	5
Demand	Number of individual capital improvement projects expected to be completed per fiscal year	0	0	N/A	5
Efficiency	Program cost per number of projects	0	0	N/A	N/A

PROGRAM/COST: Facilities Support Group/\$1,645,303

The purpose of the Facilities Support Group program is to provide maintenance, supply and support services to zoo guests and staff so they can experience a safe, clean and aesthetically pleasing environment.

Facilities Support Group		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	Percent of secret shopper report rankings for cleanliness received at the highest rating	N/A	N/A	100%	85%
Result	Percent of total work orders completed within 45 days of the request	N/A	N/A	N/A	70%
Output	Number of work orders completed per fiscal year	N/A	N/A	N/A	2,000
Demand	Number of work orders expected to be completed per fiscal year	N/A	N/A	N/A	2,000
Efficiency	Program expenditure per number of work orders completed	N/A	N/A	N/A	N/A

PROGRAM/COST: Team Development and Morale/\$15,052

The purpose of the Team Development and Morale program is to provide communication, advancement, and social opportunity services to staff, volunteers, partners and contractors so they can be enabled, knowledgeable, and engaged members of the Zoo team.

Team Development and Morale		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	Percent of secret shopper sections that will rate "meet or exceed" expectations in 2014	N/A	N/A	100%	98%
Output	Number of team outings/events	17	17	3	17
Output	Number of secret shopper visits/surveys (revamped) *	N/A	N/A	1	TBD
Demand	Number of team outings/events expected to be organized	17	17	3	17
Efficiency	Program expenditure per outing per event participant	N/A	N/A	1,145	15,052

*Baseline date to be determined in 2014

PROGRAM/COST: Risk Management/\$285,350

The purpose of the Risk Management program is to provide safety and security services to guests and the zoo so they can visit and function in a safe and secure environment.

Risk Management		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	Percent of zoo emergency code types addressed with an annual safety drill	100%	100%	0	100%
Output	Number of total safety drills conducted	12	12	0	12
Output	Number of dangerous animal escape response team members qualified to respond to zoo emergencies	6	6	7	6
Demand	Number of total safety drills required to be conducted	9	9	0	9
Efficiency	Program expenditure per drill	N/A	N/A	N/A	N/A

PROGRAM/COST: Animal Nutrition/\$380,103

The purpose of the Animal Nutrition program is to provide nutritional diets, records, and food inventory services to the administration and zoo keepers so they can maintain daily feeding schedules and comply with AZA and USDA food preparation and nutritional standards.

Animal Nutrition		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	Percent of animal diets prepared correctly per month	95%	95%	98%	99%
Result	Percent of daily animal diets prepared on time	90%	90%	85%	95%
Output	Number of animal diet preparations	85,855	85,855	87,235	85,855
Demand	Number of animal diets expected to be prepared	91,250	91,250	91,250	91,250
Efficiency	Program expenditure per animal diet preparation	\$3.23	\$2.74	\$2.63	\$2.74

PROGRAM/COST: Animal Care and Management/\$104,010

The purpose of the Animal Care and Management program is to provide animal exhibition and encounter services to the El Paso Zoo so they can exhibit healthy, viewable, enriched and trained animals in a naturalistic environment.

Animal Care and Management		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	Number of days that 'major zoo exhibits' are empty for typical maintenance/repair work or because there is no exhibit animal in the collection	N/A	N/A	3	200
Result	Percent of number of days that 'major zoo exhibits' are empty because of animal medical work, moat drops, etc.	N/A	N/A	24	150
Output	Number of animal species exhibited annually	N/A	150	156	150
Demand	Number of animal species expected to be exhibited	N/A	155	150	155
Efficiency	Program expenditure per animal care facility	N/A	N/A	N/A	N/A

PROGRAM/COST: Veterinary Care/\$471,152

The purpose of the Veterinary Care program is to provide animal healthcare services to the zoo so they can exhibit healthy animals and maintain compliance with state and federal regulations

Veterinary Care		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	Experience 1 or fewer non-compliance items on each USDA animal care inspection	0	0	0	0
Output	Number of laboratory submissions	799	1017	177	1,000
Output	Number of animal prescriptions	1,373	1,567	359	1,500
Demand	Number of routine annual exams expected to be performed	396	402	99	408
Efficiency	Program expenditure per zoo animal cared for	N/A	N/A	\$255	\$922

ENVIRONMENTAL SERVICES

Public Safety & Community Services

DIVISION: ADMINISTRATIVE

PROGRAM/COST: Office of the Director / \$7,402,267

The purpose of the Office of the Director program is to provide representation, direction and communication services to the public and the Department so the public can enjoy and the Department can provide first class customer service.

Office of the Director		FY 2012 Actual	FY 2013 Target	FY14 1Q Actual	FY 2014 Target
Result	Percentage of strategic and operational results achieved	N/A	80%	70%	80%
Result	Percentage of Official City inquiry (ORR) responses provided within 3 days of the 10 day allowance	N/A	90%	89.7%	90%
Output	Number of inquiry responses provided	N/A	564	185	564
Demand	Number of inquiry responses anticipated	N/A	564	185	564
Efficiency	Program expenditure per department expenditure	N/A	N/A	0.22%	14%

PROGRAM/COST: Human Resources / \$357,487

The purpose of the Human Resources program is to provide information, guidance, and support services to the Department so it can have the resources available to achieve the Department's mission.

Human Resources		FY 2012 Actual	FY 2013 Target	FY14 1Q Actual	FY 2014 Target
Result	Turnover rate	N/A	18%	3.37%	18%
Result	Percentage of staffing levels maintained	N/A	75%	90.33%	75%
Result	Percentage of positions filled within 60 days for General Services positions	N/A	80%	69.3%	80%
Output	Number of new hires processed	N/A	101	39	101
Demand	Number of new hires anticipated	N/A	101	45	125
Efficiency	Program expenditure per department employee	N/A	N/A	\$52.56	\$807

PROGRAM/COST: Finance / \$1,037,115

The purpose of the Finance program is to provide financial management and reporting services to City and Department leadership so they can receive accurate and timely information to make decisions.

Finance		FY 2012 Actual	FY 2013 Target	FY14 1Q Actual	FY 2014 Target
Result	Percentage of reports and information submitted timely	N/A	90%	100%	90%
Result	Variance reports for the program (actual expense is within this 5% of the budgeted expense)	N/A	.50%	93.03%	95%
Result	Percentage of invoices paid within 30 days	N/A	90%	86.76%	90%
Output	Number of invoices paid	N/A	2,700	568	2,700
Demand	Number of invoices expected to be paid	N/A	2,700	568	2,700
Efficiency	Program expenditure per department expense	N/A	N/A	0.02%	2%

DIVISION: ANIMAL SERVICES

PROGRAM/COST: Animal Shelter / \$2,711,495

The purpose of the Animal Shelter program is to provide temporary animal care and quarantine services to pet owners and the VIP Program so they can be assured that if reunification or adoption occurs, their pets have been well cared for.

Animal Shelter		FY 2012 Actual	FY 2013 Target	FY14 1Q Actual	FY 2014 Target
Result	Percentage of animals impounded that are reunited with their owners or made available for adoption or placement	N/A	85%	42.37%	50%
Result	Percentage of neighborhoods serviced through monthly clinics that provide spaying and neutering services	N/A	N/A	TBD	75%
Output	Number of spay/neuter surgeries	N/A	6,000	935	7,500
Demand	Number of spay/neuter surgeries requested/required	N/A	6,000	935	7,500
Efficiency	Program expenditure per surgery	N/A	N/A	\$20	\$362

PROGRAM/COST: Virtually Irresistible Pets (VIP) / \$142,801

The purpose of the Virtually Irresistible Pets (VIP) program is to provide adoption and placement services to responsible, caring individuals and families so they can save a life and share in lifelong companionship.

Virtually Irresistible Pets (VIP)		FY 2012 Actual	FY 2013 Target	FY14 1Q Actual	FY 2014 Target
Result	Percentage of healthy animals that are released alive (adopted, returned to owner, fostered, etc.)	N/A	50%	30.41%	50%
Output	Number of partnership agreements in place	N/A	2,000	2	150
Output	Number of neighborhood colony cats that are spayed/neutered and released	N/A	20	170	2,500
Demand	Number of animals presented that meet "adoptable" criteria	N/A	15,000	2,039	15,000
Efficiency	Program expenditure per animal handled	N/A	N/A	\$634.42	\$8

DIVISION: Training and Public Programs

PROGRAM/COST: Training and Skills Development / \$122,493

The purpose of the Training & Skill Development program is to provide job-specific evaluation, and professional development services to Environmental Services so they can maintain a competent, professional, and well-trained workforce.

Training and Skills Development		FY 2012 Actual	FY 2013 Target	FY14 1Q Actual	FY 2014 Target
Result	Percentage of ESD employees who successfully complete 100% of skills-based department-required training sessions relevant to their position	N/A	35%	65.21%	45%
Result	Percentage of ESD supervisors and managers who successfully complete 2 hour skills-based Supervisory and Leadership training	N/A	100%	53.74%	80%
Output	Number of training sessions delivered	N/A	56	54	170
Demand	Number of training sessions requested/required	N/A	24	4	150
Efficiency	Program expenditure per training session delivered	N/A	N/A	\$1,080.87	\$721

PROGRAM/COST: Community Outreach Program / \$121,119

The purpose of the Community Outreach program is to provide outreach, agreements, and volunteer services to the greater El Paso community so they can create and maintain a beautiful, safe, clean, and healthy environment.

Community Outreach Program		FY 2012 Actual	FY 2013 Target	FY14 1Q Actual	FY 2014 Target
Result	Percentage of active neighborhoods where agreements are established based on 77 neighborhood associations	N/A	N/A	0%	75%
Result	Percentage of certain community organizations where outreach presentations are conducted	N/A	N/A	0%	75%
Output	Number of community outreach events presented	N/A	N/A	25	30
Demand	Number of community outreach events requested	N/A	N/A	0	30
Efficiency	Program expenditure per Community Outreach event	N/A	N/A	\$984.24	\$1,615

PROGRAM/COST: Partnerships & Public Programs / \$98,317

The purpose of the Partnerships program is to provide large-scale community beautification events, environmental education, and strategic environmental outreach programs to the Greater El Paso community so they can create a more environmentally-conscious beautiful and healthy environment.

Partnerships & Public Programs		FY 2012 Actual	FY 2013 Target	FY14 1Q Actual	FY 2014 Target
Result	Percentage of community organizations where relationships are established	N/A	N/A	41.67%	65%
Result	Percent of active neighborhood associations participating in clean-ups	N/A	45%	2.59%	65%
Output	Number of community partnerships agreements established	N/A	N/A	10	8
Demand	Number of community partnership agreements requested/required	N/A	N/A	0	4
Efficiency	Program expenditure per neighborhood site clean-up for an estimated 120 sites	N/A	N/A	\$456.95	\$819

DIVISION: Clean El Paso

PROGRAM/COST: Citizen Collection Station / \$3,215,346

The purpose of the Citizen Collection Station program is to provide solid waste, recyclables, and household hazardous waste collection and reuse services to the City of El Paso solid waste customers so they can maintain clean and safe households and properties and help protect the regional environment through recycling.

Citizen Collection Station		FY 2012 Actual	FY 2013 Target	FY14 1Q Actual	FY 2014 Target
Result	Percentage of Citizen Collection Station materials diverted in tons (automotive, electronic, tires, brush, recyclables)	N/A	25%	20.03%	45%
Result	Percentage of residential solid waste customers who use the Citizen Collection Station	N/A	6%	4.94%	6%
Output	Number of Citizen Collection Station customers served (total customer visits)	N/A	145,000	26,531	145,000
Demand	Number of Citizen Collection Station users expected	N/A	125,000	25,789	150,000
Efficiency	Program expenditure per Citizen Collection Station customer visit	N/A	N/A	\$16.16	\$22

PROGRAM/COST: Beautification / \$1,998,271

The purpose of the Beautification program is to provide special pickup, clean up, and abatement services to the El Paso community so they can enjoy clean, beautiful neighborhoods and our natural environment.

Beautification		FY 2012 Actual	FY 2013 Target	FY14 1Q Actual	FY 2014 Target
Result	Percentage of property clean-ups completed within 14 calendar days of transfer	N/A	70%	100%	70%
Result	Percentage of customers surveyed who responded that special pickup services: a) have improved the overall appearance and cleanliness of their property, b) are provided by staff who are courteous and helpful, and c) are provided in a timely manner	N/A	80%	100%	80%
Output	Number of private property clean-ups provided	N/A	1,000	506	1,000
Demand	Number of private property clean-ups required (as per violations transferred from Code-Nuisance)	N/A	1,500	506	1,500
Efficiency	Program expenditure per property clean-up	N/A	N/A	\$686.80	\$1,998

DIVISION: Code Compliance

ENVIRONMENTAL SERVICES

PROGRAM/COST: Building and Zoning / \$1,601,333

The purpose of the Building & Zoning program is to provide code inspection and enforcement services to residents, visitors and businesses within the City of El Paso so they can experience a safe and healthy environment on developed property.

Building and Zoning		FY 2012 Actual	FY 2013 Target	FY14 1Q Actual	FY 2014 Target
Result	Percentage of properties inspected which are determined to have complied with correction notices	N/A	70%	26.25%	80%
Result	Percentage of proactive (patrol) versus reactive (complaint) inspections conducted	N/A	40%	38.58%	40%
Output	Number of property maintenance inspections conducted	N/A	3,000	1,186	3,000
Demand	Number of Property Maintenance complaints received	N/A	1,500	610	1,500
Efficiency	Program expenditure per Building and Zoning inspection provided based on a combined total inspections of 11,800	N/A	N/A	\$165.02	\$534

PROGRAM/COST: Environmental Nuisance / \$2,510,618

The purpose of the Environmental Nuisance program is to provide investigation, consultation, and enforcement services to El Paso residents and business owners so they can contribute to a clean, safe, and nuisance-free community.

Environmental Nuisance		FY 2012 Actual	FY 2013 Target	FY14 1Q Actual	FY 2014 Target
Result	Percentage of environmental nuisance inspections at properties which are determined to have complied with enforcement documents	N/A	70%	28.25%	80%
Result	Percentage of weed, trash and debris cases that are repeat violators within a year	N/A	33%	2.6%	15%
Output	Number of environmental nuisance inspections conducted	N/A	24,000	10,689	50,000
Demand	Environmental nuisance complaints received	N/A	12,000	3,647	10,000
Efficiency	Program expenditure per inspection conducted	N/A	N/A	\$41.44	\$50

PROGRAM/COST: Health and Safety / \$958,693

ENVIRONMENTAL SERVICES

The purpose of the Health & Safety program is to provide vector and code related inspections, education and license enforcement services to residents and businesses of El Paso, and surrounding municipalities, so they can experience safe and clean facilities and, legally operated businesses.

Health and Safety		FY 2012 Actual	FY 2013 Target	FY14 1Q Actual	FY 2014 Target
Result	Percentage of facilities inspected annually that pass upon first inspection	N/A	85%	55.7%	85%
Result	Percentage of proactive (scheduled and patrol) versus reactive (complaint) inspections conducted	N/A	65%	37.27%	65%
Output	Number of solid waste inspections conducted	N/A	10,000	614	10,000
Demand	Number of solid waste inspections required	N/A	1,000	423	1,000
Efficiency	Program expenditure per inspection (first inspection) based on an estimated 11,605 annual inspections including facilities	N/A	N/A	\$106.16	\$1,289

PROGRAM/COST: Air Quality / \$1,249,312

The purpose of the Air Quality program is to provide air quality monitoring and enforcement services to the communities in the El Paso border region so they can live, work, and enjoy outdoor activities in a cleaner air environment.

Air Quality		FY 2012 Actual	FY 2013 Target	FY14 1Q Actual	FY 2014 Target
Result	Percentage of Air Quality data audits submitted on or before deadline	N/A	N/A	100%	100%
Result	Percentage of scheduled inspections completed	N/A	N/A	100%	100%
Output	Number of Air Quality data validation audits provided per month	N/A	490	534,385	506,000
Demand	Number of Air Quality data validation audits required per month	N/A	420	534,385	490,000
Efficiency	Program expenditure (in city match dollars) per day so that people in our communities can live, work and enjoy outdoor activities determined by the air quality index	N/A	N/A	\$193.39	\$871

ENVIRONMENTAL SERVICES

PROGRAM/COST: Vector Control / \$672,285

The purpose of the Health & Safety program is to provide vector control and education to the El Paso community and surrounding municipalities so they can experience a safe and clean environment and to minimize exposure to disease carrying pests.

Vector Control		FY 2012 Actual	FY 2013 Target	FY14 1Q Actual	FY 2014 Target
Result	Percent of acres treated for mosquitoes within 3 days of confirmed West Nile Virus case	N/A	100%	100%	100%
Result	Percentage of proactive (schedule and patrol) versus reactive (complaint) inspections conducted	N/A	N/A	31.94%	65%
Output	Number of mosquito sprayings delivered (1 mosquito spraying = 1 acre sprayed)	N/A	485,000	91,747	250,000
Demand	Number of mosquito sprayings requested (1 mosquito spraying = 1 acre sprayed)	N/A	485,000	212	250,000
Efficiency	Program expenditure per mosquito spraying	N/A	N/A	\$0.94	\$3

PROGRAM/COST: Animal Services Field Operations / \$3,331,066

The purpose of the Animal Services Field Operations program is to provide awareness, enforcement and animal protection services to the El Paso community so they can safely co-exist with animals and be assured that animals/pets are treated in a humane manner.

Animal Services Field Operations		FY 2012 Actual	FY 2013 Target	FY14 1Q Actual	FY 2014 Target
Result	Percentage of animal bite investigations resulting in quarantine	N/A	N/A	51.61%	100%
Result	Percentage of animal cruelty investigations completed within 48 hours	N/A	N/A	100%	99%
Output	Number of cruelty investigations completed	N/A	15	4	15
Demand	Number of cruelty investigations required	N/A	N/A	4	15
Efficiency	Program expenditure per animal retrieved in the field based on an estimated 14,200 impoundments	N/A	N/A	\$59.47	\$235

DIVISION: Collections

PROGRAM/COST: Automated Garbage Collections / \$10,603,913

The purpose of the Automated Garbage Collections program is to provide containerized curbside collection services to residents and businesses within the City of El Paso so they can easily dispose of their garbage properly on a weekly basis.

Automated Garbage Collections		FY 2012 Actual	FY 2013 Target	FY14 1Q Actual	FY 2014 Target
Result	Percentage of garbage collections completed on first visit	N/A	98%	99.9%	99%
Result	Percentage of surveyed customers who reported favorable survey results that: a) the container was placed upright and in same general location after pickup, and b) if there was a driver interaction, the driver was courteous and helpful	N/A	80%	70.33%	80%
Output	Number of automated garbage collections provided monthly	N/A	660,000	810,803	716,000
Demand	Number of automated garbage collections required monthly	N/A	180,000	811,586	716,000
Efficiency	Program expenditure per customer provided automated garbage collection services	N/A	N/A	\$0.78	\$1

PROGRAM/COST: Containers / \$1,497,281

The purpose of the Containers Management program is to provide curbside container repairs, replacement, retrieval and delivery services to residents and businesses within the City of El Paso so they can contain their solid waste and recyclables materials and roll them to the curb.

Containers		FY 2012 Actual	FY 2013 Target	FY14 1Q Actual	FY 2014 Target
Result	Percentage of container, wheels and lid repairs that are completed within 7 days	N/A	80%	80.61%	85%
Result	Percentage of new container deliveries within 7 days of notice	N/A	80%	80.48%	90%
Output	Number of new container deliveries provided within 7 days	N/A	3,840	537	2,500
Demand	Number of new containers requested	N/A	3,240	545	2,900
Efficiency	Program expenditure per customer served	N/A	N/A	\$0.41	\$8

PROGRAM/COST: Manual Collections / \$2,177,560

The purpose of the Manual Collections program is to provide containerized manual garbage and recycling collection services to downtown merchants, eligible elderly and disabled persons and limited access neighborhoods so they can easily dispose of their garbage and recyclable materials properly.

Manual Collections		FY 2012 Actual	FY 2013 Target	FY14 1Q Actual	FY 2014 Target
Result	Percentage of Big Bellies filled or semi-filled (yellow or red status) serviced	N/A	90%	37.22%	90%
Result	Percentage of manual collections completed during first attempt	N/A	95%	99.15%	95%
Output	Number of manual collections provided	N/A	350,000	126,101	350,000
Demand	Number of limited access residences expected	N/A	1,150	121	1,150
Efficiency	Program expenditure per customer served by manual collections	N/A	N/A	\$2.74	\$1

PROGRAM/COST: Automated Recycling Collections / \$5,440,942

The purpose of the Automated Recycling Collections program is to provide containerized curbside collection services to residents and businesses within the City of El Paso so they can divert reusable, renewable products, extend the life expectancy of the landfill, and help protect the regional environment.

Automated Recycling Collections		FY 2012 Actual	FY 2013 Target	FY14 1Q Actual	FY 2014 Target
Result	Percentage of municipal solid waste collected from City's curbside program diverted for recycling	N/A	18%	17.3%	17%
Result	Percentage of household participating in recycling program recorded semi-annually	N/A	85%	48.07%	85%
Output	Number of tons of recycling material collected	N/A	30,000	7,908.36	30,000
Demand	Number of recycling collections required per month	N/A	172,000	601,173	716,000
Efficiency	Program expenditure per ton of recycling	N/A	N/A	\$2.13	\$181

DIVISION: Landfill

PROGRAM/COST: Landfill Operations / \$5,077,581

The purpose of the Landfill Operations program is to provide disposal and waste management services to the greater El Paso region so they can safely, efficiently and economically dispose and recycle their waste at a clean facility that protects and preserves the environment for the future.

Landfill Operations		FY 2012 Actual	FY 2013 Target	FY14 1Q Actual	FY 2014 Target
Result	Compaction rate – pounds per cubic yard of space	N/A	1,200	991.33	1,200
Result	Percentage of daily cover used per cubic yard of waste	N/A	25%	22.45%	25%
Output	Number of garbage waste tons handled	N/A	440,000	106,452	440,000
Demand	Number of garbage waste tons anticipated	N/A	440,000	106,452	440,000
Efficiency	Program expenditure per garbage waste ton received	N/A	N/A	\$5.99	\$12

PROGRAM/COST: Landfill Technical Support / \$758,007

The purpose of the Landfill Technical Support program is to provide monitoring, maintenance, compliance reporting, permitting, and topographic survey services to landfill operations so they can continue to operate in an environmentally responsible manner.

Landfill Technical Support		FY 2012 Actual	FY 2013 Target	FY14 1Q Actual	FY 2014 Target
Result	Number of days where there are no violations in all of the following areas: Methane, groundwater, storm water, air, nuisance	N/A	100%	100%	100%
Result	Percentage of landfill compliance reports without TCEQ follow-up response	N/A	50%	0%	50%
Output	Number of compliance reports submitted	N/A	45	4	45
Demand	Number of compliance reports expected	N/A	45	2	45
Efficiency	Program expenditure per landfill compliance test completed based on contract cost of lab testing of \$23,480 for 420 tests annually	N/A	N/A	\$0.00	\$56

E1 PASO FIRE DEPARTMENT

Public Safety & Community

Services

DIVISION: Administrative

The purpose of the Administrative Division is to provide leadership, support and information to the department so it can achieve its strategic and operational results.

PROGRAM/COST: Office of the Director/ \$335,436

The purpose of the Office of the Director program is to provide planning, management and reporting services to the department employees and City leaders so they can achieve strategic and operational results.

Office of the Director		FY 2012 Actual	FY 2013 Actuals	FY14 Q1 Actuals	FY 2014 Target
Result	Percent of City Official inquiry responses provided within 24 hours	New Measure	New Measure	100%	98%
Result	Percent of current year strategic results achieved	New Measure	New Measure	13.8%	35%
Output	Number of City Official inquiries received	New Measure	New Measure	120	480
Demand	Number of City Official inquiries anticipated to be requested	New Measure	New Measures	120	480
Efficiency	Administrative Division Expenditure per dollar total department	New Measure	New Measure	\$0.039	\$0.037

PROGRAM/COST: Grant Administration/ \$252,189

The purpose of the Grant Administration Program is to provide grant application, tracking and reporting services to the Department so they can have access to additional funding to fulfill its mission.

Grant Administration		FY 2012 Actual	FY 2013 Actuals	FY14 Q1 Actuals	FY 2014 Target
Result	Percent of grants without audit findings per grant dollar	New Measure	New Measure	0%	0.01%
Result	Percent of grant reimbursements received within 90 days of project closure*	New Measure	New Measure	TBD	TBD
Output	Dollars of grant funds managed	New Measure	New Measure	\$953,546	\$8.7M
Demand	Dollars of grant funds anticipated to be managed	New Measure	New Measure	\$7.2M	\$6.8M
Efficiency	Program expenditures per dollar	New	New	\$0.002	\$0.04

	of grant funds managed	Measure	Measure		
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* New Performance Measure as of December 2013 pending data collection

PROGRAM/COST: Finance/ \$2,400,682

The purpose of the Finance program is to provide financial management and reporting services to city and department leadership so they can receive accurate and timely information to make decisions.

Finance		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	Percent variance of 6 month estimate of revenues and expenditures to year end actual	New Measure	New Measure	N/A	2%
Result	Percent of vendor invoices paid within 30 days	New Measure	New Measure	92%	85%
Output	Number of vendor invoices paid	New Measure	New Measure	1,017	13,250
Demand	Number of vendor invoices anticipated to be paid	New Measure	New Measure	1,045	13,500
Efficiency	Program expenditures per dollar department budget	New Measure	New Measure	\$0.03	\$0.03

PROGRAM/COST: Human Resources/ \$719,908

The purpose of the Human Resources program is to provide information, guidance, and support services to department so it can have the resources available to achieve the department's mission.

Human Resources		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	Percent turnover rate	New Measure	4.3%	1%	6%
Result	Percent staffing levels maintained (vacancy rate)	New Measure	4%	5.7%	5%
Output	Number of new hires processed	New Measure	100	10	80
Demand	Number of new hires anticipated to be processed	New Measure	80	15	80
Efficiency	Program expenditure per department employee	New Measure	New Measure	\$136.36	\$461.50

DIVISION: Operations Division

The purpose of the Operations Division is to provide response, investigation and prevention services to the residents, businesses, visitors and emergency responders so they can experience timely, accurate and appropriate requests and prevent incidents through education and community outreach.

PROGRAM/COST: Community Risk Reduction/ \$695,976

The purpose of the Community Risk Reduction program is to provide fire and life safety educational services to the El Paso community so they can have the knowledge, skills, and tools to build a safer, more resilient community

Community Risk Reduction		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	Percent of households with working smoke alarms*	New Measure	New Measure	TBD	35%
Result	Percent of households with a home evacuation plan*	New Measure	New Measure	TBD	35%
Output	Number of home safety surveys conducted	New Measure	New Measure	700	1,000
Demand	Number of smoke alarm installation requests	New Measure	New Measure	100	250
Efficiency	Program expenditure per capita	New Measure	New Measure	\$0.25	\$1.03

*New Performance Measure as of December 2013 pending data collection

PROGRAM/COST: Construction Code Compliance/ \$708,767

The purpose of the Construction Code Compliance is to provide plan review, construction inspection, and code application services to the building construction industry and tenants so they can build and occupy safe and fire code compliant buildings in a timely manner. This is a revenue generating program out of accounts 404109 and 404201.

Construction Code Compliance		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	Percent of building plan reviews conducted within 3 business days	New Measure	New Measure	98%	98%
Result	Percent of construction inspections completed within 24 hours of a request	New Measure	New Measure	20%	80%
Output	Number of building plans reviewed	New Measure	New Measure	289	1,519
Demand	Number of building plan reviews expected to be requested	New Measure	New Measure	400	1,600

Efficiency	Percent of program expenditures covered by fees collected	New Measure	New Measure	33.7%	68%
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PROGRAM/COST: Emergency Operations Response/ \$68,953,756

The purpose of the Emergency Operations Response Program is to provide emergency medical, fire suppression, prevention, and specialized rescue services to residents, businesses and visitors of our city so they can have rapid and effective responses to emergencies.

Emergency Operations Response		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	Percent of fires confined to room of origin	New Measure	New Measure	71%	70%
Result	Percent of fire emergency calls responded to within 5:30 travel to arrival on the scene citywide	New Measure	New Measure	84%	90%
Output	Number of fire and emergency responses provided	New Measure	New Measure	11,925	50,754
Demand	Number of emergency responses anticipated to be required	New Measure	New Measure	12,650	71,346
Efficiency	Net program expenditure per capita	New Measure	New Measure	\$22.00	\$87.57

PROGRAM/COST: Fire Investigations/ \$964,021

The purpose of the Fire Investigations program is to provide investigation, prevention, training, and certification services to the community of El Paso, its visitors, the Fire Department and other governmental agencies so they can be informed of the cause of fires and reduce or eliminate preventable fires.

Fire Investigations		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Actuals	FY 2014 Target
Result	Percent of fires that have an undetermined cause	New Measure	New Measure	6%	<10%
Result	Percent of criminal cases cleared by arrest	New Measure	New Measure	21%	20%
Output	Number of juvenile fire setter intervention/education contacts made	New Measure	New Measure	6	30
Demand	Number of juvenile fire setter intervention/education contacts requested	New Measure	New Measure	6	50

Efficiency	Program expenditure per origin and cause investigation hour spent	New Measure	New Measure	\$750	\$1.03
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PROGRAM/COST: Fire Prevention & Safety Inspections/ \$1,101,502

The Fire Prevention and Safety Inspections program is designed to provide safety inspections to business occupants so they can continue to safely operate.

Fire Prevention & Safety Inspections		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Actuals	FY 2014 Target
Result	Percent of permit applications issued within 30 days of expiration*	New Measure	New Measure	New Measure	TBD
Result	Percent of fire code complaints responded to within 3 days of receipt	New Measure	New Measure	N/A	75%
Output	Number of fire safety inspections completed (operational permits)	New Measure	New Measure	625	1776
Demand	Number of fire safety inspections expected to be required	New Measure	New Measure	450	1,800
Efficiency	Percent expenditure per inspectable property (occupancy)	New Measure	New Measure	\$0.17	\$1.03

*New Performance Measure as of December 2013 pending data collection

DIVISION: Capital Assets and Personnel Support Services

The purpose of the Capital Assets and Personnel Support Services Division is to provide policy, technical assistance, compliance and quality assurance and logistical services to department employees so they can provide emergency services while ensuring the health, safety and development of department members in service to the community.

PROGRAM/COST: Aircraft Rescue & Firefighting Support/ \$19,365

The purpose of the Aircraft Rescue and Fire Fighting Support program is to provide planning, preparation, training and regulatory compliance services to the El Paso Fire Department aircraft rescue personnel, airport personnel and other government agencies so they can reduce or mitigate accidents and/or preventable incidents at the El Paso International Airport.

Aircraft Rescue & Firefighting Support	FY 2012 Actual	FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
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Result	Percent of days per year that there are no aircraft-related incidents	New Measure	New Measure	100%	90%
Result	Percent of departures and arrivals without runway incursions	New Measure	New Measure	100%	99%
Output	Number of training sessions delivered	New Measure	New Measure	7	8
Demand	Number of training sessions expected to be requested	New Measure	New Measure	5	19
Efficiency	Program expenditure per aircraft taking off/landing	New Measure	New Measure	\$39.60	\$29.13

PROGRAM/COST: Emergency Medical Support/ \$1,883,122

The purpose of the Emergency Medical Support Program is to provide policy, quality assurance and support services to fire department divisions and other emergency responder organizations so they can deliver effective and efficient emergency patient care and achieve positive healthcare outcomes.

Emergency Medical Support		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	Percent of audited incidents where medical protocols are followed	New Measure	New Measure	73%	65%
Result	Percent of cardiac arrest patients delivered to the hospital with return of spontaneous circulation	New Measure	New Measure	31%	15%
Output	Number of Quality Assurance/Quality Improvement Monthly Reports and Consultations delivered	New Measure	New Measure	500	94
Demand	Number of Repetitive Episode Patient Investigation expected to be required	New Measure	New Measure	3	6
Efficiency	Program expenditure per emergency medical response	New Measure	New Measure	\$37.78	\$37.08

PROGRAM/COST: Facility Oversight/ \$711,344

The purpose of the Facility Oversight Program is to provide construction, upgrade and maintenance services to employees and visitors so they can enjoy a safe, functional and accommodating facility.

Facility Oversight		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	Percent of major repairs completed on schedule	New Measure	New Measure	90%	80%
Result	Percent of facilities that are rated as accommodating	New Measure	New Measure	52%	80%
Output	Number of major repairs completed (\$3,000 or more)	New Measure	New Measure	5	16
Demand	Number of major repairs anticipated to be needed	New Measure	New Measure	16	72
Efficiency	Program expenditure per square foot of facilities	New Measure	New Measure	\$0.34	\$2.15

PROGRAM/COST: Special Operations Support/ \$384,373

The purpose of the Special Operations Support Program is to provide support and technical assistance for specialized responses to the El Paso Fire Department and other local and regional partners so they can safely and effectively perform their mission.

Special Operations Support		FY 2012 Actual	FY 2013 Projected	FY14 Q1 Actuals	FY 2014 Target
Result	Percent of Firefighters with Hazmat and USAR certifications meeting minimum required continuing education hours annually	New Measure	New Measure	N/A (reported annually)	98.5%
Result	Percent of total contact training hours spent in multi-agency training	New Measure	New Measure	47.7%	60%
Output	Number of total training contact hours	New Measure	New Measure	70	216
Demand	Number of special operations training sessions anticipated to be requested and required	New Measure	New Measure	16	96
Efficiency	Program expenditure per training contact hour	New Measure	New Measure	\$1,343.75	\$1,779.50

PROGRAM/COST: Equipment Service, Repair & Procurement/\$1,549,826

The purpose of the Fire Emergency Equipment and Support program is to provide equipment maintenance, training, and support services to Fire Department divisions and other public safety

organizations so they can safely work in hazardous environments and have reliable equipment to save lives and reduce hazards.

Equipment Service, Repair, & Procurement		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	Percent of hydraulic rescue tools available (excluding preventive maintenance)	New Measure	New Measure	100%	95%
Result	Percent of self-contained breathing apparatus available (excluding preventive maintenance)	New Measure	New Measure	99%	97%
Output	Number of preventive maintenance tests and service applications completed (PPE's, hydraulic rescue tools, AED, SCBA's)	New Measure	New Measure	1329	3000
Demand	Number of preventative maintenance tests and service applications expected to be required (PPE's, hydraulic rescue tools, AED, SCBA's)	New Measure	New Measure	750	3000
Efficiency	Program expenditure per preventive maintenance tests and services applications completed.	New Measure	New Measure	\$291.53	\$516.61

PROGRAM/COST: Fire Emergency Apparatus Fleet/\$3,461,369

The purpose of the Fire Emergency Apparatus Fleet Program is to provide fire apparatus, maintenance, support, repair, and replacement services to Fire Department divisions so they can have, in a timely manner, safe, reliable, vehicles to provide around the clock emergency services to residents, businesses and visitors of El Paso.

Fire Emergency Apparatus Fleet		FY 2012 Actual	FY 2013 Actual	FY14 Q1 Actual	FY 2014 Target
Result	Percent of apparatus fleet fully operational and available	New Measure	New Measure	87.48%	80%
Result	Percent of preventive maintenance completed on apparatus units delivered by date	New Measure	New Measure	71.06%	70%
Output	Number of preventive maintenance service applications completed (fluids, aerials, pumps, and general)	New Measure	New Measure	114	480

Demand	Number of preventive maintenance service applications expected to be required	New Measure	New Measure	120	480
Efficiency	Program expenditure per number of preventive maintenance service applications completed	New Measure	New Measure	\$7,590	\$7,211.19

PROGRAM/COST: Fire Logistics Support Program/\$1,913,307

The purpose of the Fire Logistics Support Program is to provide supply deliveries and equipment replacement services to Fire Department divisions so they can have the right supplies and equipment at the right time to do the job at hand.

Fire Logistics Support Program		FY 2012 Actual	FY 2013 Actuals	FY14 Q1 Actuals	FY 2014 Target
Result	Percent of general and medical supply deliveries completed which are unscheduled	New Measure	New Measure	38.43%	10%
Result	Percent of appliance repairs completed within 24 hours	New Measure	New Measure	11.11%	20%
Output	Number of station and office supply deliveries (disposable) provided	New Measure	New Measure	216	864
Demand	Number of station and office supply deliveries (disposable) expected to be required	New Measure	New Measure	216	864
Efficiency	Program expenditure per emergency response supported	New Measure	New Measure	\$40.11	\$26.82

DIVISION: Technical Services and Professional Development

The purpose of the Technical Services and Professional Development Division is to provide emergency communications, planning and training services to the department and the community so they can prevent, prepare, respond and recover from disasters and emergencies.

PROGRAM/COST: 911 Emergency Communications/ \$8,300,268

The purpose of the 911 Emergency Communications program is to provide emergency and non-emergency communications and dispatch services to the public and emergency responders so they can experience timely, accurate and proper emergency response.

911 Emergency Communications	FY 2012 Actual	FY 2013 Actuals	FY14 Q1 Actuals	FY 2014 Target
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Result	Percent of 911 calls answered within 15 seconds	New Measure	New Measure	92.62%	95%
Result	Percent of emergency calls dispatched within 60 seconds	New Measure	New Measure	73.65%	90%
Output	Number of medical call dispatch notifications provided	New Measure	New Measure	13,091	45,000
Demand	Number of 911 calls expected to be received	New Measure	New Measure	136,698	650,000
Efficiency	Program expenditure per dispatch notification (medical, fire, and police)	New Measure	New Measure	\$14.14	\$16.59

PROGRAM/COST: Office of Emergency Management/ \$574,167

The purpose of the El Paso Office of Emergency Management Program is to provide planning, training, coordination, and communication services to the community and regional partners so they can prevent, prepare, respond, and recover from natural and man-made disasters and large scale emergencies, resulting in a hazard resilient community.

Office of Emergency Management		FY 2012 Actual	FY 2013 Actuals	FY14 Q1 Actuals	FY 2014 Target
Result	Percent of local population receiving community outreach preparedness programs	New Measure	New Measure	0.053%	0.60%
Result	Percent of neighborhood associations with a neighborhood emergency response plan	New Measure	New Measure	0%	6%
Output	150,000 volunteer hours donated through training outreach	New Measure	New Measure	694	2,750
Demand	150,000 volunteer hours expected to be required	New Measure	New Measure	2750	2,750
Efficiency	Program expenditure per county resident	New Measure	New Measure	\$0.72	\$0.69

PROGRAM/COST: Operations Research/ \$578,480

The purpose of the Operations Research program is to provide analysis, records management and decision support services to the El Paso Fire Department so they can have timely, accurate and useful information to make service level decisions and report on operations performance to the public.

Operations Research		FY 2012 Actual	FY 2013 Actuals	FY14 Q1 Actuals	FY 2014 Target
Result	Percent of ad hoc report customers that say the information was useful for decision making	New Measure	New Measure	100%	95%
Result	Percent of standard reports completed on schedule	New Measure	New Measure	100%	90%
Output	Number of reports (standard and ad hoc, and maps) delivered	New Measure	New Measure	33,883	15,000
Demand	Number of reports (standard, maps, and ad hoc) anticipated to be requested or required	New Measure	New Measure	130,000	17,000
Efficiency	Program expenditure per report delivered	New Measure	New Measure	\$6.52	\$39.61

**PROGRAM/COST: Professional Development and Training/
\$2,005,027**

The purpose of the Professional Development and Training program is to provide education, training, mentoring and certification services to fire department personnel, regional agencies and the public so they can have the knowledge, skills and abilities to achieve the department's strategic and operational results and promote a safe and hazard resilient community.

Professional Development and Training		FY 2012 Actual	FY 2013 Actuals	FY14 Q1 Actuals	FY 2014 Target
Result	Percent of probationary employees (new and promotional) who will have a trained mentor	New Measure	New Measure	77%	58.50%
Result	Percent of personnel who are qualified as paramedic preceptors and or field training officers	New Measure	New Measure	38.5%	45%
Output	# of medical and fire training continuous education contact hours provided	New Measure	New Measure	8,836	72,578
Demand	# of medical and fire training continuing education contact hours expected to be required	New Measure	New Measure	8,836	72,578
Efficiency	Program expenditure per course/contact hour	New Measure	New Measure	\$64.92	\$26.65

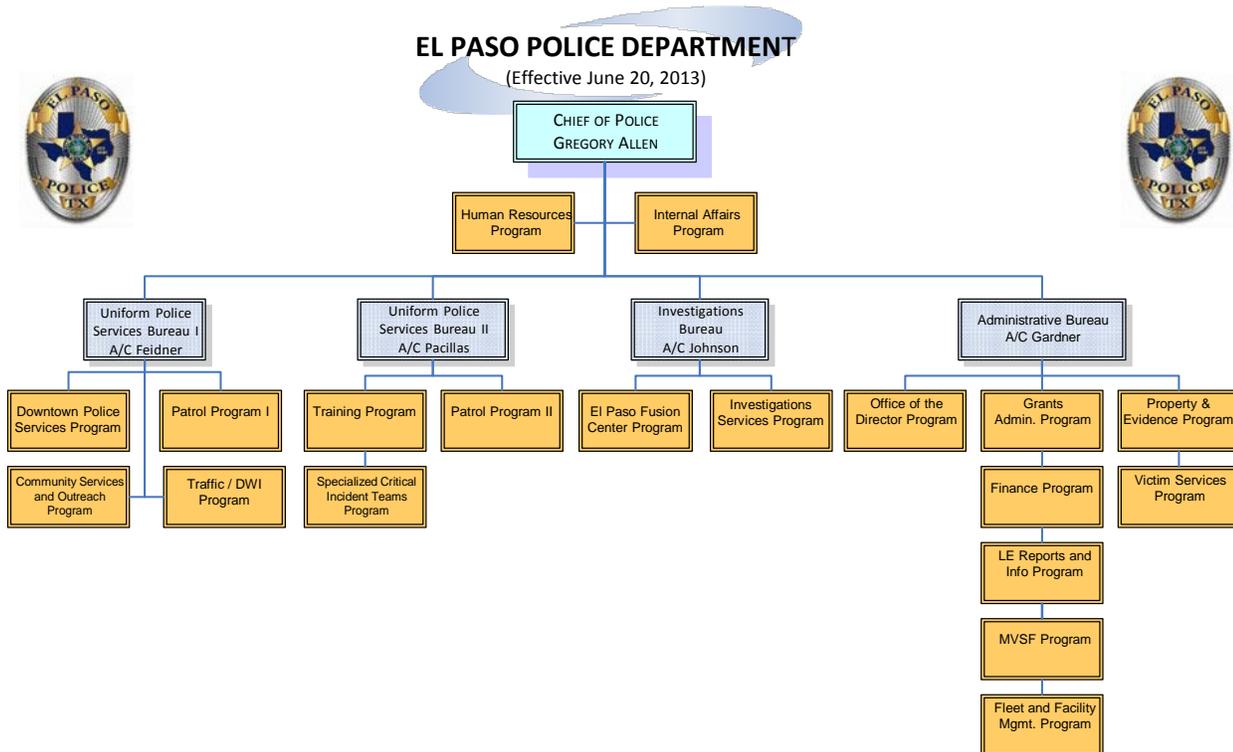
PROGRAM/COST: Health and Safety/ \$611,256

The purpose of the Health and Safety Program is to provide work place safety, personnel wellness and fitness assistance services to El Paso Fire Department employees so they can have a safe and healthful working environment and improved physical and behavioral health.

Health and Safety		FY 2012 Actual	FY 2013 Actuals	FY14 Q1 Actuals	FY 2014 Target
Result	Percent reduction in motor vehicle accidents	New Measure	New Measure	+125%	-10%
Result	Percent reduction in on-the-job injuries and exposures (casualties)	New Measure	New Measure	-10%	-10%
Output	Number of facility safety inspections completed	New Measure	New Measure	10	39
Demand	Number of training sessions anticipated to be required or requested	New Measure	New Measure	72	72
Efficiency	Program expenditure per uniformed employee for health and wellness services	New Measure	New Measure	\$182.74	\$665.85

EL PASO POLICE DEPARTMENT

FY14 - 1ST QTR PERFORMANCE REPORT



Gregory K. Allen

DEPARTMENT MISSION

The Mission of the El Paso Police Department is to provide law enforcement and community based policing services to the El Paso community so they can enjoy an enhanced quality of life without the fear of crime.

DIVISION: ADMINISTRATIVE

PROGRAM: Office of the Director/\$7,561,491

The purpose of the Office of the Director program is to provide planning, management and reporting services to department employees and City leaders so they can achieve strategic and operational results.

Office of the Director		FY 2012 Actual	FY 2013 Actual	FY14 Q1	FY 2014 Target
Result	Strategic and operational results achieved	N/A	N/A	In Progress	90.0%
Result	City Council request responses provided within 24 hours (as documented in Accela and the Police dept database, excluding graffiti)	N/A	N/A	100%	90.0%
Output	Number of City Council responses provided	114	108	20	120
Demand	Number of City Council requests expected	N/A	110	30	120
Efficiency	Program expenditure per request	N/A	N/A	\$2,000	\$2,000

PROGRAM/COST: Human Resources/\$1,520,738

The purpose of the Human Resources Program is to provide information, guidance, and support services to the department so it can have the resources available to achieve the department's mission.

Human Resources		FY 2012 Actual	FY 2013 Actual	FY14 Q1	FY 2014 Target
Result	Percent turnover rate	N/A	2.6%	1.34%	4.5%
Result	Percent vacancy rate	N/A	5%*	1.2%	4.0%
Output	Number of new hires processed	N/A	7	44	82
Demand	Number of positions to be filled	N/A	41	44	82
Efficiency	Program expenditure per employee	N/A	N/A	\$1,170	\$1,170

*FY2013 rate adjusted

PROGRAM/COST: Grants Administration/\$1,295,934

The purpose of the Grants Administration Program is to provide grant application, tracking and reporting services to the department so it can have access to additional funding to fulfill its mission.

Grants Administration		FY 2012 Actual	FY 2013 Actual	FY14 Q1	FY 2014 Target
Result	Percent of grants without audit findings	N/A	99%	100%	95%
Result	Close out during fiscal year of grants with 98-100% disbursement rate	N/A	100%	100%	100%
Output	Dollar amount of grant funds managed	N/A	9,858,031	10,150,522	7,000,000
Demand	Dollar amount of grant funds anticipated to be managed	N/A	9,858,031	10,150,522	7,000,000
Efficiency	Program expenditure per dollar grant funds managed	N/A	N/A	18%	18%

PROGRAM: Finance/\$3,201,938

The purpose of the Finance Program is to provide financial management and reporting services to city and department leadership so they can receive accurate and timely information to make decisions.

Finance		FY 2012 Actual	FY 2013 Actual	FY14 Q1	FY 2014 Target
Result	Percent variance of 6 month projections to yearend actual revenues and expenditures	N/A	2.7%	N/A	5%
Result	Vendor invoices paid within 30 days of receipt by EPPD budget office	N/A	100%	95%	100%
Output	Number of payment vouchers processed	N/A	3,406	487	3,500
Demand	Vendor invoices anticipated to be paid	N/A	3,406	875	3,500
Efficiency	Program expenditures per department budget	N/A	N/A	1.89%	3%

PROGRAM: Investigation Services/\$28,646,009

The purpose of the Investigative Services Program is to provide incident research and follow up services to the community so they can receive timely contact and thorough resolution of their assigned incident.

Investigation Services		FY 2012 Actual	FY 2013 Actual	FY14 Q1	FY 2014 Target
Result	Clearance rate for Part I offenses	N/A			
	Murder/Manslaughter		83.3%	50.0%	95%
	Robbery		43.0%	49.6%	40%
	Larceny		21.8%	21.7%	21%
	Auto Theft		7.8%	5.5%	9%
	Burglary		22.6%	18.4%	22%
	Sexual Assault		32.8%	32.4%	30%
Assault	52.4%	49.5%	56%		
Result	Percentage of customers who say they are satisfied or very satisfied with the responsiveness and thoroughness of the services received from the Investigative Services Program	N/A	N/A	70.1%	70%
Output	Number of case investigations completed	N/A	37,356	10,333	35,000
Demand	Number of cases expected to be assigned	N/A	35,898	8,750	35,000
Efficiency	Program expenditure per case investigation	N/A	N/A	\$423.08	\$423.08

PROGRAM: Internal Affairs/\$1,845,361

The purpose of the Internal Affairs program is to provide professional accountability services to the El Paso Police Department and the El Paso community so they can have confidence that a thorough and detailed administrative investigation will be completed in a timely manner.

Internal Affairs		FY 2012 Actual	FY 2013 Actual	FY14 Q1	FY 2014 Target
Result	Percentage of complainants who say they are satisfied or very satisfied that their concerns were addressed by Internal Affairs	N/A	N/A	N/A	70%
Result	Percentage of administrative investigations completed within 100 days	N/A	N/A	84.6 %**	N/A
Output	Number of complaints handled	N/A	N/A	147	400
Demand	Complaints expected to be received	N/A	N/A	100	400
Efficiency	Program expenditure per investigation	N/A	N/A	N/A	N/A

*No survey available.

**84.6 percent is based on cases that were received in September and October. November is not included due to cases that were received in November would not be expected to be complete yet as the 100 days would not have come up yet.

PROGRAM: Fleet and Facility Management/\$4,792,655

The purpose of the Fleet and Facility Management Program is to provide fleet, facility and equipment maintenance coordination services to the El Paso Police Department so they can have the vehicles, equipment and facilities to perform their mission.

Fleet and Facility Management		FY 2012 Actual	FY 2013 Actual	FY14 Q1	FY 2014 Target
Result	Percent of fleet with 100,000 miles or less	N/A	57%	42.6%	75%
Result	Percent of station video equipment operable	N/A	88%	95.3%	100%
Output	Number of vehicles being maintained	N/A	767	813	815
Demand	Number of vehicles expected to be maintained	N/A	815	815	815
Efficiency	Program expenditure per vehicle maintained	N/A	N/A	\$1,474.33	\$5,000.00

PROGRAM: Municipal Vehicle Storage Facility/\$1,727,000

The purpose of the Municipal Vehicle Storage Facility Program is to provide impoundment, storage, inspection and auctions services to the public and City of El Paso so they can recover and store vehicles from one, secure, 24/7 location.

Municipal Vehicle Storage Facility		FY 2012 Actual	FY 2013 Actual	FY14 Q1	FY 2014 Target
Result	Percent of customers who recover vehicle within 1 hour of request	N/A	97%	89%	95%
Result	Percent of customers who can take all actions necessary to recover their vehicle at the MVSF	N/A	94%	92%	98%
Output	Number of police auto impoundments completed	N/A	8,792	2,679	9,100
Demand	Number of police auto impoundments expected to be required	N/A	9,100	2,275	9,100
Efficiency	Program expenditure per auto impoundment	N/A	N/A	\$197.99	\$196.00

PROGRAM: Law Enforcement Reports and Info/\$2,457,387

The purpose of Law Enforcements Reports and Information Program is to provide documentation, information and analysis services to the law enforcement community so they can investigate crimes, deploy resources and assist in prosecutions in a timely and accurate manner.

Law Enforcement Reports and Information		FY 2012 Actual	FY 2013 Actual	FY14 Q1	FY 2014 Target
Result	Percent of record requests provided within 5 days	N/A	96%	99%	96%
Result	Percent of EPPD Commanders who report they have information to make timely and appropriate deployment decisions	N/A	N/A	100%	95%
Output	Number of complaint reports provided	N/A	23,600	16,239	24,000
Demand	Number of complaint reports expected to be requested	N/A	N/A	16,575	24,000
Efficiency	Program expenditure per information request	N/A	N/A	\$29.70	\$29.70

PROGRAM: El Paso Fusion Center/\$2,023,430

The purpose of the El Paso Fusion Center Program is to provide 'All Crime All Hazard' information receiving, analyzing, disseminating and gathering services to the El Paso Police Department, and federal, state, local, tribal and private sector partners so they can have the information they need to prevent, protect against, and respond to crime, terrorism and other threats.

El Paso Fusion Center		FY 2012 Actual	FY 2013 Actual	FY14 Q1	FY 2014 Target
Result	Number of terrorism incidents	0	0	0	0
Result	Percent of developing public safety threats immediately disseminated to other law enforcement agencies	100%	100%	100%	100%
Output	Number of threat assessments	0	4	3	4
Demand	Number of threat assessments expected	0	4	3	4
Efficiency	Program expenditure per response provided	N/A	N/A	N/A	N/A

PROGRAM: Property and Evidence/\$1,615,080

The purpose of the Property and Evidence Program is to provide property control and disposition services to the law enforcement community and the general public so they can be sure that an appropriate Chain of Custody has been maintained.

Property and Evidence		FY 2012 Actual	FY 2013 Actual	FY14 Q1	FY 2014 Target
Result	Percent of Chain of Custody Records rejected by the prosecutor	N/A	0%	0%	0%
Result	Percent of targeted bi-monthly property auctions conducted as scheduled	100%	100%	100%	100%
Output	Number of property auctions conducted	6	6	3	6
Demand	Number of property auctions expected to be conducted	6	6	2	6
Efficiency	Program expenditure per property entry completed	N/A	N/A	\$132.29	\$132.29

PROGRAM: Downtown Police Services/\$0 (future program)

The purpose of the Downtown Police Services Program is to provide community policing, crime prevention, emergency and tactical response services to the downtown community of visitors, residents and business owners so they can feel and be safe walking, shopping, living and driving downtown.

Downtown Police Services		FY 2012 Actual	FY 2013 Actual	FY14 Q1	FY 2014 Target
Result	Percent of respondents reporting they feel safe when downtown	N/A	70%	No Data*	70%
Result	Percent of Part I offense crime in the downtown area	N/A	N/A	No Data*	<15%
Output	Number of pro-active activities provided	N/A	N/A	No Data*	5,600
Demand	Number of pro-active activities expected	N/A	N/A	No Data*	5,600
Efficiency	Program expenditure per average daily population (residents and visitors)	N/A	N/A	No Data*	N/A

*This is a future program, no data available.

PROGRAM: Patrol/\$47,098,020

The purpose of the Patrol Program is to provide emergency, non-emergency, and proactive police services to our community and visitors so they can feel and be safe, receive a timely response, and live in and visit one of America's Safest Cities.

Patrol		FY 2012 Actual	FY 2013 Actual	FY14 Q1	FY 2014 Target
Result	Percent of El Pasoans' / visitors who report they strongly agree or agree that they feel safe	N/A	N/A	83.7%	70%
Result	Per capita Part I Offense crime rate	N/A	N/A	.011	.046
Output	Number of 911 emergency call responses (Priority 1-3) provided	N/A	N/A	7,888	51,000
Demand	Number of 911 emergency call responses (Priority 1-3) expected	N/A	N/A	12,750	51,000
Efficiency	Program expenditure per average daily population (residents and visitors)	N/A	N/A	\$96.61	\$96.61

PROGRAM: Traffic / DWI/\$9,633,367

The purpose of the Traffic/DWI Program is to provide traffic enforcement and control, collision investigation, and education services to visitors and residents of the El Paso community so they can experience safe travels, resolve traffic incidents, and be aware of dangers to public safety.

Traffic / DWI		FY 2012 Actual	FY 2013 Actual	FY14 Q1	FY 2014 Target
Result	Number of traffic deaths per 100,000 population	N/A	N/A	2.10	10.22
Result	Number of alcohol related traffic collisions per 100,000 population	N/A	N/A	18.18	72.78
Output	Number of traffic citations issued	N/A	244,640	51,650	247,000
Demand	Number traffic citations expected to be required	N/A	244,640	51,650	247,000
Efficiency	Program expenditure per traffic collision report completed	N/A	N/A	\$319.17	\$319.17

PROGRAM: Training/\$3,374,255

The purpose of the Training Program is to provide education, mentoring and career development services to employees of the El Paso Police Department so they can receive highly skilled professional, ethical and current law enforcement services.

Training		FY 2012 Actual	FY 2013 Actual	FY14 Q1	FY 2014 Target
Result	Percent of officers who receive career development training	N/A	N/A	4%	80%
Result	Percent of officers who report a positive experience attending training sessions	N/A	N/A	97%	80%
Output	Number of pre-service training sessions delivered	66	66	29	66
Demand	Number of pre-service training sessions requested	66	66	29	66
Efficiency	Program expenditure per training session delivered	N/A	N/A	N/A	N/A

PROGRAM: Specialized Critical Incident Teams/\$584,404

The purpose of the Specialized Critical Incident Teams Program is to provide specialized tactical support, response and training services to El Paso, the surrounding communities and law enforcement personnel so they can experience the highest level of survivability during imminent threats to life and property.

Specialized Critical Incident Teams		FY 2012 Actual	FY 2013 Actual	FY14 Q1	FY 2014 Target
Result	Percent of incidents with no law enforcement personnel loss of life	N/A	100%*	100%	99%
Result	Percent of incidents with no unintended damage to property or infrastructure	N/A	100%	100%	95%
Output	Number of critical incident team responses provided	N/A	166	61	222
Demand	Number of critical incident team responses expected	N/A	198	55	222
Efficiency	Program expenditure per critical incident team member "Duty-Ready"	N/A	N/A	N/A	N/A

* FY 2013 Actual number has been updated to reflect no loss of life during critical incidents.

PROGRAM: Community Service and Outreach/\$2,471,000

The purpose of the Community Services and Outreach Program is to provide community partnerships, problem identification, intervention and crime prevention services to the El Paso community so they can be mutually responsible for resolving issues and reducing crime.

Community Service and Outreach		FY 2012 Actual	FY 2013 Actual	FY14 Q1	FY 2014 Target
Result	Percent of customer satisfaction surveys will support positive results (satisfied or very satisfied)	N/A	N/A	90.3%	70%
Result	Percent of Districts with new or active Neighborhood and/or Business Watch programs in place	N/A	N/A	96%	80%
Output	Number of Neighborhood/Business Watch program activations implemented	N/A	N/A	6	10
Demand	Number of Neighborhood/ Business Watch program presentations expected to be required	N/A	N/A	44	109
Efficiency	Program expenditure per resident	N/A	N/A	\$6.18	\$6.18

PROGRAM: Victim Services/\$24,495

The purpose of the Victims Services Program is to provide education, intervention, counseling and referral services to primary and secondary victims of crime so they can receive criminal justice system support services and avoid further victimization.

Victim Services		FY 2012 Actual	FY 2013 Actual	FY14 Q1	FY 2014 Target
Result	Percent of assault victims who do not report re-victimization	N/A	N/A	96%	75%
Result	Percent of victims that are provided referrals by EPPD for criminal justice support services	74%	89%	91%	90%
Output	Number of Crime Victims compensation applications submittals completed	446	765	280	900
Demand	Number of Crime Victims compensation application submittals expected to be required	446	765	225	900
Efficiency	Program expenditure per victim served	N/A	N/A	\$27.22	\$27.22

GENERAL SERVICES

Transportation and Public Works

DIVISION: ADMINISTRATIVE

The purpose of the Administrative Division is to provide information, direction and support services to the public and the department so the public can enjoy and the department can provide first class customer services.

PROGRAM: Office of the Director

The purpose of the Office of the Director Program is to provide representation, direction and communication services to the public and the department so the public can enjoy and the department can provide first class customer service.

Office of the Director		FY 2012 Actual	FY 2013 Actual	FY 2014 Q1 Actual	FY 2014 Target
Result	Strategic and operational results achieved	N/A	90%	45%	90%
Result	City Official inquiry responses provided within 24 hours	N/A	94%	100%	90%
Output	City Official inquiry responses provided	N/A	125	23	130
Demand	City Official inquiry responses anticipated to be requested	N/A	125	23	130
Efficiency	Administrative division expenditure per dollar department expenditure	N/A	\$.005/dept Dollar spent	\$.005/dept Dollar spent	\$.005/dept Dollar spent

PROGRAM: Grants Administration

The purpose of the Grants Administration Program is to provide grantsmanship services to the City of El Paso so it can improve sustainability and become a more livable community for future generations.

Grants Administration		FY 2012 Actual	FY 2013 Actual	FY 2014 Q1 Actual	FY 2014 Target
Result	Grant funds expended	N/A	100%	0%	N/A
Result	Grant referrals from Finance department resulting in grant applications	N/A	N/A	N/A	0
Output	Amount of grant funds managed	N/A	\$1,080,000.00	\$0	\$0
Demand	Amount of grant funds anticipated to be managed	N/A	\$1,080,000.00	\$0	\$0
Efficiency	Program expenditures per \$ of grant funds managed	N/A	100%	N/A	N/A

PROGRAM: Finance

The purpose of the Finance Program is to provide financial management and reporting services to City and department leadership so they can receive accurate and timely information to make decisions.

Finance		FY 2012 Actual	FY 2013 Actual	FY 2014 Q1 Actual	FY 2014 Target
Result	Reports and information submitted by the deadline	N/A	100%	100%	95%
Output	Vendor payments/accounting staff	N/A	7,000	1,000	8,000
Output	Vendor invoices paid (recommended measure)	N/A	28,000	4,000	32,000
Demand	Vendor invoices anticipated to be paid (recommended measure)	N/A	29,000	4,000	32,000
Efficiency	Vendor payments per accounting staff person	N/A	7,000	1,000	8,000

PROGRAM: Human Resources

The purpose of the Human Resources Program is to provide information, guidance, and support services to the department so it can have the resources available to achieve the department's mission.

Human Resources		FY 2012 Actual	FY 2013 Actual	FY 2014 Q1 Actual	FY 2014 Target
Result	Permanent position turnover rate	N/A	23%	5%	15%
Result	Permanent position staffing levels maintained	N/A	89%	94%	85%
Output	Permanent hires processed	N/A	58	16	23
Demand	New permanent position hires anticipated to be processed	N/A	58	22	38
Efficiency	Program expenditure per department employee	N/A	\$66.23	\$54.70	\$68.00

PROGRAM: Safety

The purpose of the Safety Program is to provide safety training, protective equipment, inspection, and documentation services to General Services Department (GSD) associates so they can prevent injury and accidents.

Safety		FY 2012 Actual	FY 2013 Actual	FY 2014 Q1 Actual	FY 2014 Target
Result	Reduction in accidents resulting in property damage from 15 to 13	N/A	10%	10%	10%
Result	Reduction in accidents resulting in personal injury from 41 to 37	N/A	10%	10%	10%
Output	Safety training sessions conducted	N/A	29	2	29
Demand	Safety training sessions expected to be conducted	N/A	29	19	21
Efficiency	Program expenditure per General Services department associate	N/A	\$229.90	\$551.89	\$250.71

PROGRAM: Capital Assets

The purpose of the Capital Asset Management Program is to provide vehicle and equipment purchases and facility rehabilitation services to City departments so they can receive vehicles, building components, and equipment in accordance with applicable replacement schedules that reflect industry standards.

Capital Assets		FY 2012 Actual	FY 2013 Actual	FY 2014 Q1 Actual	FY 2014 Target
Result	Vehicles replaced in accordance with applicable replacement schedules that reflect industry standards	N/A	20%	40%	20%
Result	Building components replaced in accordance with applicable replacement schedules that reflect industry standards	N/A	20%	37%	20%
Output	Vehicles replaced	N/A	89	6	99
Demand	Vehicles expected to be replaced	N/A	89	89	99
Efficiency	Percentage of program funding expended on time and compliant with program guidelines	N/A	100%	100%	95%

PROGRAM: Heavy Vehicle and Equipment

The purpose of the Heavy Vehicle and Equipment Program is to provide delivery, diagnosis, road and in-shop repair, maintenance, inspection, and vehicle and equipment services to City of El Paso departments so they can have safe, reliable vehicles and equipment that meet their readiness needs.

Heavy Vehicle and Equipment		FY 2012 Actual	FY 2013 Actual	FY 2014 Q1 Actual	FY 2014 Target
Result	Customer departments that have their required number of heavy vehicles (Automated side loaders) operational and available to meet readiness needs	N/A	79%	87%	82%
Output	Unscheduled heavy vehicle repairs	N/A	516	681	520
Demand	Unscheduled heavy vehicle repair visits	N/A	480	480	480
Efficiency	Percentage of “comeback” visits (vehicles returned for incomplete/failed repair)	N/A	4%	4%	5%
Efficiency	Average cost per repair visit	N/A	\$390	\$423	\$390/visit

PROGRAM: Light Vehicle and Equipment

The purpose of the Light Vehicle and Equipment Program is to provide delivery, diagnosis, repair, maintenance, inspection, and vehicle and equipment disposal services to City of El Paso departments and surrounding municipalities so they can have safe, reliable vehicles and equipment that meet their readiness needs.

Light Vehicle and Equipment		FY 2012 Actual	FY 2013 Actual	FY 2014 Q1 Actual	FY 2014 Target
Result	Customer departments that have their required number of light vehicle (Police department patrol vehicles) operational and available to meet readiness needs	N/A	91.9%	90%	93%
Output	Unscheduled light vehicle repairs	N/A	614	624	650
Demand	Unscheduled light vehicle repair visits	N/A	590	590	590
Efficiency	Percentage of “comeback” visits (vehicles returned for incomplete/failed repair)	N/A	1%	2%	2.5%
Efficiency	Average cost per repair visit	N/A	\$297.00/visit	\$268.00/visit	\$320.00/vi

PROGRAM: Fuel Management

The purpose of the Fuel Management Program is to provide fuel management services to city departments and other agencies so they can receive accurate billing, and timely and convenient access to a cost effective commodity for vehicle and equipment operation.

Fuel Management		FY 2012 Actual	FY 2013 Actual	FY 2014 Q1 Actual	FY 2014 Target
Result	Savings from market price using bulk purchase fuel (internal fuel card)	N/A	\$0.42	\$0.42	\$0.45/gall on weekly
Result	Savings from market price using external fuel cards	N/A	\$0.31	\$.020	\$0.35/gall on weekly
Output	Gallons purchased using bulk (internal) fuel (per month)	N/A	189,516	192,977	193,000
Demand	Gallons of bulk (internal) fuel consumed (per month)	N/A	194,501	181,083	198,390
Efficiency	Percentage reduction in the average amount of gallons per vehicle	N/A	.9%	1.08%	2%

PROGRAM: Parks and City Grounds Maintenance

The purpose of the Parks and City Grounds Maintenance Program is to provide turf and landscape services to the public and city departments so the public can enjoy and city departments can provide safe and well maintained parks and city grounds.

Parks and City Grounds Maintenance		FY 2012 Actual	FY 2013 Actual	FY 2014 Q1 Actual	FY 2014 Target
Result	Turf coverage on designated sports fields	N/A	89%	89%	85%
Result	Sports fields maintained on schedule	N/A	96%	94%	90.0%
Output	Total turf acres maintained	N/A	1,250	1,250	1,250
Demand	Turf acres requiring maintenance	N/A	1,250	1,250	1,250
Efficiency	Expenditures per total turf acre maintained	N/A	\$7,415/turf acre	\$2,054/turf acre	\$7,415/turf acre

PROGRAM: Parks and Land Management Support

The purpose of the Parks and Land Management Support Program is to provide maintenance and repair services to the public and city departments so the public can enjoy and city departments can provide an outdoor experience that is safe and clean.

Parks and Land Management Support		FY 2012 Actual	FY 2013 Actual	FY 2014 Q1 Actual	FY 2014 Target
Result	Maintenance visits completed as scheduled for parks	N/A	96%	96%	90.0%
Output	Total number of maintenance visits per park annually	N/A	50	12	50

Demand	Total acres maintained	N/A	2,893	2,893	2,893
Efficiency	Ratio of proactive work orders/corrective work orders	N/A	6.62:1	6.62:1	6.62:1
Efficiency	Expenditures total acres maintained/EI Paso population	N/A	\$13.24 per capita	\$13.24 per capita	\$13.24 per capita

DIVISION: FACILITIES MANAGEMENT

The purpose of the Facilities Management Division is to provide maintenance, energy sustainability, and special events support services to city departments and the public so they can enjoy comfortable, safe, secure, and clean facilities.

PROGRAM: Facility Maintenance

The purpose of the Facility Maintenance Program is to provide building, electrical, plumbing and heating, ventilation, and air conditioning (HVAC) service to city departments and the public so they can enjoy comfortable, safe, secure and clean facilities.

Facility Maintenance		FY 2012 Actual	FY 2013 Actual	FY 2014 Q1 Actual	FY 2014 Target
Result	Improvement in the rate of proactive to reactive work orders from 2013 to 2014	N/A	10%	14%	10%
Result	Work orders completed in 5 days or less	N/A	70%	80%	66%
Output	Work orders completed annually	N/A	11,432	2,538	12,240
Demand	Work orders received	N/A	11,718	3,311	13,618
Efficiency	\$ cost per square foot of facility maintenance	N/A	\$2.70 square foot	\$2.70 square foot	\$2.70 square foot

PROGRAM: Special Events Support

The purpose of the Special Events Support Program is to provide logistical and custodial services to city departments and the public so they can conduct and participate in high-profile public events in a comfortable, safe, secure and clean setting.

Special Events Support		FY 2012 Actual	FY 2013 Actual	FY 2014 Q1 Actual	FY 2014 Target
Result	Sponsoring agencies respond "that site is as clean or cleaner after the event than before"	N/A	90%	100%	90%
Output	Special events supported	N/A	6	6	6

Demand	Special events requested	N/A	6	6	6
Efficiency	Percent of requested maintenance work orders deferred during the time of the special event	N/A	15.0%	7.4%	18.0%

PROGRAM: Energy and Resource Sustainability

The purpose of the Energy and Resource Sustainability Program is to provide audits, equipment and building installations, and verification services to City of El Paso departments so they can reduce use and dependence on conventional resources.

Energy and Resource Sustainability		FY 2012 Actual	FY 2013 Actual	FY 2014 Q1 Actual	FY 2014 Target
Result	Percent reduction in KWH used/building square foot as compared to previous year	N/A	5%	5%	5%
Output	Percentage of city building square feet retrofitted with energy efficient upgrades	N/A	69.0%	69%	63.0%
Demand	City buildings over 20,000 square feet to be retrofitted with water/energy efficient devices	N/A	4	3	3
Efficiency	KWH usage per square foot of city buildings	N/A	14 KWH/square foot	14 KWH/square foot	14 KWH/square foot
Efficiency	Gallons of water used per square foot of city buildings	N/A	34 gal/square foot	34 gal/square foot	32 gal/square foot

DIVISION: RECORDS MANAGEMENT

The purpose of the Records Management Division is to provide records retention, retrieval, disposal, mail, and reprographics services to city departments so they can receive timely, compliant records management, and efficient mail distribution.

PROGRAM: Records Management

The purpose of the Records Management Program is to provide records retention, retrieval, disposal, mail and reprographics services to city departments so they can receive timely, compliant records management, and efficient mail distribution.

Records Management		FY 2012 Actual	FY 2013 Actual	FY 2014 Q1 Actual	FY 2014 Target
Result	User departments' requests for stored records retrieved within 24 hours	N/A	97%	93%	95.0%
Result	Departments provided with records retention compliance training	N/A	21	24	24

Output	Records scanned	707,780	2,300,716	24,151	500,000
Demand	Boxes of records expected to be requested for storage	4,090	6,102	450	2,000
Efficiency	Expenditure per document scanned	\$0.06	\$0.09	\$0.45	\$0.10

PROGRAM: Mail Operations

The purpose of the Mail Operations Program is to provide mail delivery and related services to city departments in a timely and efficient manner.

Mail Operations		FY 2012 Actual	FY 2013 Actual	FY 2014 Q1 Actual	FY 2014 Target
Result	Postage savings for all classes of mail	N/A	\$10,010	\$0.00	\$12,000
Output	Pieces of mail processed	303,549	590,866	66,849	290,000
Demand	Pieces of mail expected to be processed	303,549	590,866	66,849	290,000
Efficiency	Expenditure per piece of mail processed	\$0.86	\$0.85	\$.96	\$0.82

DIVISION: CONTRACT AND MATERIALS MANAGEMENT

The purpose of the Contract and Materials Management Division is to provide life cycle contract support, and parts and materials issuance services to department divisions so they can receive timely and accurate goods and services that meet or exceed customer needs and expectations.

PROGRAM: Contract Administration

The purpose of the Contract Administration Program is to provide contract development, award, and compliance services to the General Services Department so they can receive timely and accurate goods and services to meet or exceed customer expectations.

Contract Administration		FY 2012 Actual	FY 2013 Actual	FY 2014 Q1 Actual	FY 2014 Target
Result	Contracted goods and services received without interruption due to contract expiration (cost or time)	N/A	97%	96%	95.0%
Result	Contracts awarded within 90 days of bid specification completion	N/A	90%	85%	90%
Output	Contracts awarded in dollars	N/A	\$13,128,863	\$5,867,981	\$7,500,000

Demand	Number of contracts administered	N/A	72	85	80
Efficiency	Percent of contract expenditures \$ Contract expenditures/ \$ Contracts awarded	N/A	80%	80%	80%

PROGRAM: Parts and Materials Management

The purpose of the Parts and Materials Management Program is to provide research, purchasing, and goods issuance services to General Services divisions so they can receive timely and accurate resources to meet their customers' needs.

Parts and Materials Management		FY 2012 Actual	FY 2013 Actual	FY 2014 Q1 Actual	FY 2014 Target
Result	Goods ordered for all vehicles locally (within El Paso County)	N/A	80%	78%	80%
Result	Goods available and issued at time of request (in stock)	N/A	66.3%	71%	70.0%
Output	Goods issuances provided	N/A	1,934	2114	1,940
Demand	Goods issuances requested	N/A	1,934	1960	1,960
Efficiency	\$ Expenditure per goods issued	N/A	\$168.76	\$128.74	\$163.00

MASS TRANSIT – SUN METRO

Transportation & Public Works

DIVISION: ADMINISTRATIVE

The purpose of the Administrative Division is to provide direction, HR, Grants Administration, and Financial services to the department so it can provide first-class transportation services to El Pasoans and visitors.

PROGRAM: Office of the Director

The purpose of the Director's Office Program is to provide Sun Metro representation, direction, and communication services to El Pasoans, and visitors so they can experience a first-class public transportation system.

Office of the Director		FY 2012 Actual	FY 2013 Actuals	FY14 Q1 Actuals	FY 2014 Target
Result	Strategic and operational results achieved	N/A	72%	68.75	80%
Result	Annual ridership	16,402,000	16,459,406	4,228	17,000,000
Output	Number of City Official inquiry responses provided	N/A	10	3	6
Demand	Number of marketing presentations expected to be requested	N/A	55	24	48
Efficiency	Hourly operations cost	74.63	78.00	74.63	\$82.50

PROGRAM: Human Resources

The purpose of the Human Resources Program is to provide information, guidance, and support services to the department so it can have the resources available to achieve the department's mission.

Human Resources		FY 2012 Actual	FY 2013 Actuals	FY14 Q1 Actuals	FY 2014 Target
Result	Percent turnover rate	23.0%	15.0%	1.0%	12.5%
Result	Percent vacancy rate	8%	1%	8%	5%
Output	Number of employee training hours excluding Fixed Route Operations*	15,504	9,028	0	9,106
Demand	Number of positions to be filled	96	70	50	78
Efficiency	Program expenditure per employee	N/A	N/A	618.82	\$628.75

*Training of LIFT staff absorbed in Fixed Route in FY 2012 created a one-time increase.

PROGRAM: Grants Administration

The purpose of the Grants Administration Program is to provide grantsmanship services to the City of El Paso so it can maintain and grow its transportation services.

Grants Administration		FY 2012 Actual	FY 2013 Actuals	FY14 Q1 Actuals	FY 2014 Target
Result	Percent of grants without audit findings	N/A	100%	100%	100%
Result	Close out during fiscal year of grants with 95-100% disbursement rate	N/A	N/A	13%	75%
Output	Increase in disbursement frequency to avoid deactivation of funds	N/A	N/A	>120 Days	<120 Days
Demand	Total dollars awarded by fiscal year for Capital investments	\$16.6M	\$9.0M	\$11.7M	\$14.0M
Efficiency	Program expenditure per dollar grant funds managed	N/A	\$.05	\$.16	\$0.09

PROGRAM: Finance

The purpose of the Finance Program is to provide financial management, reporting and customer support services to City and agency management and employees, riders and vendors so management and staff can receive accurate and timely information to make decisions, riders can receive courteous customer service and vendors can receive timely payments.

Finance		FY 2012 Actual	FY 2013 Actuals	FY14 Q1 Actuals	FY 2014 Target
Result	Percent customer complaints	<1%	<1%	1.0%	<2%
Result	Vendor invoices paid timely	N/A	85%	81.41%	90%
Output	Number of sales transactions completed	N/A	225,000	51,600	250,000
Demand	Vendor payments completed	N/A	9,000	1,933	9,000
Efficiency	Program operating expenditure % of department total operating expenditure	N/A	7.50%	9.36%	2.75%

DIVISION: SAFETY AND SECURITY

The purpose of the Safety and Security Division is to provide safety procedures, emergency and security response, and investigation training services to the department, passengers, and motorists so they can experience an accident free, secure, and protected environment.

PROGRAM: Safety

The purpose of the Safety Program is to provide safety procedures, analysis, and investigation training services to passengers, pedestrians, motorists, property owners and Sun Metro employees so they can experience an accident free transportation environment delivered by a healthy workforce.

Safety		FY 2012 Actual	FY 2013 Actuals	FY14 Q1 Actuals	FY 2014 Target
Result	Less than 2 collisions per 100,000 miles	1.89	1.86	1.48	1.75
Result	Number of passenger injury claims per 100,000 miles	1.23	1.15	.82	1.00
Output	Number of on the job accidents	118	99	15	95
Demand	Drug and alcohol tests required	25%/10%	25%/10%	25%/10%	25%/10%
Efficiency	Program expenditure per Sun Metro employee	N/A	N/A	72.30	\$521

PROGRAM: Security

The purpose of the Security Program is to provide emergency and security response, planning and coordination services to Sun Metro passengers and employees, governmental agencies, and the general public so they can experience a secure and protected environment.

Security		FY 2012 Actual	FY 2013 Actuals	FY14 Q1 Actuals	FY 2014 Target
Result	Number of reported security incidents per 100,000 passengers	0.87	1.22	.78	1.38
Result	Number of driver assaults annually	0	<5	0	<3
Output	Individuals banned due to criminal activity	19	13	0	15
Demand	Incidents expected to be reported	144	207	33	244
Efficiency	Program expenditure per passenger	N/A	\$.068	\$.0735	\$.070

DIVISION: FIXED ROUTE

The purpose of the Fixed Route Division is to provide transit and customer services to the riding public so they can reach their destination in a safe, timely and reliable manner.

PROGRAM: Fixed Route Operations

The purpose of the Fixed Route Operations Program is to provide transit services to the riding public so they can reach their destination in a safe, timely and reliable manner.

Fixed Route Operations		FY 2012 Actual	FY 2013 Actuals	FY14 Q1 Actuals	FY 2014 Target
Result	Percent on time performance	97.3%	98.0%	97.5%	97.0%
Result	Percent missed service	.07%	.02%	0.015%	.02%
Output	Number of supervisor and driver training hours	2,841	10,725	5,631	3,032
Demand	Customer complaints expected to be received	1,212	525	287	550
Efficiency	Fixed Route Operations cost per hour	N/A	\$51.10	\$46.69	\$53.65

PROGRAM: Customer Service Information

The purpose of the Customer Service Information Program is to provide trip planning and customer response services to passengers so they can learn and use the Sun Metro system.

Customer Service Information		FY 2012 Actual	FY 2013 Actuals	FY14 Q1 Actuals	FY 2014 Target
Result	Customer complaints of 10 or less per 100,000 passengers	9	7	6.78	8
Result	Percent of calls dropped	13.75%	15.10%	13.10%	15.10%
Output	Customer inquiry responses	465,949	375,837	104,326	420,000
Demand	Customer inquiry responses expected to be requested	540,226	432,714	120,053	488,572
Efficiency	Program expenditure per passenger trip	N/A	\$.030	\$.023	\$.025

DIVISION: LIFT (Living Independently Facilitated by Transportation)

The purpose of the LIFT Division is to provide specialized transportation, scheduling and customer services to eligible passengers with disabilities so they can meet their transportation needs to live independently.

PROGRAM: LIFT Transportation

The purpose of the LIFT Transportation Program is to provide specialized transportation services to certified persons with disabilities and or other low income passengers so they can meet their transportation needs to live independently.

Lift Transportation		FY 2012 Actual	FY 2013 Actuals	FY14 Q1 Actuals	FY 2014 Target
Result	Percent on time performance	82.4%	88.0%	89.4%	95.0%
Result	Number of trips per revenue hour	1.9	1.95	1.76	2
Output	LIFT trips provided	238,800	250,000	66,261	250,000
Demand	ADA trips expected to be requested.	233,150	250,000	66,261	250,000
Efficiency	Program cost per LIFT trip	N/A	\$46.63	\$22.18	\$40.00

DIVISION: MAINTENANCE

The purpose of the Maintenance Division is to provide inspection and repair services to Sun Metro divisions so they can provide passengers with a first-class transportation experience.

PROGRAM: Vehicle Maintenance

The purpose of the Vehicle Maintenance Program is to provide equipment inspections and repair services to Sun Metro divisions so they can have safe, reliable equipment and provide first-class customer service.

Vehicle Maintenance		FY 2012 Actual	FY 2013 Actuals	FY14 Q1 Actuals	FY 2014 Target
Result	On time preventive maintenance inspections (vehicle)	99.2%	99.0%	98.4%	99.0%
Result	Number of total miles driven between maintenance related road calls	31,118	41,328	24,252	39,000
Output	Number of repairs completed	16,673	11,611	12,284	11,800
Demand	Number of preventive maintenance inspections required by service mileage standards	1,210	1,224	1,328	1,260
Efficiency	Maintenance expenditure per equipment mile	\$1.17	\$1.26	\$0.98	\$1.30

PROGRAM: Parts

The purpose of the Parts Program is to provide parts issuance and inventory services to Sun Metro divisions so they can inspect and repair vehicles and equipment in a timely manner to provide a first-class public transportation service.

Parts		FY 2012 Actual	FY 2013 Actuals	FY14 Q1 Actuals	FY 2014 Target
Result	Percent of vehicle and equipment parts available in inventory at the time of request	N/A	99.5%	99.5%	99.0%
Result	"Bus down" parts request fulfilled within 3 business days	N/A	25.0%	38.9%	30.0%
Output	Number of parts issuances	50,529	42,697	45,999	42,695
Demand	Inventory replenishments expected to be required	50,086	44,528	57,540	51,733
Efficiency	Program expenditure per equipment miles for parts	\$.36	\$.37	\$.41	\$.39

PROGRAM: Passenger Amenities and Facility Maintenance

The purpose of the Passenger Amenities and Facilities Maintenance Program is to provide inspection, repair and emergency response services to passengers and employees so they can experience a fully operational and safe transit infrastructure.

Passenger Amenities and Facility Maintenance		FY 2012 Actual	FY 2013 Actuals	FY14 Q1 Actuals	FY 2014 Target
Result	Percent on time preventive maintenance inspections completed	N/A	94.0%	98.1%	95.0%
Result	Percent emergency repairs completed within 8 hours	N/A	96.0%	98.7%	96.0%
Output	Number of shelter cleanings	N/A	22,207	24,068	24,600
Demand	Number of shelter repairs expected to be required	306	104	68	117
Efficiency	Program expenditure per shelter cleaning	\$11.99	\$11.99	\$11.99	\$12.24

DIVISION: PLANNING

The purpose of the Planning Division is to provide transit system analysis to intergovernmental agencies, the business community, El Pasoans and visitors so they can plan and experience first-class transit services that help grow the economy.

PROGRAM: Transit Site Amenities

The purpose of the Transit Site Amenities Program is to provide site analysis and amenity design standard services to El Pasoans and visitors so they can experience a first-class public transportation system.

Transit Site Amenities		FY 2012 Actual	FY 2013 Actuals	FY14 Q1 Actuals	FY 2014 Target
Result	Percent of bus stops with shelters (currently have 2,849 bus stops)	10.6% (305 bus stops)	13.% (370 bus stops)	14.0% (385 bus stops)	17.2% (496 bus stops)
Result	Percent of bus stops with current schedules	N/A	13%%	14.0%	17.2%
Output	Site amenity enhancements provided	N/A	142	17	212
Demand	Number of bus stop sites expected to meet shelter scoring standards	167	142	73	212
Efficiency	Percent of available operational shelter lights	N/A	100%	85%	100%
PROGRAM: Transit System Analysis					

The purpose of the Transit System Analysis Program is to provide planning and grant application services to intergovernmental agencies and transit customers so they can design multi-modal transportation systems and customers can reliably schedule their daily commute.

Transit System Analysis		FY 2012 Actual	FY 2013 Actuals	FY14 Q1 Actuals	FY 2014 Target
Result	Ridership without Rapid Transit System expansion	16,402,000	16,459,406	4,227,395	17,000,000
Result	Adjust 5% of the lowest performing routes annually	2	3	N/A	3
Output	Route performance analysis reports completed	6	7	N/A	7
Demand	% difference between actual system hours and scheduled system hours	3.71%	1.13%	0.2%	1.00%
Efficiency	Passengers per Revenue hour for the upper 80% of system routes	26.5	27.0	28.84	28.0