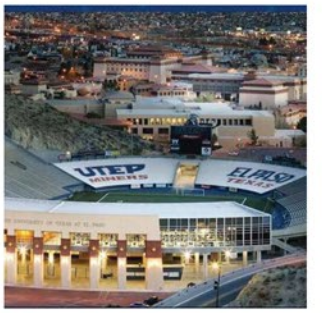


CITY OF EL PASO

2015 BUDGET

City of El Paso
Fiscal Year 2014-2015
Budget Cover Page
August 19, 2014

This budget will raise more revenue from property taxes than last year's budget by an amount of $476,133, which is a 0.21 percent increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is $4,576,634.

The members of the governing body voted on the budget as follows:
FOR: Representatives Lilly, Romero, Acosta, Noe, Ordaz, and Niland
AGAINST: Representatives Robinson and Lim· n
PRESENT and not voting:
ABSENT:

Property Tax Rate Comparison

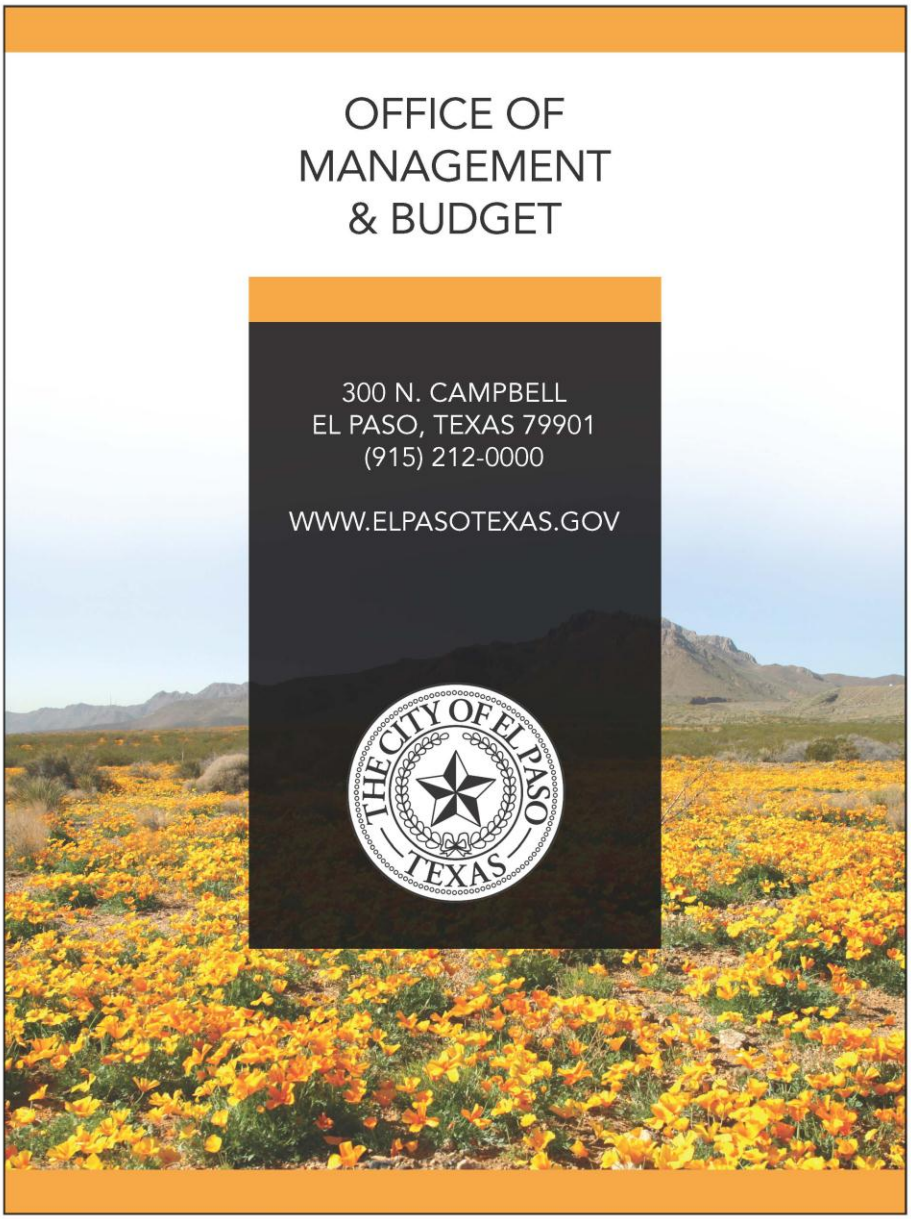
	2014-2015	2013-2014
Property Tax Rate:	$0.699784/100	$0.678378/100
Effective Tax Rate:	$0.699784/100	$0.663691/100
Effective Maintenance & Operations Tax Rate:	$0.459763/100	$0.445699/100
Rollback Tax Rate:	$0.735391/100	$0.714033/100
Debt Rate:	$0.238847/100	$0.232679/100

Total debt obligation for City of El Paso secured by property taxes: $77,067,090

THE CITY OF EL PASO
TEXAS

Fiscal Year 2015 Budget
Adopted by City Council August 19, 2014

Prepared by



THE CITY OF EL PASO
TEXAS

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Helpful Contact Information

City of El Paso **311**

City Hall
Customer Call Center (915) 212-0000 or 311 ..... www.elpasotexas.gov

Office of the Mayor
Oscar Leeser (915) 212-0021 ..... mayor@elpasotexas.gov

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Tommy Gonzalez: (915) 212-0023 ..... citymanager@elpasotexas.gov

City Council Representatives

District 1
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District 2
Larry E. Romero: (915) 212-0002 ..... district2@elpasotexas.gov

District 3
Emma Acosta: (915) 212-0003 ..... district3@elpasotexas.gov

District 4
Carl L. Robinson: (915) 212-0004 ..... district4@elpasotexas.gov

District 5
Dr. Michiel Noe: (915) 212-0005 ..... district5@elpasotexas.gov

District 6
Claudia Ordaz: (915) 212-0006 ..... district6@elpasotexas.gov

District 7
Lily Limón: (915) 212-0007 ..... district7@elpasotexas.gov

District 8
Cortney Niland: (915) 212-0008 ..... district8@elpasotexas.gov

Community and Human Development: (915) 212-0138

Graffiti Hotline: (915) 621-6789

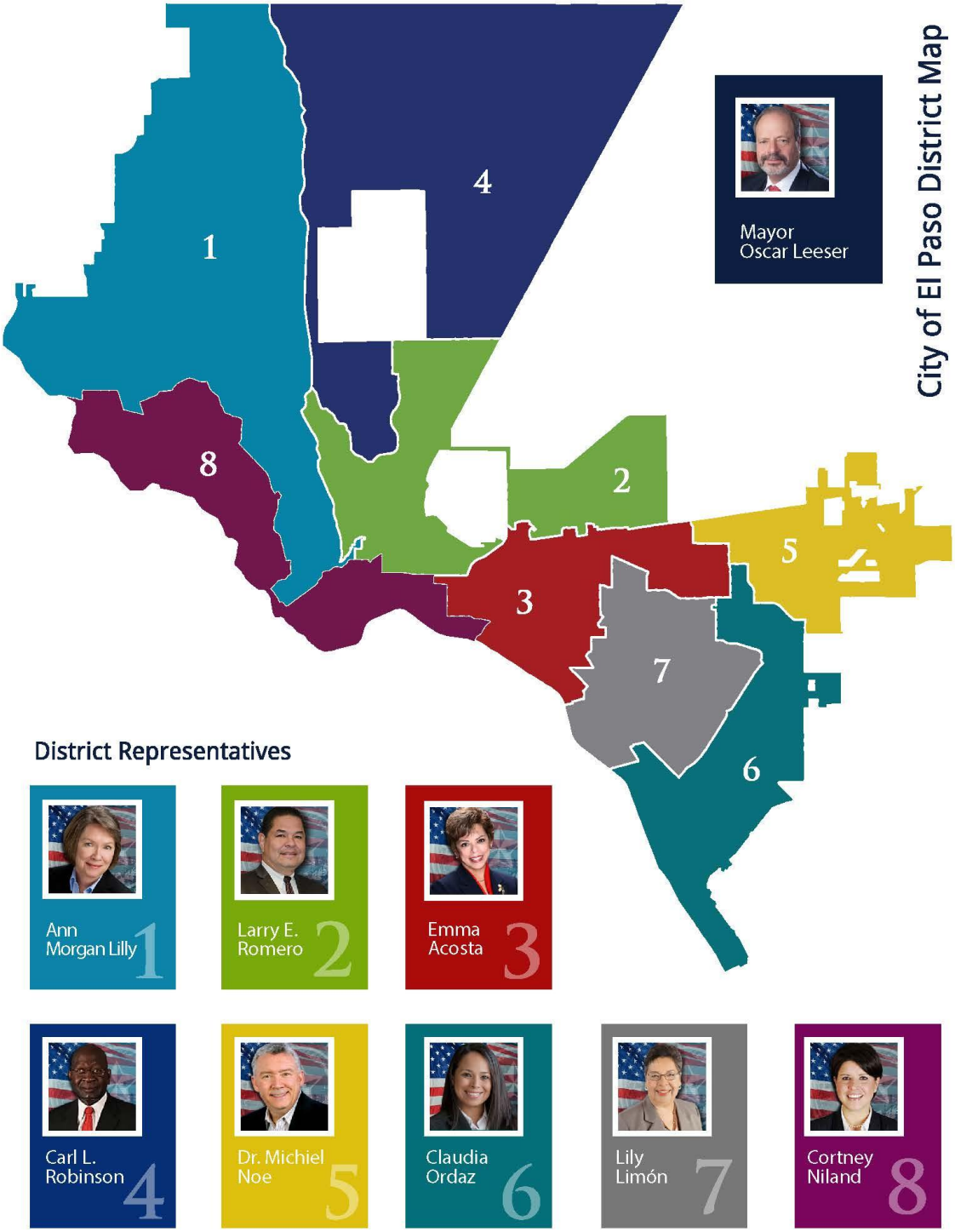
Recycling & Garbage Collection: (915) 212-6000

Bus Information: (915) 212-3333

Non-Emergency-El Paso
- Fire & Ambulance: (915) 832-4433
- Police: (915) 832-4400

Parks and Recreation Administration: (915) 212-0092

Tax Assessor Collector: (915) 212-0106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Mayor
Oscar Leeser
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District Representatives
Ann
Morgan Lilly
1
Larry E.
Romero
2
Emma
Acosta
3
Carl L.
Robinson
4
Dr. Michiel
Noe
5
Claudia
Ordaz
6
Lily
Limón
7
Cortney
Niland
8

Office of Management & Budget Staff and Special Acknowledgements

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Esperanza Garcia
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Budget & Management Analyst

Monica Lundgren
Budget & Management Analyst

Audrey Mueller
Dpt Data Management Supervisor

Adrian Sanchez
Budget & Management Analyst

Roman Sanchez
Business Systems Analyst

Robert Studer
Sr Budget & Management Analyst

Former Staff:
Cheryl Feldman
Lynly Leeper
Daniel Quiroga
Briana Zepeda

Tax Office
Economic Development
Engineering and Construction Management Department
Department of Transportation
Department of Aviation
El Paso Community College
University of Texas at El Paso
New Mexico State University
Texas Tech University Health Sciences Center
Fort Bliss

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of El Paso

Texas

For the Fiscal Year Beginning

September 1, 2013

Executive Director

Mayor
Oscar Leeser

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
Claudia Ordaz

District 7
Lily Limón

District 8
Cortney C. Niland

City Manager
Tommy Gonzalez

August 19, 2014

Dear Mayor and City Council:

Over the last six months I have challenged departments to rededicate themselves to our community by working harder and smarter to obtain result-driven actions that have a direct link to our recently approved Strategic Plan.

Indeed, many departments are making strides—both large and small—to deliver outstanding services that supports the demand for a higher quality of life for our residents, businesses and visitors, while keeping our economic resources in mind. To that end, I am pleased to present the Adopted Fiscal Year 2014-2015 (FY 2015) budget for the City of El Paso.

This year's budget process was challenging, with lower-than-expected revenues throughout FY 2014 and a continuing impact into FY 2015. To mitigate the impact of revenue fluctuations and to establish more realistic revenue projections, the FY 2015 revenue budget encompassed a review of the last five years of actual revenue performance, particularly as it relates to property and sales taxes.

Revising overly optimistic revenues combined with increasing demands on the expenditure side due to implementation of the Quality of Life (QOL) projects, looming impacts for police and fire collective bargaining negotiations, and maturing economic development incentives make the task even greater. We stand ready to meet these challenges head on and look forward to an exciting and transformational year.

These civic demands are balanced with extraordinary opportunities for El Paso that generate excitement and optimism toward a variety of projects from the Downtown revitalization, new or expanding businesses, new Quality of Life projects coming online, and exhilaration surrounding the ballpark and our own Triple-A Chihuahuas. Each of these developments is positive in its own right, but taken together as a whole generates an upbeat outlook.

One of the challenges we face is our community's ever-rising expectations to provide more of not only day-to-day services, but distinguishable amenities. Our City government must be able to keep pace with the demand for quality service—in a growing population—while meeting the new higher expectations. We strive to provide excellent service to our citizens in every venture, but we know there are areas where we can improve.

It is on areas of improvement we are focusing on in order to meet the greatest need. Our citizen survey aims to keep in touch with citizen satisfaction and expectations from City services while our performance management process helps us track how we are doing at delivering services on a detailed level. We are working every day and looking at every area of the city to improve quality of life opportunities and to meet the expectations of our citizens and businesses so that together we make El Paso a high-performance, customer-focused organization.

Revenues determine the capacity of a local government to meet the challenges of providing services. In order to ensure reliable revenue estimations, each major revenue source for FY 2015 was reviewed and derived utilizing prior year's actuals, measureable industry or economic data, and/or staff experience with revenue estimations. With a realistic revenue forecast for FY 2015, core services will be maintained with some adjustments and a few enhancements in key areas to align with the Council's Goals and Strategic Priorities.

During the Proposed Budget phase all departments participated in a 5% General Fund budgetary reduction process to minimize the impact on the property tax rate. This exercise was difficult for many departments as they proposed ways to trim the budget by reducing service levels, increasing fees and proposing alternative ways to deliver the same service.

The 5% budget reduction exercise brought to light the fact that the City has a great deal of talent among its executive team. City staff rose to the challenge and proposed reductions or provided revenue alternatives to fund existing or improved service levels. They found ways to fund priorities and align the department's budget with Council's Strategic Plan. During the budget hearings, many of these proposed reductions were restored by the City Council.

This year I have begun restructuring my leadership team which has helped save near half a million dollars. This organizational restructuring helps streamline internal and external processes and communication, aligns City departments with the City's Strategic Plan, develops a strong succession plan, and fosters internal talents within the City. Improved communication will provide better reporting and transparency about ongoing projects. Examples of this expanding dialogue include the Capital Improvement Program (CIP) presentations and CIP quarterly reports. We've put together teams to address areas of greatest concern such as Quality of Life, Economic Development, process improvement, and property divestiture. Staff has begun developing a quarterly departmental operations report focused on key priorities outlined by the Strategic Plan. We've also developed a "One-for-One" program challenging departments to cut expenditures by 1% or increase revenue by 1% to help offset costs.

We have reawakened and begun activating the new Strategic Plan. We will continue to seek input from the City Council and the public and ***listen*** to their needs in an effort to continue to improve our level of service. Together, these actions should serve us well in having a budget more aligned to Council's Goals and Strategies.

The Adopted All Funds budget totals $841.1 million with a General Fund budget of $359.5 million. Across all funds, the number of FTE decreased by 68.24 from 6,097.23 to 6,028.99. More details on these and other changes in the budget are discussed later in the individual departmental sections.

COUNCIL STRATEGIC GOALS AND STRATEGIES

Going forward, the City's overall performance will be centered on the City Council's eight Strategic Goals and subsequent Strategies. These goals and strategies, which were adopted on December 16, 2014, provide a roadmap for how the City will conduct business, but also how it will prepare our budget. We sought feedback from, City employees, department heads, community leaders and the Council. Based on everyone's input we, as a collective City, have developed the following goals and strategies to guide the work in FY 2015:

Mayor and City Council Goals and Strategies for 2014-15

1. Economic Development

Stabilize and expand tax base; Enhance visitor revenue opportunities;
Maximize venue efficiencies through revenue growth and control;
Grow the core business of air transportation;
Stimulate economic growth through transit integration
Streamline processes to provide a solid foundation for development

2. Public Safety

Maintain designation as one of the Nation's top safest cities;
Strengthen community involvement in resident safety;
Increase public safety operational efficiency;
Improve motorist safety;
Take proactive approaches to prevent fire/medical incidents and lower regional risk;
Enforce Municipal Court orders;
Maximize Municipal Court efficiency and enhance customer experience;
Implement effective code enforcement strategies to reduce nuisances, enhance visual appearance and improve overall health and safety;
Promote building safety

3. Visual Image of El Paso

Provide business friendly permitting and inspection processes;
Improve the visual impression of the community

4. Quality of Life

Deliver bond projects impacting quality of life across the city in a timely, efficient manner;
Create innovative recreational, educational and cultural programs;
Establish technical criteria for improved quality of life facilities

5. Transparency & Communication

Set a climate of respect, collaboration and team spirit among Council, city staff and the community;
Leverage and expand the use of current and new technology to reduce inefficiencies and improve communications;
Promote a well-balanced customer service philosophy throughout the organization;
Enhance internal communication and employee engagement;
Advance two-way communication of key messages to external customers

6. Sound Governance & Fiscal Management

Recruit and retain a skilled and diverse workforce;
Implement employee benefits and services that promote financial security;
Implement programs to reduce organizational risks;
Implement leading-edge practices for achieving quality and performance excellence;
Deliver services timely and effectively with focus on continual improvement;
Ensure continued financial stability and accountability through sound financial management, budgeting and reporting;
Deliver effective and efficient processes to maximize value in obtaining goods and services;
Support transparent and inclusive government;
Maximize Municipal Court efficiency and enhance customer service through technology;
Enhance the quality of decision making with legal representation and support;
Provide efficient and effective services to taxpayers;
Maintain city fleet to ensure safe and reliable vehicles and equipment;
Maintain systems integrity, compliance and business continuity

7. Infrastructure

Provide reliable and sustainable water supply and distribution systems;
Improve competitiveness through infrastructure investments impacting the quality of life;
Enhance regional comprehensive transportation system;
Continue the strategic investment in city facilities and technology;
Set one standard for infrastructure across the city

8. Healthy & Sustainable Community

Deliver prevention, intervention and mobilization services to promote a healthy, productive and safe community
Stabilize neighborhoods through community, housing and ADA improvements
Enhance animal services to ensure El Paso's pets are provided a safe and healthy environment
Reduce operational costs and energy consumption
Improve air quality throughout El Paso
Provide long-term, cost effective, sustainable regional solid waste solutions
Ensure community compliance with environmental regulatory requirements
Increase resilience of El Paso by improving the community's ability to recover from extreme weather events
Enhance vector control and environmental education to provide a safe and healthy environment

The following are significant activities have been completed, are in progress, or have been enhanced through the FY 2015 budget and tied to the Strategic Plan:

PREPARE FOR SUCCESS BY SUSTAINING A STRONG POOL OF MANAGEMENT LEADERSHIP THROUGH A FORMAL SUCCESSION PLANNING PROCESS

To enhance and develop management leadership, I have restructured my leadership team by eliminating 10 vacant positions that were funded but not filled and moving people around where we needed them the most.

The leadership team consists of Nancy Bartlett, the city's first Chief Performance Officer; Mark Sutter, Chief Financial Officer; David Almonte, Deputy City Manager for Health and Safety; Juliet Lozano, Public Information and Marketing Corporate Manager; Assistants to the City Manager Kurt Fenstermacher and Laura Cruz-Acosta; Cary Westin, Economic Development Managing Director; and Bryan Crowe, Quality of Life Managing Director. This organizational restructuring has saved near half a million dollars, streamlines internal and external processes, aligns City departments with the City's Strategic Plan, develops a strong succession plan, and fosters internal talents within the City.

Building a high performance organization must start with the development of new employees and continues throughout the employment relationship. To further this development, $50,000 has been established for staff and leadership training to be utilized by the City Manager in the implementation of Lean Six Sigma, Leadership/Organizational Behavior Sessions and Baldrige Examiner, establishing ***new incentives and motivating employees to improve processes***.

This allocation supplements the individual department budgets for staff training. Additionally, this budget funds the "U Matter" motivational program for employees. Finally, cross-functional teams will be developed to address economic development, QOL oversight, and procurement processes to name a few.

SET A CLIMATE OF RESPECT, COLLABORATION AND TEAM SPIRIT AMONG THE COUNCIL, STAFF AND THE COMMUNITY LEADING BY EXAMPLE

The Council approved Strategic Goal 5.1 that clearly outlines the greater need for respectful interactions with City Council and City staff. A key component to improved interactions is trust which is gained through greater interaction between City staff that has never, or rarely, presented before the City Council, but is critical to the work. One example is the 14 Project Managers that are stepping into Council Chambers and presenting on projects they are dedicated to. Additional City staff will be called to present to Council on various projects, operations and processes as we further align the day-to-day work with the newly adopted Strategic Plan. This open and clear communication will help improve confidence and grow the esteem between our Council and Staff.

The City is also developing internal service departments' surveys. The data collected from these internal surveys will be used to improve our processes, communication and customer service.

Citizen Feedback. In order to maintain citizen trust, it is important that we regard our citizens. A valuable tool for ***listening to the voice of our customers*** is the Citizen Survey. The survey results provide information used to establish City priorities, develop department business plans, and make improvements to the way we provide service.

Other key tools for citizen feedback include:

- ✓ Extensive citizen involvement in the Bond Overview Advisory Committee (BOAC) which meets every other month to help guide QOL Bond projects and provide a forum for community engagement
- ✓ Customer satisfaction surveys administered by individual departments including City Development, Department of Information Technology Services, Municipal Clerk, Library, Mass Transit - Sun Metro, and Zoo
- ✓ Neighborhood Association partnership with Fire integrating the department into the community through outreach and interaction with neighborhood responders and incorporating home safety surveys throughout the City
- ✓ Social media activity on Twitter, Facebook, and YouTube
- ✓ Traditional interaction with City Council members through e-mail, telephone and mail, and in person at neighborhood meetings, specific topic meeting and City Council meetings.

New opportunities for citizen feedback include:

- ✓ Office of Management & Budget - Think Tank inviting citizens to provide service improvement recommendations and cost reduction measures via the City's home web page.
- ✓ Quality of Life projects are extensively vetted through community meetings, where citizens provide input on land acquisitions and design. Citizens are learning that they have direct input on the types and qualities of amenities that go into their parks, aquatic facilities, recreation centers, and other improvements.

BUILD OUR ECONOMIC BASE WITH A STRATEGIC PLAN THAT STABILIZES TAXES AND GROWS THE TAX BASE

The City currently has seventy (70) Chapter 380, 381 and 312 Economic Development Program Agreements. In FY 2015 the total budget for these agreements from all sources is $9.4 million. Of that amount, $5.3 million is covered from the General Fund. Compared to $1.4 million in FY 2014, this increase is $3.9 million or equivalent to 1.22 cent increase on the O&M property tax rate. Approximately 21 of the 70 agreements are scheduled to expire within the next five years. These 21 agreements account for approximately 32% of the budget and include the lifestyle-shopping venue Fountains at Farah, and ***Fort Bliss Base Closure and Realignment Commission (BRAC) related to multifamily agreements***. Conversely and highly important to note is that without these incentives ***new retail*** and ***job creation*** in these areas may not have occurred and these properties may have remained vacant or dilapidated. It is also important to acknowledge that all of the agreements in the Economic Development portfolio rebate incremental taxes, which means the City continues to receive taxes on the original base value.

To illustrate, in 2008 the City entered into an agreement with the developer for the Fountains at Farah. In that year, the El Paso Central Appraisal District (CAD) valued the property at approximately $16 million. In 2014, the CAD appraised the value of the Fountains at Farah at over $113 million. In addition to the added property taxes, new stores such as Dick's Sporting Goods, Nordstrom Rack, Jason's Deli, USAA Financial and others will eventually increase the City's sales tax revenue. For now, the City continues to receive revenue on the $16 million appraised value from 2008; however, given the dramatic increase in property and sales taxes, the agreement for the Fountains at Farah should terminate within five years as the City will quickly pay down the agreed $7.8 million incentive. At that time, the City will begin receiving the full value of sales tax and property tax revenue on the total improved property value.

In 2014, the City also signed a Chapter 380 agreement with Tenet Hospitals to develop a full service hospital, medical office building and teaching facility on El Paso's West Side. The construction of this property is expected to net the City approximately $3.5 million dollars in property taxes over the 15-year grant period as defined in the agreement. In addition to the added tax revenue, Tenet will be adding ***300 new positions*** and ***$21 million in salaries*** to the El Paso workforce.

IMPROVE OUR COMPETIVENESS THROUGH INVESTMENTS IN OUR PUBLIC FACILITIES AND INFRASTRUCTURE IMPACTING OUR QUALITY OF LIFE

With regard to the care of our existing facilities, the General Services' department remains fully committed to maintaining the City's facilities and infrastructure. Additional funding was restored during the budget process by City Council to help address the increased need for land management and aging facilities. It is our intent to continue identifying efficiencies through new training and methodologies that will improve our processes and hopefully reduce redundancies in our activities. The FY 2015 budgets for facility and land maintenance have been increased slightly from the FY 2014 Adopted Budget. The facilities division budget for operations includes increases of $409,000 for new utility services at the ballpark and for the QOL digital wall, $362,400 of which is reimbursed by Mountain Star, and an increase to principal and interest of $429,962 for energy conservation loans.

DELIVER SERVICES TIMELY AND EFFICIENTLY WITH FOCUS ON CONTINUAL IMPROVEMENT

Results for Citizens. The confidence of our citizens is dependent on our ability to provide the services and results they expect. The City's strategic planning, budgeting and performance management program focuses City services on the results that customers receive. Departments update their strategic business plans at least every other year and use the information in the plans to provide direction for the development of their budgets. Performance reporting provides the information necessary to make better-informed decisions, ensure services are aligned with citywide and departmental goals, and improve the services provided to our citizens. Performance information for each program in the City is included in the department section of the budget book.

In 2013, the city of El Paso was once again hailed as the Safest U.S. City with a population of 500,000 or more. To continue this stellar record, the ***El Paso Police Department***'s budget has increased from $122.5 million in FY 2014 to $124.0 million in FY 2015. At this level, the department has fully funded its uniform contractual

obligations and will welcome 45 new graduates from the 118th Academy which concludes in January, 2015. The addition of these officers is expected to cost $614,000. The 119th Academy for another 50 cadets is scheduled to begin in June, 2015 at a cost of $490,000.

El Paso Fire Department's FY 2015 budget includes contractual obligations for uniformed personnel at a cost of $435,000 and meets the requirements of the SAFER grant (Staffing for Adequate Fire & Emergency Response) by absorbing $1,045,287 which is the cost for 20 firefighters who were formerly grant funded. Additionally, 45 new firefighters will be graduating from the July Academy in December 2014.

In FY 2015, City Development has added four new inspectors, as well as funding current vacancies in the One-Stop-Shop, Building Permitting and Inspection, and Planning divisions in order to provide commercial and residential development assistance, consultations, and licensing and permitting services to the building, business and development communities, so they can efficiently and quickly begin their investment. Electronic Document Review (EDR) will be fully implemented allowing customers to submit plans online and track their progress in real-time. Mechanical, Electrical, Plumbing, Building, Fire, Health and other trades can review submitted plans simultaneously thus reducing customer wait times. The Building Inspection App for iPhone and Android compatible devices will be completely launched in FY 2015. The application provides customers with the option of scheduling inspections online without having to call the business center. Finally, a robust Secret Shopper program will be introduced allowing the department to work with the development community to gather their feedback regarding their interactions with Plan Review, cashiering, and development assistance providing opportunities for continual improvement.

DELIVER ON OUR PROMISES REGARDING THE QUALITY OF LIFE BOND PROJECTS

Deliver What We Promise. A continuing priority of the City Council has been to ***fulfill the promises that have been made to our citizens***. In 2012, voters approved the Quality of Life (QOL) Bond projects to invest in our City. This budget addresses the first of the operational impacts associated with those projects. These projects include:

- **Museums.** The El Paso Museum of History promotes the understanding and significance of our rich cultural-historical heritage through a variety of exhibits, educational programs, events, and more. The FY 2015 budget includes funding for two positions in support of the Digital Wall, a Quality of Life Bond project. The Digital Wall, 35 x 6 feet of multi-touch technology space representing El Paso's identity, will be the first of its kind and the longest interactive video in the United States. The Digital Wall will showcase El Paso's fascinating multicultural heritage by actively engaging residents in crafting our "dreamlike cityscape" and encouraging dialogue with El Pasoans and tourists alike.

- **Parks.** One of the key aspects of helping citizens lead a healthy lifestyle is activity. The City's Parks and Recreation Department provides significant recreation activities for citizens through recreation centers, parks, adult and youth league sports, aquatics and more. The FY 2015 budget includes funding for two positions, materials, supplies and equipment to manage the programmed use of parks being built or enhanced, including Cheryl Ladd, Sal Berroteran, Pico Norte, and North East Regional

Skatepark. These parks provide more opportunities for youth and families who use these parks every day for soccer, football, skating, and family recreation activities.

- **Zoo.** In 2012, only two years after the new African section opened at the zoo (funded by the bond projects approved in 2000) the citizens overwhelmingly approved another substantial allocation of Quality of Life Bond funds to further improve their Zoo. The first three year rollout generally follows the approved Zoo Master Plan and will fund the following projects to be completed in FY 2015: the Reptile Building, addition of a new African Wild Dog exhibit, canal improvements, and many general facilities upgrades throughout the zoo. The FY 2015 budget also includes funding for two zookeepers to be hired mid-year.

- **Library.** As the El Paso Public Library (EPPL) system celebrates its 120th year of service, it has become much more than a place to find information, though it still serves that important purpose. Libraries are also twenty-first century gathering places, portals for access to technology, and advocates for literacy and lifelong learning. Quality of Life bonds approved by voters in 2012 include key upgrades to library facilities, which are necessary to keep up with a growing population and public demand for services. The Library received new bookmobiles in the summer of 2014 which will be used to serve areas of the city without access to brick and mortar facilities and to extend outreach to schools and other education providers through El Paso's first ever Kids-mobile. The expansion and renovation of the Irving Schwartz Branch Library, to be completed in winter 2015, will add over 5,000 square feet to one of the system's smallest and busiest facilities. Improvements will include a dedicated children's room, a large multi-purpose programming room, enhanced self-service technology and double the available computers to serve even more people.

- **Engineering and Construction Management.** During FY 2015, the Engineering and Construction Management department will continue implementation of the 2012 QOL bond projects. These projects will provide enhanced amenities for our neighborhoods and serve as catalysts for economic development. Some of the projects being developed in FY 2015 include the Eastside Sports Complex, Westside Pool and the Eastside Regional Park. Several QOL projects at El Paso Public Libraries, Museums and Cultural Affairs, the El Paso Zoo, and Parks and Recreation will also become operational in FY 2015. The operational impacts are more fully discussed in each department's budget.

ENSURE CONTINUED FINANCIAL STABILITY AND ACCOUNTABILITY THROUGH SOUND FINANCIAL MANAGEMENT, BUDGETING AND REPORTING

The City Council established strong financial management as a continuing priority. Prudent financial leadership allows the City to meet current and future needs and maintain citizen confidence at high levels. To address this priority, the City will continue the emphasis to ***diversify municipal revenue sources***, keep fees in line with the cost of services, maintain adequate reserves and encourage manageable growth to allow the City to sustain appropriate levels of service for citizens. In the most recent General Obligation bond and Certificate of Obligation issuances, Standard and Poor's and Fitch both rated the City's debt at AA. Very strong budgetary flexibility, very strong liquidity, and very strong financial management were all listed as significant contributors

to this rating. On May 11, 2013, voters approved a charter amendment requiring the City to maintain a cash reserve in a minimum amount equal to 5% of the operating expense budget for the prior year.

LEVERAGE AND EXPAND THE USE OF CURRENT AND NEW TECHNOLOGY TO REDUCE INEFFICIENCIES AND IMPROVE COMMUNICATIONS

The Department of Information Technology Services (DoITS) has introduced and accomplished several technological advancements for our organization during FY 2014. The past year has included an internal reorganization and continued focus on a standardized and unified infrastructure, complemented with a centralized IT Governance model. A new location and re-engineering initiatives leveraged an adaptive environment empowering employees and enhancing online service offerings for our citizens. This transformation improving service delivery and additional customer service opportunities will continue to generate overall operational efficiencies in FY 2015.

The DoITS Administrative Division facilitated the coordination and review of city-wide technology contracts and operational responsibilities. For FY 2015, the department included the introduction of the Information Security Assurance Division to be tasked with establishing reporting channels with other local and regional governing entities. Additionally, the DoITS team will refine its Strategic Business Plan to more closely align with City of El Paso Strategic Roadmap integrating its services with the new resiliency initiative.

The Applications Management Division improved online services for our community through the use of Accela Automation. The focus areas included online customer application submittal, processing, mobile-app inspection scheduling and ongoing Electronic Document Review (EDR) project. This division continues to support over two hundred software packages and Enterprise Resource Planning (ERP) systems. The Web Services Program is finalizing the City of El Paso website redesign project while the Geographic Information Systems (GIS) Program introduced multi-use licensing configurations, minimizing licensing expenditures and maintaining updated datasets.

ESTABLISH A COMPREHENSIVE TRANSPORTATION SYSTEM

The City Council priority to develop a transportation system that works for all citizens goes beyond simply maintaining a good road network but also includes pedestrian features such as sidewalks, bicycle paths and public transportation. The FY 2015 budget contains a number of enhancements in these areas.

- **2013 Street Infrastructure Capital Improvement Program (CIP)**. The City's Certificates of Obligation program funds infrastructure improvements for streets, traffic control and drainage. This emphasis on street improvements is consistent with feedback through the citizen survey and the priorities established by the City Council. The FY 2015 budget continues to fund the Street Infrastructure CIP.

- **Public Transportation.** A number of enhancements for transit programs will kick off in FY 2015 including the operation of Sun Metro's first Rapid Transit System (RTS) corridor on Mesa. Brio, the

official name of the RTS, was formally unveiled on October 27, 2014. The FY 2015 budget contains the new enhancements with the addition of 21 RTS bus stations furnished with amenities such as Wi-Fi, ticket vending machines, bike racks and extended landscaping. Sun Metro will also begin a project at bus stops along Doniphan to improve accessibility, including sidewalks, curb cuts, and the addition of several shelters. At least sixty (60) bus shelters will be added during FY15 at current stops in order to provide added comfort and convenience for riders. Finally, construction of the Northeast Terminal should begin in calendar year 2015, a $15M project that will serve as a cornerstone of the Northeast Transit Oriented Development that may result in an estimated private investment of over $100 million. Sun Metro's paratransit service, the LIFT (Living Independently Facilitated by Transportation), continues to operate under the guidance of a third party management firm, MV Transportation**,** who specializes in paratransit services throughout the country.

KEY REVENUE ASSUMPTIONS

As noted earlier, each major revenue source in the General Fund was reviewed carefully to prepare for FY 2015. An appropriate methodology was assigned to each major revenue category utilizing prior year's actuals, measureable industry or economic data, and/or staff experience with revenue estimations. In addition, the City's fifteen (15) major revenue categories have been evaluated using econometric forecasts by the University of Texas at El Paso (UTEP) Border Region Modeling Project. All of these methodologies have been collectively examined to determine the appropriate forecasting tool to lend credibility and reliability to each major revenue category.

PROPERTY TAXES

The certified total valuation for FY 2015 increased slightly over FY 2014 by $186.9 million, or 0.58%. Discussions with the Central Appraisal District (CAD) indicated that commercial properties remained relatively flat from the prior year while residential properties reflected slightly lower than anticipated market valuations. They also indicated that growth in the residential market values were impacted by a 13% decrease in residential permits from the prior year as well as the increased housing inventory of homes on the market today.

Year	Preliminary	Certified	Difference	% Change
1994	12,899,540,961	12,648,046,479	(251,494,482)	-1.95%
1995	15,038,527,411	13,937,576,701	(1,100,950,710)	-7.32%
1996	15,225,713,642	14,754,004,316	(471,709,326)	-3.10%
1997	15,503,070,324	15,154,128,873	(348,941,451)	-2.25%
1998	15,744,174,483	15,338,471,509	(405,702,974)	-2.58%
1999	16,220,785,781	15,830,923,725	(389,862,056)	-2.40%
2000	16,685,713,246	16,340,380,651	(345,332,595)	-2.07%
2001	17,798,899,128	17,234,071,649	(564,827,479)	-3.17%
2002	17,818,699,383	17,713,160,948	(105,538,435)	-0.59%
2003	18,515,385,281	18,155,131,668	(360,253,613)	-1.95%
2004	20,440,735,195	19,721,379,507	(719,355,688)	-3.52%
2005	21,484,377,367	21,045,610,783	(438,766,584)	-2.04%
2006	25,292,912,944	23,408,514,803	(1,884,398,141)	-7.45%
2007	27,528,817,158	25,855,100,457	(1,673,716,701)	-6.08%
2008	30,051,174,200	28,627,403,726	(1,423,770,474)	-4.74%
2009	30,928,186,313	29,711,647,267	(1,216,539,046)	-3.93%
2010	30,964,046,048	29,929,442,474	(1,034,603,574)	-3.34%
2011	31,586,562,513	30,545,123,198	(1,041,439,315)	-3.30%
2012	32,422,767,947	31,747,883,190	(674,884,757)	-2.08%
2013	33,631,671,346	32,155,164,401	(1,476,506,945)	-4.39%
2014	33,201,950,508	32,342,016,088	(859,934,420)	-2.59%

A look at the last ten years of property taxes for the City reflects a steady growth in the Interest & Sinking (I&S) tax rate since 2004 due to the increasing costs of the Quality of Life bonds, pension obligation bonds and Council-approved Capital Improvement Plans. Increases will continue to follow in subsequent years as the remaining 2012 Quality of Life projects are rolled out. Key assumptions in the debt model are debt issuance size, interest rate assumptions, and growth in the City's assessed

valuations. The current Debt Management Policy allows for a maximum debt tax rate of thirty (30) cents and staff manages the debt rate with this in mind.

CITY OF EL PASO TAX RATES FOR CALENDAR YEARS 2004-2014			
CALENDAR YEAR	O & M FUND	I & S FUND	TAX RATE
2004	0.524662	0.172015	0.696677
2005	0.508371	0.188306	0.696677
2006	0.481419	0.190907	0.672326
2007	0.453294	0.217803	0.671097
2008	0.429000	0.204000	0.633000
2009	0.422000	0.211000	0.633000
2010	0.428400	0.225300	0.653700
2011	0.429236	0.229168	0.658404
2012	0.442148	0.216256	0.658404
2013	0.445699	0.232679	0.678378
2014	0.460937	0.238847	0.699784

SALES TAXES

The City's sales tax budget for FY 2015 is reflected at $80,682,648. This represents a small decrease of $28,610 from the prior year's adopted budget and a 3% increase from the adjusted FY 2014 estimate of $78,270,597. As noted in the UTEP model, "growth in this category reflects retail sales activity in El Paso and is a function of numerous factors such as personal income growth, border crossings, and the international currency value of the peso. The seasonal patterns for this revenue category follow the calendar in a fairly reliable manner. As shown in Table 2 [below], sales tax revenues were projected to expand by 2.9 percent in FY2014 and reach $77,743,948. Growth for this category is fairly dynamic and it is forecast to reach $94,023,123 by FY2018." Other taxes in this category include Mixed Beverage Tax and Bingo Tax, both reflecting a 3% growth estimate from the prior year's estimate.

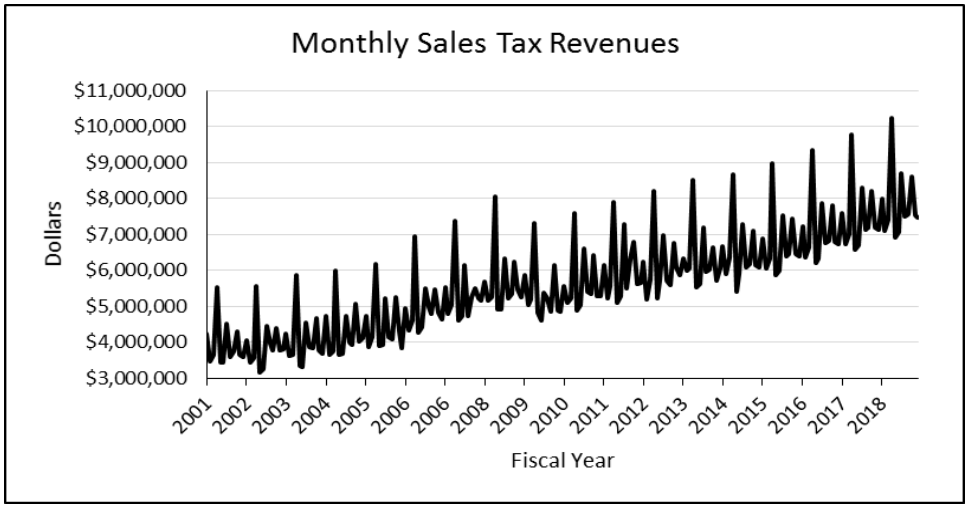


TABLE 2 FROM CITY OF EL PASO MUNICIPAL REVENUE FORECAST TO 2018.
As prepared by UTEP Border Regional Modeling Project for the City of El Paso.

FRANCHISE FEES

The City receives a substantial amount of revenue from franchise and easement fees. Franchise fees are collected from both public and private utilities and assessed for the continued use of the public right-of-way. Electric, gas, telephone, water, cable, and telecommunications are among the utilities included in this source of revenue. Franchise fees for FY 2015 reflect an overall increase of $3,794,792 or 8.6% in comparison to revenues from the adopted budget of the prior year. In early 2014, the City negotiated a new agreement with

Texas Gas Service to increase the franchise fee to 4.5% of gross revenue receipts instead of the prior model based on a franchise fee factor. Additionally, the FY 2015 budget includes a franchise fee to be paid by the El Paso Water Utilities to compensate the City for the use of city streets and rights of way for utility lines and wear and tear on city streets in a total amount of $3,550,000. The City Council recommended that this franchise fee be assessed on only non-residential meters. The combined increase of $3.8 million in the franchise fee category is slightly offset by a decrease in the telecom and cable franchise fee revenue.

CHARGES FOR SERVICES

Charges for Services reflect an increase of $307,269, or 2.0% primarily due to an increase in ambulance service, and dental clinic fee revenue. This category is offset slightly by a decrease in the airport indirect cost reimbursement.

OTHER REVENUES

Fines and forfeitures have been aligned with anticipated collections from FY 2014. This category reflects a $2,509,555 or 18.5% decrease from FY 2014. Lower than anticipated collections in all categories such as moving and liability insurance violations have attributed to this decrease.

License and Permits category reflects an increase of $1,344,068, primarily due to an increase of $772,050 in the building, and electrical permits. Subdivision permits are projected to be slightly higher in FY 2015. Health and Fire Departments also anticipate additional activity in the food establishment license and HazMat fee areas projecting slight increase in its revenue collections.

DEBT ADMINISTRATION

As noted earlier, the Interest and Sinking (I&S) side of the property tax rate continues to increase due to the issuance of debt for capital projects authorized by City Council due to the following:

- In May 2014, the City issued its first tranche of the $473,250,000 of Quality of Life Bonds authorized by the public in November 2012. $14 million of these QOL bonds were issued and has a tax impact in 2015 of $872,777, or 0.27 of a penny on the tax rate.
- The City issued certificates of obligation in October 2013 in order to fund other capital projects within City Council authorized capital improvement plans such as the June 2012 Street Infrastructure Plan.

The adopted budget property tax rate reflects an overall increase of $0.021406 in order to address all outstanding debt obligations, including a proposed issuance of $73 million of certificates of obligation in August 2014. The adopted I&S rate of $0.238847 remains within the maximum debt tax rate of 30 cents as mandated by the City Council's Debt Management Policy.

Various debt savings strategies have been pursued in an effort to minimize the amount of increase in the debt rate despite the pressures to increase the rate due to planned issuances of debt. In January 2014, the City closed on the refinancing of the 2009 pension obligation bonds at a rate of 4.675% over a 20 year period. This refinancing resulted in an annual savings of approximately $567,000 in years 2015 through 2035 in addition to reducing the term of the projected debt from 25 to 20 years. City staff continues to look for opportunities to refund its debt as the market will allow.

Other debt savings strategies for FY 2015 are as follows:

- An assumption of a 4.2% interest rate in the tax model rather than the 5.5% interest rate in the prior model. Currently, market rates are at 3.85% and they may fluctuate to around 25 to 35 basis points. Taking this possibility of fluctuation, a 4.2% interest rate was used. The impact from the 5.5% model to the 3.85% is a reduction of $1,162,632. The impact from a 3.85% model to a 4.2% model is an increase of $206,653.

- The Mesa RTS project will be shifted to self-supporting debt. This project will be paid for from Sun Metro revenues. The total amount to be financed in 2014 as part of the $73 million issuance is $1,183,399 with the remaining amount of $4,146,740 to be issued in years 2015 and 2016. If approved by the City Council and the Mass Transit Board in upcoming council/board meetings, the total amount to be absorbed by Sun Metro is $5,330,139. This shift results in an annual savings of approximately $154,000 to the Tax-Supported (general) debt.

- By shifting the issuance of the next CO and GO issuance to early-to-mid 2015, the City can reduce the amount of levy necessary to fund a payment in fiscal year 2015.

- There is a potential refunding opportunity that is <u>not</u> included in the 2015 debt tax rate. This has a potential impact to reduce the debt service tax rate in the amount of $307,956 in fiscal year 2015 with approximate savings of $1.1 million in the next four fiscal years thereafter.

CONCLUSION

Our focus going forward will be on results not activities. We must ask ourselves, "If we are not getting a result, why are we doing it?" We must ***focus*** on delivering outstanding customer service while developing ways to measure our success. We must ***listen*** to our customers and ensure that we are providing what our customers need.

We need to have a strong focus on our employees and provide them with incentives and increased opportunities within the organization. The budget does not include any new across-the-board compensation increases for non-uniformed personnel, though it does fully fund the compression increases (Step 1 and 2) given in early 2014 which benefited nearly 3,750 employees with increases ranging from 1% to 3.5%. We must continue to look for other ways to incentivize our employees. One example is through gain-sharing which allows employees to share in the reward for proposing new initiatives or achieving cost savings through process improvements. Another option is to review departmental budget and performance metrics at mid-year. If revenues are performing <u>and</u> departments are meeting their goals, all departmental non-uniform employees would receive a one-time $250 payment. Training is another area where we must focus in order to ensure that employees are aware of opportunities to eliminate waste and improve service. This may provide other opportunities for compensation adjustments.

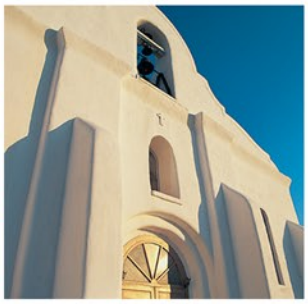
The adopted FY 2015 budget is a prudent and realistic plan that focuses resources in the areas of greatest ***need***. Revenue forecasts are reasonable but not pessimistic and I am optimistic that FY 2015 will be an exciting year as we continue to move forward together.

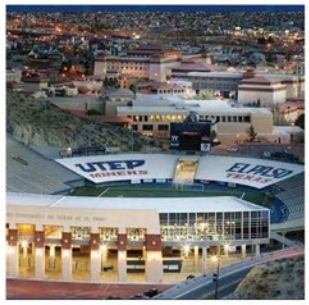
I appreciate the dedication of our employees who strive to make the best use of available resources to provide the results our citizens expect. I look forward to working with you and our employee team to continue to develop El Paso's bright future.

Sincerely,

Tommy Gonzalez
City Manager

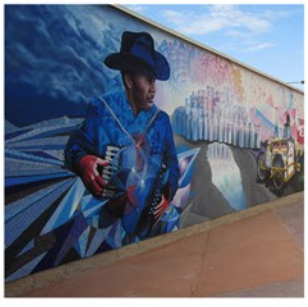
THE CITY OF EL PASO
TEXAS





INTRODUCTION

- Document Guide
- Vision and Mission Statement
- City Organizational Chart
- Boards and Committees
- Annual Service Statistics



Document Guide

The intended use of this document is four-fold, as recommended by the Government Finance Officers Association: a Policy Document, Financial Plan, Operations Guide, and Communications Device.

City Council adopted the FY 2015 budget on August 19, 2014 as part of the vision for El Paso's future while considering the availability of resources and continuation of services. The seven sections of the book were developed with respect to City Council's key areas of focus as defined by their Strategic Policy statements, which are:

- Economic Development
- Public Safety
- Customer Services
- Fiscal Responsibility & Sound Governance
- Quality of Life
- Workforce Focus
- Communications

Segments of the Budget Book:

Introduction: This section provides an overview of the entity's structure:

- Document Guide
- Vision and Mission Statement
- City Organizational Chart
- Boards and Committees
- Annual Service Statistics

Community Profile: This section gives an understanding of the City's past, present, and future:

- Living in El Paso
- Location and History
- Economic Initiatives
- Tourism
- Fort Bliss
- Medical
- Transportation
- The Economy
- Demographics
- Cost of Living and Wage Rates
- Major Employers
- Residential, Construction and Real Estate
- General Tax Information

Fiscal Overview: This section presents process and policy along with financial and personnel comparisons across fiscal years:

- Budget Process
- Budget Policies
- Financial Policies
- Five-Year Adopted General Fund Comparison
- Two-Year Adopted General Fund Budget to Actual Comparison
- FTE (Full-Time Equivalent) Position Summaries
- Property Tax
- Debt Administration

Financial Summaries: This section addresses projected revenue and expenditures, previous, and current:

- Expenditures
- Revenues
- Reveues by Source
- Financial Statements
- Consolidated Summaries
- Fund Summaries

Budget Detail: This section provides department-specific information covering budget, staffing, fund sources, divisions, and performance data. The example below shows how a department's mission, budget summary, fund sources, and staffing are displayed on one page. The next two pages address two ways in which performance data is presented.

City Attorney

Mission Statement

The City Attorney's Office provides timely, cost-efficient, quality legal services to support the City Council, advance, advocate, and safeguard the interests of the City in accordance with applicable law.

Budget Summary	**FY12 Actual**	**FY13 Actual**	**FY14 Adopted**	**FY15 Adopted**
Personal Services	2,930,424	2,728,423	2,942,741	2,804,992
Contractual Services	1,057,870	1,206,989	631,519	715,885
Materials/Supplies	22,519	21,371	29,800	68,800
Operating Expenditures	38,722	59,264	57,137	56,952
Non-Operating/Intergovt. Exp	462,734	394,362	400,000	400,000
Internal Transfers	0	137,400	137,400	150,958
Capital Outlay	67,704	67,056	75,000	0
Total Appropriation	**4,579,973**	**4,614,865**	**4,273,597**	**4,197,587**

Budget summary by character or category for all sources of funds.

Source of Funds	**FY12 Actual**	**FY13 Actual**	**FY14 Adopted**	**FY15 Adopted**
General Government	4,348,075	4,094,424	3,972,007	3,956,898
Community Development Block Grants	84,237	80,773	94,190	89,290
Capital Projects	67,704	67,056	75,000	0
Nonmajor Governmental Funds	23,633	118,669	132,400	151,399
Proprietary Funds	56,324	253,943	0	0
Total Funds	**4,579,973**	**4,614,865**	**4,273,597**	**4,197,587**

Source of funding to finance activities for a department. Funding sources may consist of various funds such as general fund, federal grants, etc.

Positions	**FY12 Adopted**	**FY13 Adopted**	**FY14 Adopted**	**FY15 Adopted**
General Fund	33.20	33.32	34.24	34.00
Non-General Fund	5.80	6.68	6.76	7.00
Total Authorized	**39.00**	**40.00**	**41.00**	**41.00**

Full-time equivalent (FTE) is a unit that indicates the workload in hours of an employed person, e.g, 1 FTE = 2,080 hours.

Performance data is displayed in one of two ways. In FY 2015, Aviation, City Attorney, Community and Human Development, Library, and Museums and Cultural Affairs still use the traditional template below to show their performance data. However, most departments have strategic business plans as part of the City of El Paso's multi-year transition toward a Performance Management System. These plans begin with a mission statement followed by:

- A two to five year strategic plan component with issue statements and strategic results.
- A one year business plan that allocates the FY 2015 Adopted budget at the "program" level. Divisions group programs that serve a common purpose. Each division and program has a purpose statement and includes a family of performance measures. Each program is further defined by a listing of services provided. The next page shows an outline of the strategic business plan.

Example of performance data for traditional reporting:

Museums & Cultural Affairs

Goals, Objectives & Performance Measures

Function: Museums
Collect, interpret, preserve, and exhibit art and artifacts.

Purpose for which funds are programmed.

Serves Council's Strategic Policy:
Goal D: We will improve our competitiveness through investments in our public facilities and infrastructure impacting our quality of life.
Goal E: We will deliver services timely and efficiently with focus on continual improvement.
Goal F: We must deliver on our promises regarding the quality of life bond projects.

Specific strategic policy or policies of the City Council supported by this function.

Goal:
To educate museum visitors through the use of the permanent collection and through changing exhibitions, lectures, films, and classes about art as well as archaeology and history of this region.

Statement of direction that ties back to the function. Goals are long-term and general in nature.

Objectives:
1.) In FY 2014, provide a series of exhibitions, both temporary or from permanent collections, for the citizens and visitors of El Paso.
2.) In FY 2014, provide educational programs of lectures, films, workshops, symposia and tours.
3.) In FY 2014, create and sustain revenue streams to support museums'

Desired accomplishment toward the goal that can be measured and achieved within a given time frame. Objectives are to be expressed as quantities or at least as verifiable statements. Compared to goals, objectives are short-term oriented and specific.

Performance Measures	FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Total attendance	136,500	119,622	157,000
Total youth attendance	27,150	22,919	33,000
Number of education programs	1,300	1,000	1,180
Number of free programs	750	904	1,146
Funds raised through memberships /donations	$315,200	$234,238	$281,900
Funds raised through grants/foundations	$210,200	$341,883	$201,000

Data that quantify or qualify the results of programs, activities, and expenditures. Measures should focus on results and accomplishments (output, effectiveness, and outcome measures) rather than inputs (dollars spent). They are to align with the mission, goals and objectives.

Outline of a strategic plan, including performance data that are utilized by many departments:

- Department Organizational Chart
- Mission Statement
- Budget Highlights
- Issue Statements
- Strategic Results
- Department Strategic Plan Layout
- Significant Changes
- Budget and FTEs by Division
- Division
    - Program
    - Program
- Division
    - Program
    - Program

Capital Improvements: Outlines current and future plans for structural advancements

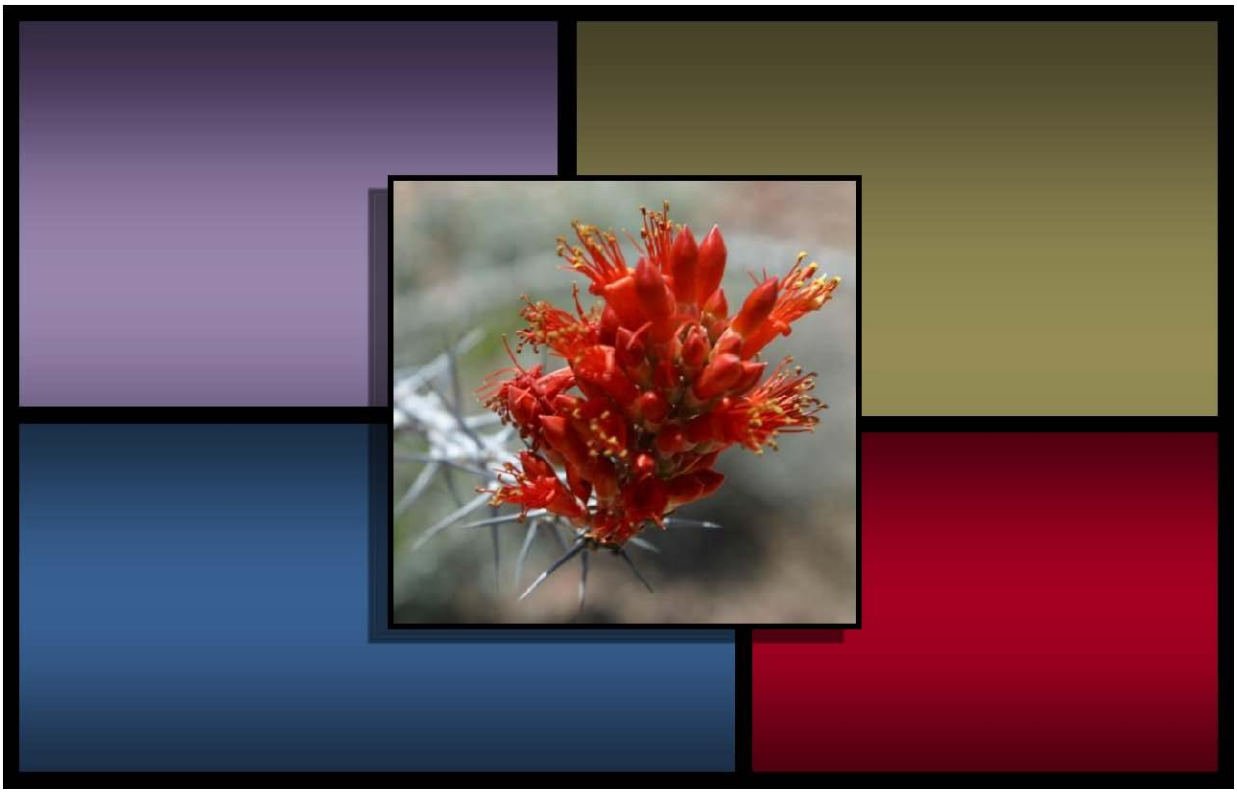
- Capital Improvement Program
- Capital projects by funding source
- Five-year/long-term planning with operating budget impact

Appendix: Provides further documentation for understanding the City Budget

- Budget resolution
- Ordinance levying 2015 taxes
- Glossary of acronyms
- Glossary of terms

City of El Paso Vision Statement

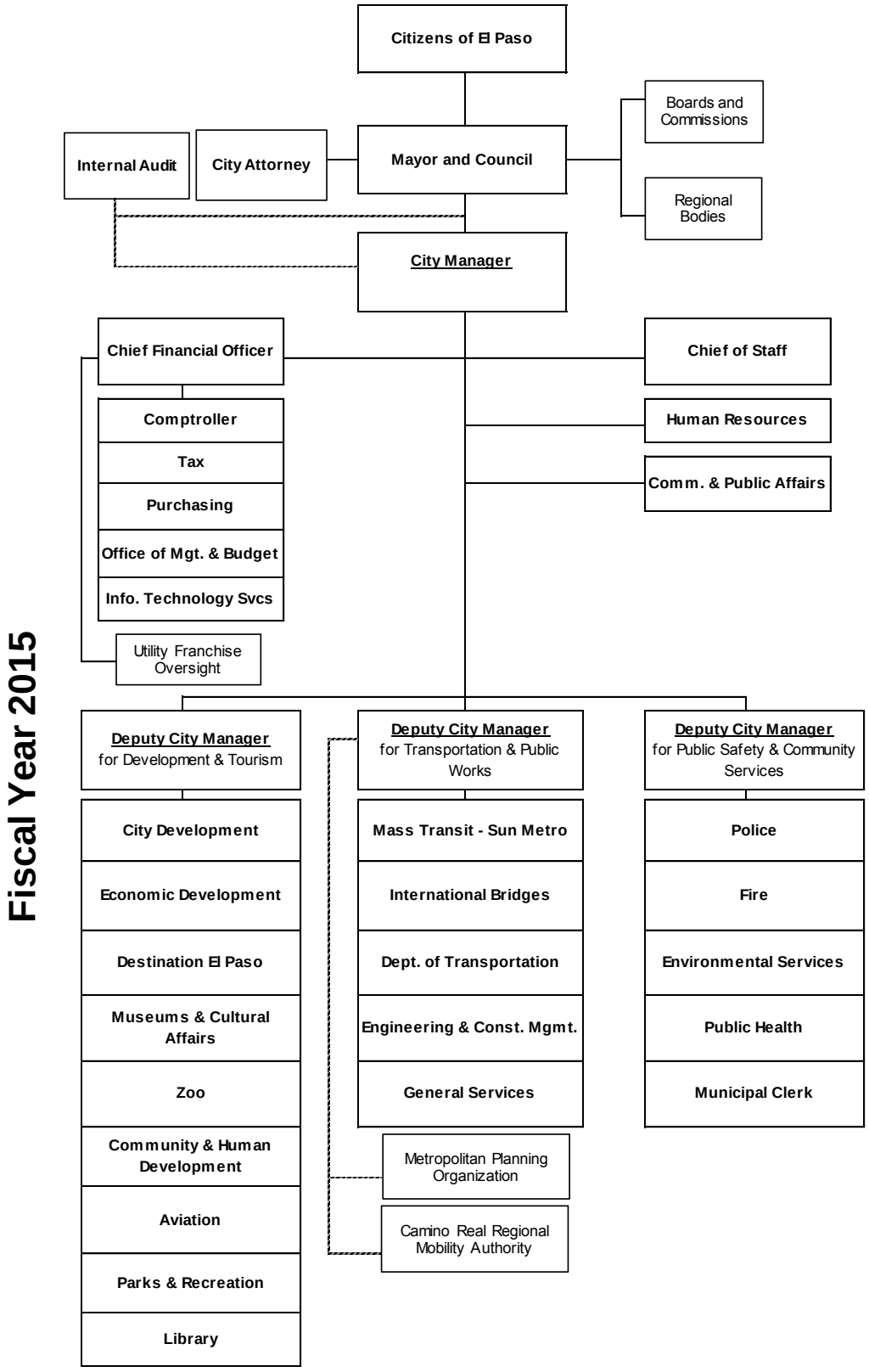
The City of El Paso is a high-performance, customer-focused organization.



City of El Paso Mission Statement

Dedicated to providing outstanding customer services for a better El Paso

City of El Paso Organizational Chart



Fiscal Year 2015

Boards and Committees

Ad Hoc Charter Advisory Committee
Animal Shelter Advisory Committee
Bicycle Advisory Committee
Camino Real Regional Mobility Authority
Capital Improvements Advisory Committee
Central Appraisal District Board of Directors
Citizens Advisory Committee for the Board of the Mass Transit Department
City Accessibility Advisory Committee
City Employees' Pension Fund Board of Trustees
City of El Paso Property Finance Authority, Inc. Board of Directors
Community Development Steering Committee
Construction Board of Appeals
El Paso Bond Overview Advisory Committee (BOAC)
El Paso County 911 District Board of Managers
El Paso Housing Finance Corp.
Empowerment Zone Advisory Board
Fair Housing Task Force
Finance and Audit Oversight Committee
Fire & Police Pension Fund Board of Trustees
Foster Grandparent Program Advisory Council
Greater El Paso Civic, Convention & Tourism Advisory Board
Industrial Development Authority
Museums & Cultural Affairs Advisory Board
Open Space Advisory Board
Parks and Recreation Advisory Board
Public Art Committee
Public Service Board
Public Service Board Selection Committee
Public Utility Regulation Board
Retired & Senior Volunteer Program Advisory Council (RSVP)
Revolving Loan Fund Board
Stormwater Master Plan Community Advisory Committee
Tax Increment Reinvestment Zone #5 (TIRZ)
Tax Increment Reinvestment Zone #6 (TIRZ)
Transportation Policy Board for the El Paso Urban Transportation Study
Zoning Board of Adjustment (ZBA)

Commissions

Building & Standards Commission
City Plan Commission (CPC)
Civil Service Commission
Districting Commission
Ethics Review Commission
Historic Landmark Commission
Housing Authority Board of Commissioners
International Bridge Commission

Annual Service Statistics

Building Permits & Inspections	
Total Permits Issued	30,983
Total Value of Permits Issued	$1,577,254,830
Total Licenses Issued	15,659
Total Inspections	60,790

Department of Transportation	
Graffiti Sites Cleaned	17,020
School Crosswalk Thermoplastic Markings (linear feet)	67,545
Curb Miles Swept	34,189
Potholes Patched and Asphalt Restoration (sq. feet)	1,361,837

Environmental Services	
Average Number of Households Served Per Week	174,316
Environmental Code Citations Issued	1,247
Tons of Recyclables	32,983
Tons of Garbage Collected Per Year (curbside)	170,657
Tons of Waste Landfilled Per Year	408,101
# of Animal Cruelty Investigations	1,885

Fire	
# of Fire Dept Incidents	72,744
# of Fire Stations	36
# of Medical Responses	49,849
# of Structural Fires	651
# of Uniformed Fire Personnel	872

General Services	
# of Units in Fleet	2,305
Miles of Operation Per Year	22,226,025

Mass Transit – Sun Metro	
Total FY14 Ridership (Fixed Route)	16,592,075
On Time Performance (Fixed Route)	97.0%
Percentage of Stops w/Shelters	15.72%
Total Revenue Miles	7,410,981
Total Revenue Hours	578,289
Collisions per 100,000 miles	1.60
CNG Gallons utilized	3,573,861

Museums and Cultural Affairs	
# of Events/Programs	2,309
# of Total Attendance	763,461
# of Educational Programs	4,694
# of Youth Attendance	189,154

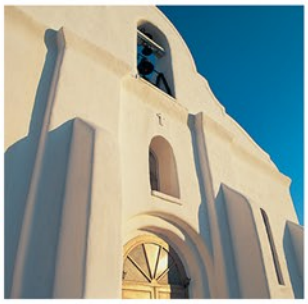
Parks & Recreation	
# of After School Program Sites	20
# of Municipal Golf Courses	4
# of Municipal Swimming Pools	14
# of Parks	244
# of Recreation Centers	16
# of Senior Citizen Centers	10

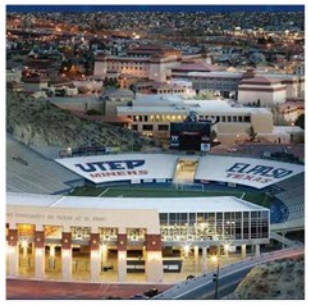
Police	
Average Emergency Response Time	30:49
# of 911 Calls Dispatched	487,492
# of Index Crimes	18,224
# of Law Enforcement Personnel	1,036
# of Regional Command Centers	5

Public Library	
# of Bookmobile Weekly Stops	14
# of Items Checked Out Yearly	1,762,105
# of Libraries	12
# of Items in Collection	648,013

Public Health	
Average Monthly Participation in Women, Infants, and Children (WIC)	93,449
# of Dental Clinic Clients Served	3,590
# of Food Complaint Investigations	782
# of Food Inspections	5,628
# of HIV Tests Administered	2,439
# of Immunizations	61,990

Zoo	
# of Yearly Visitors	378,009





COMMUNITY PROFILE

- Living in El Paso
- Location and History
- Economic Initiatives
- Tourism
- Fort Bliss
- Medical
- Transportation
- The Economy
- Demographics
- Cost of Living and Wage Rates
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- General Tax Information

THE CITY OF EL PASO
TEXAS

Living in El Paso

We welcome you to experience vibrant El Paso and the treasures it has to offer. El Paso is home to the Franklin Mountains which is the largest urban park in the nation. Fort Bliss, one of the largest military complexes of the United States Army, lies to the east and northeast of the city. Between the cities of El Paso and Socorro, lies the sovereign Ysleta del Sur Pueblo which is one of the three federally recognized Indian tribes in Texas.

Population

City: 682,648
County: 846,175

Schools

94 Private
9 Public School Districts
8 Institutions of Higher Learning

Parks

27,594 Park Acres

Time Zone

Mountain Standard

Source: Economic Development Community Profile 2014, Parks & Recreation Department

The Culture

The best of two nations and three states converge at the westernmost tip of Texas in El Paso. A warm and friendly mosaic of cultures, traditions, and ethnic groups is nestled against the rugged Franklin Mountains and along the Rio Grande River. This diversity places El Paso at the forefront of communities transcending borders—a truly global culture right in our own backyard.

The City of El Paso's heritage is unlike any other, with our ancestry drawn from many sources. The Spanish explorer Don Juan de Oñate and the Franciscan monks who accompanied the conquistador on his journey to settle the limits of the Spanish colonial frontier discovered the area. The settlement of the El Paso del Norte region led to further colonization, the establishment of Spanish missions, and the introduction of Christianity to the indigenous population. The Spanish influence remains alive to this day in our architecture, language, customs, and traditions.

El Paso Mission Trail

Ysleta Mission, est. in 1682

Socorro Mission, est. in 1682

San Elizario Mission, est. in 1789

The colonial territory of Mexico, which included El Paso, gained independence from Spain in 1821 and established itself as a military and economic power with great influence over the region. Along with the rise of Mexico came the prominence of the Mestizo culture, a cross of European and indigenous civilizations, which left its imprint on El Paso. The Mestizos have made significant and distinctive contributions to our community in art, literature, music, and cuisine while retaining many traditions of our Spanish founders.

The State of Texas, newly admitted to the union in 1845, facilitated the settlement of the West and brought Americans of all walks of life to El Paso; some just passed through while others settled and thrived. The expansion westward brought new industries to El Paso, from ranching and dairy farming to the production of pima cotton and pecans. This dramatic growth drew people who sought new beginnings and prosperity, and helped to create our frontier spirit and cowboy heritage, adding yet another powerful influence to our varied cultural setting.

The 20th Century has exhibited a solidification of our many cultural attributes as they have blended seamlessly to create a community that is uniquely American. Our citizens are instilled with a pioneering spirit looking to the future and all its grand possibilities while remembering our rich history. This unique synergy of perspectives and ideals has propelled our City to great success and prosperity. From our centuries old Spanish missions and Tex-Mex cuisine to our frontier spirit, this eclectic mix of ideas and traditions weaves a cultural tapestry unique to El Paso, and has forged our outlook for a bright and exciting future as the City of the —"New Old West" in the 21st Century.

The Climate

The sun shines over 300 days a year in El Paso, 83 percent of daylight hours, according to the El Paso Weather Bureau. Low humidity and moderate rainfall combine to create a mild, year-round climate exclusive to the region. In addition to a long summer full of entertaining recreational and cultural events, El Pasoans enjoy the flexibility of attending many outdoor exhibitions, concerts, and sporting events well into the winter months. In fact, El Paso's short winters provide numerous recreational opportunities throughout the year.

Month	Average Temperature	Average Low	Average High	Average Rainfall
January	46°F	33°F	58°F	0.40 in.
February	50°F	37°F	63°F	0.47 in.
March	57°F	43°F	70°F	0.26 in.
April	65°F	51°F	79°F	0.23 in.
May	74°F	60°F	88°F	0.47 in.
June	82°F	68°F	96°F	0.94 in.
July	83°F	71°F	95°F	1.55 in.
August	82°F	70°F	93°F	2.01 in.
September	76°F	63°F	88°F	1.51 in.
October	65°F	52°F	78°F	0.61 in.
November	53°F	40°F	66°F	0.49 in.
December	45°F	33°F	57°F	0.78 in.
Year Avg.	**65°F**	**52°F**	**78°F**	**0.81 in.**

Source: www.weather.com/weather/wxclimatology/monthly/USTX0413

Crime Rate

El Paso sits just over the Rio Grande from one of the most violent cities in the western hemisphere, Ciudad Juárez, Mexico. However, El Paso has been recognized as the safest City in the country, out of the 32 cities with a population exceeding 500,000, according to the CQ Press. El Paso has ranked at least third safest since 1997 and sits atop the rankings again in 2014. This accomplishment is attributed to the effort and partnerships that the El Paso Police Department has developed with citizens through its philosophy of Community Policing. In addition to the 16 community action groups that employ a proactive approach to preventing crime in El Paso, technological advances have improved the ability of officers to achieve the department's mission and goals.

Source: CQ Press, City Crime Rankings 2014

Higher Education

The University of Texas at El Paso

Welcome to The University of Texas at El Paso (UTEP). Celebrating its 100-year anniversary in 2014, UTEP has redefined public higher education not only in Texas, but across the nation as the University begins its second century of service to the people of the Paso del Norte region and reaffirms its commitment to an access and excellence mission.

The University's extraordinary success is validated by Washington Monthly magazine's 2014 ranking of UTEP as one of the top 10 universities in the nation, grouped with Stanford, Harvard, UC Berkeley, UCLA and UC San Diego. UTEP has been ranked #1 for the third consecutive year among all U.S. universities in the social mobility category for its success in helping students achieve the American Dream.

Since opening its doors as the Texas State School of Mines and Metallurgy in 1914, UTEP's geographic location along the U.S.-Mexico border has enabled generations of students to pursue their goals through higher education in one of the largest binational communities in the world.

Over the past century, the University's enrollment has grown from 27 mining students to more than 23,000 undergraduate and graduate students, and that number continues to increase each year.

UTEP offers a broad array of degree programs – 70 bachelor's, 76 master's and 20 doctoral degrees taught by outstanding faculty who have been recognized for their commitment to student success.

With more than $80 million in annual research spending, UTEP is dedicated to becoming the first national research university serving a 21st century student demographic. The University's outstanding record of receiving extremely competitive grant awards reflects the quality of UTEP's faculty and their sustained commitment to excellence while also maintaining an academic environment dedicated to addressing the educational needs to students – many of whom are the first in their families to attend college.

Learn more about UTEP at **utep.edu** or **utepnews.com**.

Source: The University of Texas at El Paso, University Communications, http://www.utep.edu, October 2014

El Paso Community College

In August 2012, Dr. William Serrata was introduced as the new President of El Paso Community College (EPCC). He will lead a college honored with a Leah Meyer Austin Institutional Student Success Leadership Award in recognition for outstanding institutional achievement in creating excellence and equity. EPCC has increased student success and college access with a annual enrollment of over 38,420. EPCC currently has five campuses and is pending final approval for the design and construction of a campus on Fort Bliss. The college offers over 160 programs of study and more than 350 personal enrichment/continuing education courses each semester. With distance learning technology, the college offers increased educational opportunities and accessibility to all members of the community and beyond.

Source: El Paso Community College, www.epcc.edu, 2013

New Mexico State University

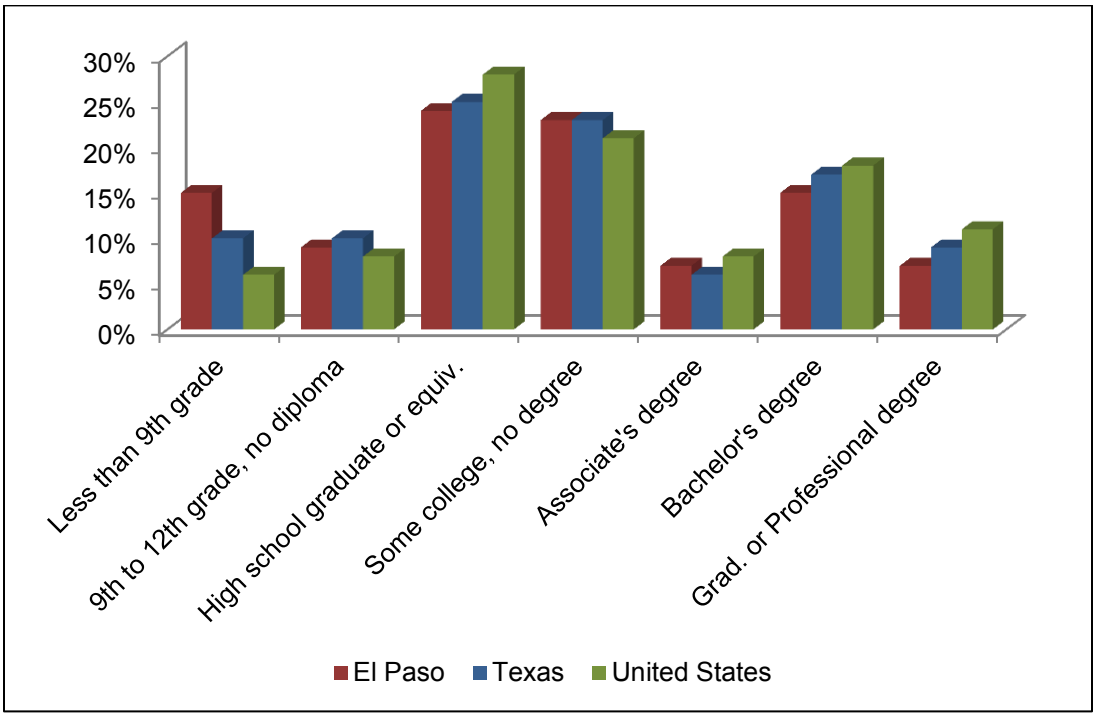
Founded in 1888 and located in nearby Las Cruces, New Mexico, New Mexico State University (NMSU) provides additional higher education opportunities for area residents. NMSU offers 81 bachelors', 56 masters', 24 doctoral, four specialists in education and three doctors of education degree programs. The University is nationally recognized, is a member of the Hispanic Association of Colleges and Universities and is ranked by the Carnegie Foundation for the Advancement of Teaching as a Research University with high research activity. NMSU offers a reduced tuition rate to Texas residents living within 135 miles of the Las Cruces campus.

Source: New Mexico State University 2014

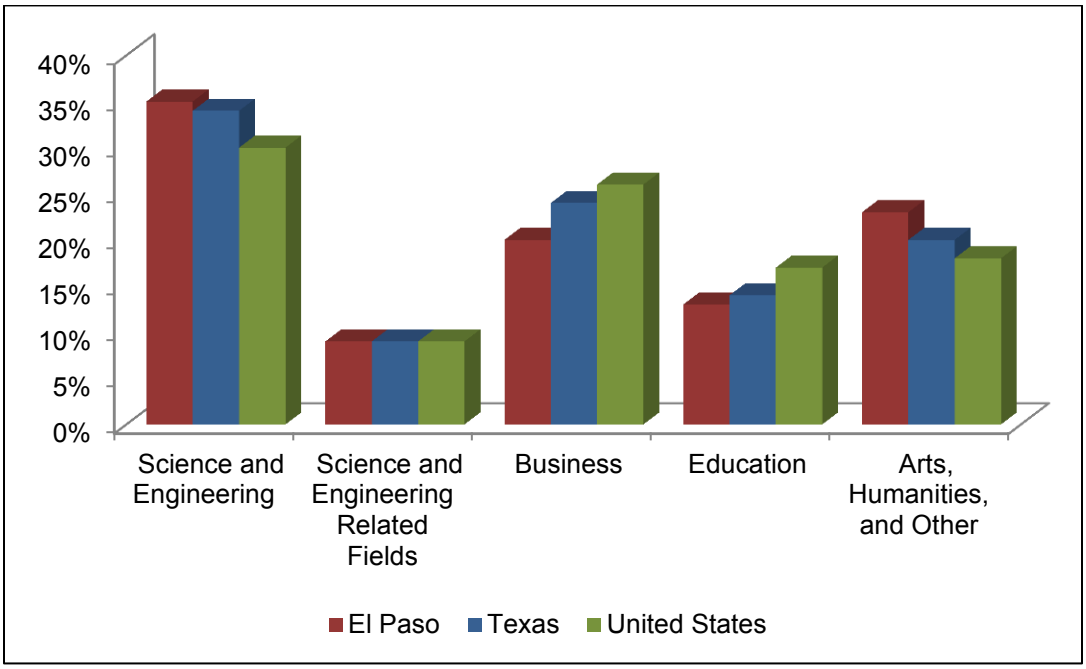
Other

Additional four year institutions, including the University of Phoenix, Webster University, Howard Payne University and Park University, as well as many technical and vocational schools, including Western Technical College, Vista College, and Kaplan College offer countless more higher education and job skill learning opportunities to the El Paso area.

Educational Attainment Comparison
Population 25 Years and Over



Field of Bachelor's Degree Comparison
Population 25 Years and Over



Source for both above: U.S. Census Bureau, American Community Survey, 2013

Location and History

Tfhe City of El Paso is located at the westernmost tip of Texas on the United States border with Mexico. Founded over four centuries ago as an outpost for traders and missionaries in the West, El Paso has been a dynamic City for over four hundred years. Situated south of the state line of New Mexico and on the international boundary with Mexico, El Paso wraps around the southern tip of the Franklin Mountains at the southernmost point of the Rocky Mountain chain. The international boundary between the United States and Mexico bisects the downtown areas of the City of El Paso and Ciudad Juárez, Mexico. Literally translated, El Paso means — "The Pass," which is a name well suited for the lowest altitude all-weather pass through the Rocky Mountains. Of the many things that make El Paso special - its diverse economy, unique cultural blend, and mild climate make it a great place to live and work.

Since the appearance of the first Europeans in North America, El Paso has been a major crossroad for continental north-south and east-west traffic. Renowned for naming New Mexico, the most significant account of a crossing was written by Captain Antonio de Espejo. On November 11, 1583, when he and his party camped between what is now downtown El Paso and the Cordova Island Bridge. Espejo wrote in his journal about the Gorge at the Curves (La Barranca de Las Vueltas), a site that has been identified as being located at the western edge of the University of Texas at El Paso campus. This date is most frequently cited as official evidence of an El Paso crossing, though many historians believe that Alvaro Nunez Cabeza de Vaca visited El Paso in 1536.

In January of 1598 Don Juan de Oñate, with 83 ox-drawn wagons and carts and over 500 men, women, and children, set out on the first major colonization effort of the new world. The expedition began in a village south of Chihuahua, Mexico, and headed towards the frontier regions of New Spain, present-day West Texas, and New Mexico. On April 20, after traveling for four months across a 325-mile stretch of desert, the exhausted travelers finally reached the cooling waters of the Rio Grande in the vicinity of modern day El Paso. On April 30, 1598, after ten days of resting and feasting, the Oñate expedition gathered in their finest clothing to commemorate their gratitude with a day of thanksgiving. Remarkably, this event took place 22 years before the Pilgrims set sail from England to land on Plymouth Rock.

In 1659, the first permanent European settlement was established, and the Mission of Guadalupe was erected. The Mission still stands in the central square of Ciudad Juárez, Mexico. Other historic missions located in El Paso County are the Ysleta del Sur, Socorro, and San Elizario Missions. Both the Ysleta and Socorro Missions were founded over 300 years ago in 1682. These two missions are registered in the National Register of Historic Places. The San Elizario Mission was erected in 1780 as a presidio (Spanish Fort) and was later converted to a mission.

In 1854, the United States established the first army post in the region. Since that time, Fort Bliss has continued to be a highly strategic military installation. Fort Bliss was named after Colonel William Wallace Smith Bliss who died of yellow fever in New Orleans in 1853. Bliss and his mentor, General Zachary Taylor, were heroes of the Mexican American War (1846-1848). William W. S. Bliss married General Taylor's only surviving daughter, Elizabeth. Taylor's other daughter Sara Knox Taylor had tragically died two months after her marriage to Jefferson Davis who later became President of the Confederacy during the Civil War. After the President's untimely death in 1850, Bliss served in New Orleans until his own death in 1853. In 1955, Bliss' body was excavated in New Orleans and re-interred at the Ft. Bliss National Cemetery.

The Rio Grande

The Rio Grande serves as a significant part of the international boundary between the City of El Paso and Ciudad Juárez, Mexico. Rio Grande means —big river, but today it hardly depicts the image that the name implies due to the many dams that have been built for irrigation. The river was once a sprawling three-mile wide body of water dotted with an estimated three hundred islands. The survey of the river took eight years to complete and resulted in the deaths of several surveyors. Both countries had disputed the location of the international boundary between the United States and Mexico since the end of the Mexican-American War in 1848. In June 1962, President John F. Kennedy initiated talks with President Lopez Mateos and determined that relations with Mexico would not improve until the disputed location of the international boundary was resolved. Realigning the border, relocating homes, businesses, schools, and giving up portions of railroad tracks were the larger issues encountered by diplomats during the implementation of the Chamizal Convention in 1969. Through this convention, Mexico received 437 acres of land (and all attachments) from the United States, and the border dispute was officially settled. Much of the disputed area on both sides of the border was made into parkland. The U.S. National Parks Service maintains the Chamizal Park on the U.S. side, and it plays host to a variety of community events during the year including a summer concert series, Music Under the Stars.

Sources: Metz, Leon C. Border: The U.S. Mexico Line. Mangan Books, El Paso, TX, 1989;
Metz Leon C. City at the Pass: An Illustrated History of El Paso. Windsor Publications:
Woodland CA, 1980

Chamizal National Memorial

Economic Initiatives

The City of El Paso continues to work toward the strategic policies established by the Mayor and City Council. The strategic policies as discussed in the beginning of this book have set the direction for the City and have led to the following economic initiatives through public/private partnerships. In the following pages a brief overview will address the initiatives of today that will shape the El Paso of tomorrow.

Quality of Life Bonds

In November 2012, voters in the City of El Paso approved all three propositions included in the 2012 Quality of Life Bond, making it the largest bond passed in the City's history at $473,250,000. The propositions passed with one of the largest voting margins for similar bonds across the nation. The bond propositions included improvements for parks and recreation facilities, open space, libraries, museums, the Zoo, neighborhood improvements, and cultural and performing arts facilities.

Several projects that were part of the intial three year roll out have already been completed; including upgrades to parks throughout the city, the purchase of two bookmobiles, enhancements to pedestrian pathways downtown, and the Northeast Regional Skate Park. Projects currently in construction include San Jacinto Plaza, the 3-D Digital Wall at El Paso Museum of History, and enhancements to many park facilities. Design of a new competition pool on the westside is also underway with initial meetings for citizen input being held in September.

Redevelopment and Revitalization

United Bank of Paso del Norte

The Downton Redevelopment plan is in full swing and all types of buisnesses are taking notice. The United Bank of Paso del Norte, a local El Paso company, recently purchased a parking garage at 401 E. Main and redeveloped it into this wonderful example of Spanish Colonial Architecture which subsequently was awarded an Architectual award by the Independent Bankers Association of Texas.

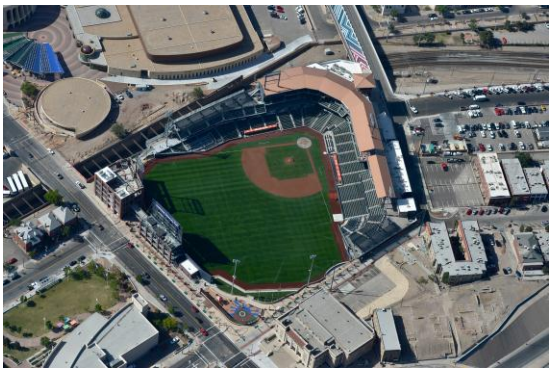
Mills Building

The Mills Building restoration was completed in 2011 as well as an adjoining multi-story 800 space parking garage. Construction of the Mills Avenue Promenade is already underway, with the intention of creating a public space with green areas, outdoor dining, and other amenities. The district joins business, restaurants, and retail in the Mills Building, the Centre Building, and the historic Plaza Hotel.

Downtown Wayfinding

Walking downtown is getting easier. Planning and Economic Development contracted with the wayfinding firm, fd2s, for pedestrian wayfinding services and analysis of key pedestrian corridors downtown (Double Tree Hotel to Arts Festival Plaza, Civic Center to Union Plaza and Arts Festival Plaza to San Jacinto Plaza). The Downtown wayfinding will include directional signage, maps, kiosks and pedestrian lighting, and other interesting directional elements.

Southwest University Park

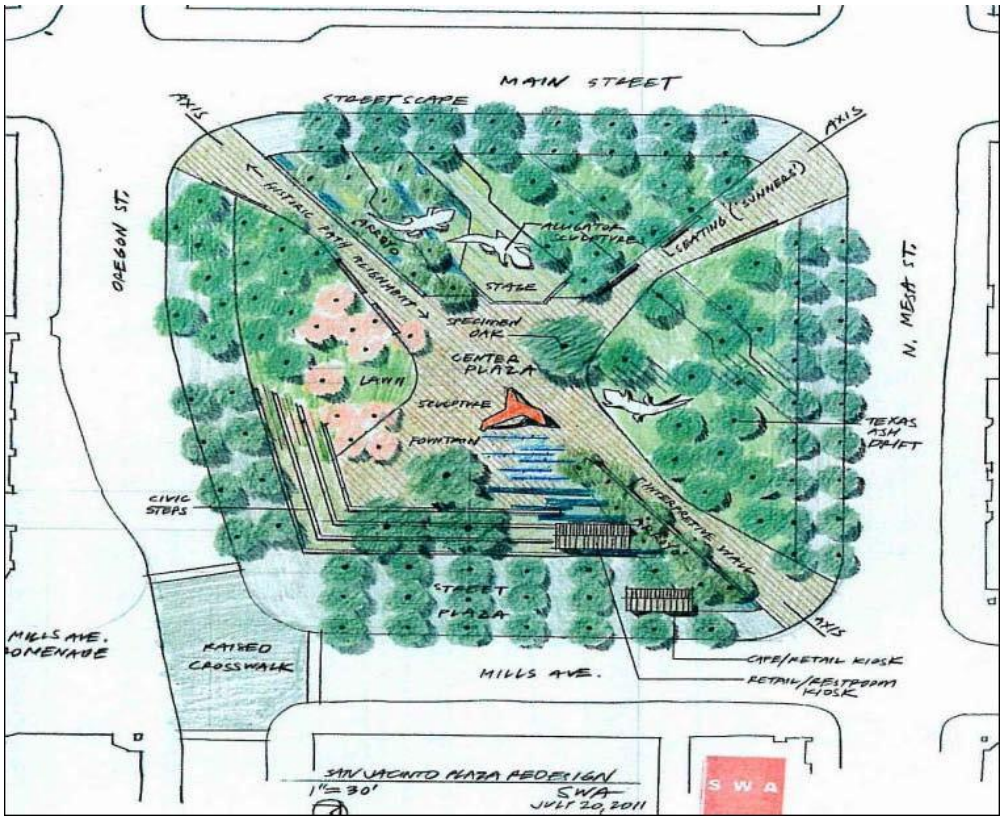


In 2012, City Council approved the demolition of City Hall to make way for a baseball stadium to house a minor league baseball team. Construction of the 7,200 seat stadium took just over a year and the El Paso Chihuahuas played their first home game in April of 2014. The team finished with a .500 record but drew more than 560,000 fans during their inaugural season. Southwest University Park was named “Ballpark of the Year” by BaseballParks.com which honors new or remodeled baseball stadiums for their architectural design, attractions and fan experience.

San Jacinto Plaza Redesign

As part of the Downtown 2015 Plan revitalization efforts, the San Jacinto Plaza, an historic park in the heart of downtown El Paso, is being redesigned to include amenities that will attract more residents. SWA, a landscape architecture and urban design company based in Los Angeles, conducted a public input process design for the San Jacinto Plaza redesign. Numerous public meetings were held to receive input from community members on the design donated by Mills Plaza Properties to revitalize Downtown.

The San Jacinto Plaza concept plan calls for features to include shade trees, walking paths, open lawn areas, a reflecting pool, lighting, a restored existing alligator sculpture with canopy, loose chairs, a chess courtyard and stage area. Construction started in June of 2013 and should be completed in the spring of 2015.



San Jacinto Plaza
El Paso's City Development Department

Tourism

El Paso is a unique area rich with history. The City of El Paso, Texas and Ciudad Juárez, Mexico are closely linked both economically and culturally. From Ballet Folklorico to spicy Tex-Mex cuisine, the feeling of Mexico is always present.

At the heart of the City is the Franklin Mountains State Park, not only the largest urban state park in Texas, but also the largest park in the United States that is entirely within a city's limits. The Franklin Mountains enrich El Paso, providing a home for Wyler Aerial Tramway, hiking, and several species of plants and wildlife. A City renowned for its rock-climbing destinations and legendary Tex-Mex restaurants is also the home to numerous galleries and performing arts groups.

In March of 2006, the newly renovated Plaza Theatre was unveiled as the jewel of the southwest. Designed as a modern film house with the flexibility of presenting stage shows, the Plaza opened in 1930 and hosted popular traveling shows and movies, becoming a fixture in the lives of theatergoers. The renovated structure is described as dazzlingly beautiful and said to look exactly as it did 75 years ago. The theater is home to the Plaza Classic, the world's largest classic film festival, each August. On the ground floor is the Oasis Lounge, a multi-purpose food service facility with doors opening into the Arts Festival Plaza. This beautiful structure is at the center of the Downtown experience and will surely enrich the lives of future generations as it has in the past.

The Butterfield Trail Golf Club is a public Texas golf course designed by world-renowned architect, Tom Fazio. The course is located just a long iron shot away from the El Paso International Airport and a planned 150-acre industrial park. Adjacent to a planned hotel resort site, the new golf course is like nothing El Paso has ever seen.

The El Paso Musuem of History will soon be home to The TouchCity 3-D Digital Wall, a first of its kind in the United States. The wall allows users to explore the City of El Paso through and upload their own images to be part of the display.

El Paso Tourism Statistics	2010	2011	2012	2013 (Partial)
Total Direct Travel Spending (millions)	$1,536	$1,672	$1,693	$1,659
Visitor Spending at Hotel, Motel (millions)	$910	$1,006	$1,008	$987
Industry Employment Generated by Travel Spending (jobs)	11,780	12,210	12,540	12,480
Tax Receipts Generated by Travel Spending (millions)	$99.5	$102.8	$104.9	$105.0

Source: Dean Runyan Associates, June 2014

El Paso Attractions and Points of Interest

Chalk the Block

More 6,000 pieces of chalk are used each October as over 200 artists converge on El Paso to celebrate the power of the arts and reimagine downtown. Chalk the Block draws more than 30,000 people annually and 2014 will mark its seventh year. Pop up galleries, interactive art installations, and open space for all aspiring chalk artists are only some of the activities. For more information call 915-541-4481 or visit http://www.chalktheblock.com/.

Chamizal National Memorial

Chamizal National Memorial showcases artists whose work not only reflects the history of our border region but also ties directly to the park's mission of commemorating the amicable resolution of the 1963 long-standing border dispute between the U.S. and Mexico. Included are an outdoor amphitheater, a 55-acre park, a museum, the Los Paisanos Gallery, and a 500-seat theater. For more information, call 915-532-7273 or visit www.nps.gov/cham.

El Paso Museum of Archaeology

The El Paso Museum of Archaeology is a municipal museum of the City of El Paso and tells the story of the first inhabitants of the El Paso area, the greater Southwest, and northern Mexico. The museum's grounds include 15 acres of nature trails, outdoor exhibits, and a desert garden with more than 250 varieties of native plants. For more information, call 915-755-4332 or visit http://www.elpasotexas.gov/arch_museum/.

El Paso Museum of Art

The El Paso Museum of Art (EPMA) is a major cultural and educational resource for West Texas, New Mexico, and Mexico. The Museum houses a permanent collection of over 6,000 works of art. In addition to displaying works from its holdings, the Museum offers a diverse schedule of temporary exhibitions, films, lectures, concerts, and other educational programs to the general public. Since the new downtown building opened in 1998, the Museum serves approximately 80,000 visitors per year. For more information, call 915-532-1707 or visit http://www.elpasotexas.gov/art/.

El Paso Zoo

Locally recognized as the Best Place to Take the Kiddos, the El Paso Zoo sits on 35 acres of fun and adventure.The El Paso Zoo is an expansive green space that is home to exotic animals from around the world and features family attractions such as the Foster Tree House Playground, African Star train, the Hunt Family Desert Spring water feature, and Giraffe Encounters. The El Paso Zoo celebrates the value of animals and natural resources and creates opportunities for people to rediscover their connection to nature. More than 13,000 attendees are expected for Boo at the Zoo, an annual Halloween event. For more information, call 915-521-1850 or visit elpasozoo.org.

Hueco Tanks State Park

This area derives its name from the huge basin-shaped rocks that catch and hold rain. The park features excellent rock climbing, hiking, picnicking, and camping grounds as well as cave paintings that date back as far as 1500 B.C. It is located twenty miles east of El Paso on Highway 62. For more information, call 915-857-1135 or visit www.tpwd.state.tx.us/spdest/findadest/parks/hueco_tanks/.

Magoffin Home State Historic Site

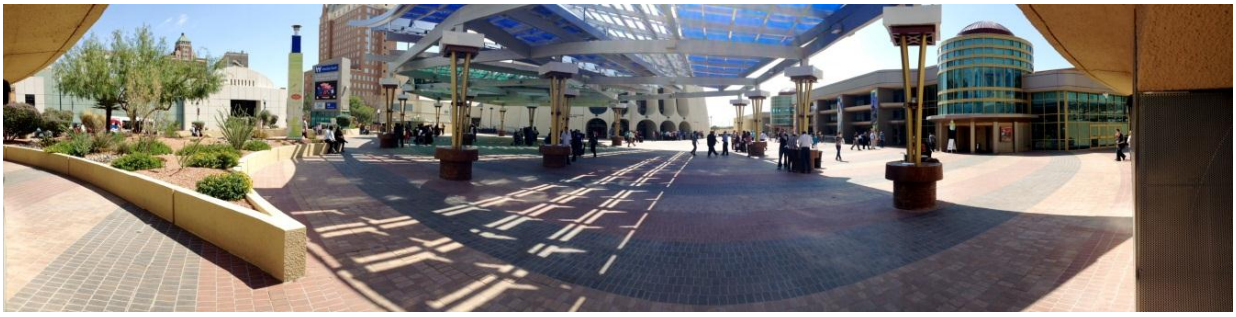
The Magoffin Home, built in 1875 by pioneer Joseph Magoffin, is El Paso's only historic house museum. The nineteen room adobe home is a prime example of Territorial architecture, a style that emerged in the southwest in the mid-1800s. For more information, call 915-533-5147 or visit www.thc.state.tx.us/hsites/hs_magoffin.aspx.

Sun Bowl

This year marks the 81st edition of the Hyundai Sun Bowl. The Sun Bowl was first played in 1935 and is one of the longest running bowl games in the country. The game features teams from the ACC and Pacific 12 conferences who will square off at high noon on Saturday, December 27th, 2014. For more information call 915-533-4416 or visit www.sunbowl.org.

Tigua Indian Cultural Center

Observe the cultural traditions of the Tigua Indian Tribe at the Ysleta del Sur Pueblo. Witness ancient Tigua chants and dances on the plaza and relive more than 300 years of pueblo history at the museum. Several gift shops are also located on the premises less than a mile away from the historic Ysleta Mission. For more information, call 915-859-7700 or visit http://www.ysletadelsurpueblo.org/.



Other attractions include the Amigo Airsho, Plaza Classic Film Festival, Neon Desert Music Festival, Downtown Art & Farmers Market, Wyler Aerial Tramway, and Franklin Mountains State Park.

Fort Bliss

Fort Bliss is located in the City of El Paso, on the largest international border in the United States at the corner of Texas, New Mexico and Mexico.

Since its establishment in 1848, Fort Bliss has been proud of its legacy of service to the Army and the surrounding communities. An infantry and cavalry post prior to World War II, Fort Bliss became the center of Antiaircraft Artillery training in 1942 and then evolved into the Air Defense Center. The post is now home to a diverse listing of organizations such as, the 1st Armored Division, the 32nd Army Air and Missile Defense Command, the Brigade Modernization Command, William Beaumont Army Medical Center, the United States Army Sergeants Major Academy, Joint Task Force North, and the German Air Force Command Air Defense Center.

Significant changes have taken place over the past seven years. The post has transformed from an institutional training installation into a major mounted maneuver training post. With the arrival of the 1st Armored Division from Germany, a Fires Brigade from Fort Sill, and multiple other units, Fort Bliss has tripled in size. With a $6 billion expansion and a new 1st Armored Division Headquarters facility, the post is now a sprawling mega-complex developed on East Bliss, with West Bliss remaining as the historical area which was first established on La Noria Mesa in 1893. Under the new Brigade Modernization Command, trials of futuristic unmanned weaponry, and other high-tech systems will be a strong attraction for defense contractors.

Currently, 45,189 soldiers and family members call Fort Bliss and El Paso home. The post supports a population of 168,135 including veterans, retirees, and family members.

The Fort Bliss cantonment area is in West Texas within the city limits of El Paso. The remainder of its contiguous acreage sprawls across portions of Texas and New Mexico extending 45 miles north to New Mexico's White Sands Missile Range and 75 miles northeast to New Mexico's Lincoln National Forest. All told, the 1.12 million acres comprising Fort Bliss are larger than the state of Rhode Island.

The post is the nation's fourth largest Army installation in terms of personnel with a permanent military population of almost 30,000. Fort Bliss is a major power projection platform with the facilities to train and rapidly deploy thousands of troops and equipment in a short time. The post has the third longest runway in the nation and was an alternate landing site for the space shuttle. The rail-head has the infrastructure in place to load 350 rail cars in a 24-hour period. All of these capabilities make the installation one of the prime deployment and redeployment facilities in the Department of Defense.

Most of the on-base construction has been completed. The first projects completed on-site were six new brigade size complexes, with barracks housing approximately 1,400 soldiers each, along with dining facilities and recreational areas. Additional on-post housing is being constructed which will bring the number of units up to nearly 5,000. Elsewhere on base, a new commissary, new parks, shops, restaurants, and a Freedom Crossing Lifestyle Center are either in place or under construction. A new hospital is planned for construction on East Bliss at a cost of about $1 billion, and El Paso Community College is planning to build a new campus on East Bliss in the near future.

Medical

For many years, the mission of Texas Tech University Health Sciences Center (TTUHSC) in El Paso was to provide a unique educational opportunity for medical students spending their last two years--the clinical years of medical school—on the El Paso campus. They were part of a plan that helped grow the number of physicians in El Paso and West Texas. Throughout that time, the health sciences center also continued to grow the residency programs which now number nine. Five fellowships have also been approved at TTUHSC El Paso by the Accreditation Council for Graduate Medical Education (ACGME). In 1999, community leaders took the first steps to make El Paso the destination for a new medical school. After almost forty years of teaching Texas Tech University medical students, caring for large numbers of patients from El Paso, and extensive experience in clinical research, the Texas Tech University Health Sciences Center Paul L. Foster School of Medicine was approved as a four-year medical school within the TTU System in 2008.

The Paul L. Foster School of Medicine is the first four-year medical school on the U.S./Mexico border. This unique setting provides exposure not only to traditional medicine but also to international, bicultural and border health care issues. Internationally recognized researchers, educators and clinicians stress interdisciplinary collaboration and are dedicated to creating outstanding diagnosticians and compassionate health practitioners. The medical school is also the cornerstone of the proposed Medical Center of the Americas, the first planned medical facilities campus for health delivery, research, education and economic development in El Paso.

In 2011, the Texas Higher Education Coordinating Board approved the establishment of the Gayle Greve Hunt School of Nursing (GGHSON) which began on the El Paso campus with a $10 million dollar gift to the Texas Tech University System from the Hunt Family Foundation. The school was established to counteract a long-term shortage of nurses who provide care to this medically-underserved area. The school admitted the first traditional Bachelor of Science in Nursing (BSN) students on September 1, 2011. The GGHSON also has a Second Degree BSN program.

In 2012, the TTUHSC Graduate School of Biomedical Sciences opened a branch in El Paso with an educational program structured around a core curriculum in biomedical sciences. The program offers a Master of Science degree in biomedical sciences with opportunities for elective courses and research experiences in a broad range of laboratories.

University Medical Center of El Paso (UMC), TTUHSC's main teaching hospital, houses the only Level I Trauma Center in the region. Other community partners include the newly opened, El Paso Children's Hospital--the only separately licensed, not-for-profit children's hospital in the El Paso region, the El Paso Psychiatric Center, and William Beaumont Army Medical Center.

Source: Texas Tech University Health Science Center, September 2012

Transportation

El Paso's growth leads to another significant topic – transportation. The City has a major artery of commerce running right through its heart. It is used by commuters, visitors, and commerce as the preferred route of mobility. City Council's goal is to make the local transit system more viable and attractive as an alternate mode of transportation thereby reducing the number of vehicles on the roads, resulting in less congestion. In addition, the City created the Camino Real Regional Mobility Authority (CRRMA) in 2007 to assist in the development of mobility solutions within the El Paso region. The CRRMA seeks to ease the traffic commute and facilitate the large volume of trucks transporting goods from Mexico through Interstate 10.

In July and August of 2008, the governing boards of the City, the Texas Department of Transportation (TxDOT), the Metropolitan Planning Organization, and the CRRMA approved a $1 billion comprehensive mobility plan for the region. With approximately $216 million in local contributions, the parties continue striving to meet the collective transportation needs of El Paso as a critical component of commercial trade and mitigating congestion due to increasing growth. By way of example, the City provided $30 million in funding that permitted the CRRMA to design/build the first three direct connectors of the Americas Interchange. This phase of the project opened in January 2013. This local contribution also provided a portion of the funds necessary for the design of the remaining five direct connectors, cloverleafs, frontage roads, braided ramp and other work necessary to achieve the ultimate configuration for the interchange. The second set of three direct connectors and braided ramp are being built, now while the two remaining direct connectors and other work has been awarded and is scheduled to begin in 2015.

Similarly, the City provided additional funds for the completion of the Zaragoza Direct connectors as well as adding aesthetic improvements to the Transmountain Northeast and Northwest Projects. The Zaragoza and Transmountain Projects are now open to the public, helping to make Loop 375 a viable alternative to I-10. Also of note, the City provided funding to the CRRMA for the I-10/Airway Aesthetic Improvement Project, which will improve the aesthetics, lighting and pedestrian amenities at this important regional interchange. The City's contribution extends the improvements onto the City's right-of-way near the interchange, thereby furthering the impact of the planned improvements. This project is slated to be complete in November, 2014. The City again partnered with the CRRMA and TxDOT for the development of the El Paso Streetcar Project. The City provided the funds necessary for and managed the design of the proposed project – a 4.8 miles of track with two loops connecting the bridges, downtown, Cincinnati area, university, ballpark and other area attractions. TxDOT recently granted $97 million to the CRRMA for the completion of the design initially developed under the City's guidance. The CRRMA intends to initiate the construction procurement in late 2014. Once constructed, the El Paso Streetcar will be operated and maintained by the City of El Paso's Mass Transit Department, known locally as Sun Metro

Source: CRRMA

Air Transportation - El Paso International Airport

The City's international airport has six airlines with 47 daily flights, nonstop service to 10 cities, service to seven of the nation's 10 largest air hubs, and serves almost three million passengers annually. In May of 2014, ground broke on a major expansion to the rental car facility and construction is expected to last almost two years.

	2012	2013
Annual Passengers (million)	2,980	2,714
Annual Freight (tons)	94,524	88,379
Takeoffs & Landings	95,015	90,922

Ground Transportation - Sun Metro

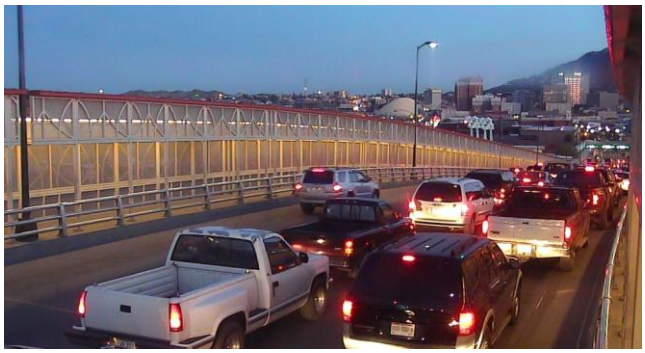
In the fall of 2014, El Pasoans will get their first opportunity to ride Brio, a high quality transit service similar to light rail but implemented at a much lower cost. Improved reliability, and faster service with stops about a mile apart, Brio aims to transform the way citizens move about the city. The large capacity buses provide free Wi-Fi and bike racks while the stops will offer shade structures featuring public art and Ticket Vending Machines. Four Rapid Transit System corridors are planned throughout the city with the other three expected to be operational between 2016 and 2019.

International Border Crossings

The number of pedestrian crossings from Ciudad Juárez, Mexico to El Paso continues to decline while vehicle traffic is on the rise. This data suggests that patrons are combining activities when crossing the bridge and making fewer trips on average. Conversely, truck crossings continue to increase with the boost in maquiladora activity in Cuidad Juárez, Mexico.

El Paso's International Bridge Traffic

Crossing Type	FY 2013	FY 2014
Pedestrian	3,938,677	4,063,492
Automobile	3,847,156	3,961,069
Commercial Vehicle	356,567	370,731
Total Traffic	8,142,400	8,395,292



The Economy

2007 marked the beginning of the global financial crisis. This crisis was triggered by the subprime mortgage crisis, which involved the substantial rise in mortgage delinquencies and foreclosures due to housing price declines in 2006-2007. The majority of U.S. mortgages issued to subprime borrowers were adjustable-rate mortgages. As a result, refinancing became more difficult and as the adjustable-rate mortgages began to reset at higher rates, mortgage delinquencies soared. Securities backed with subprime mortgages, widely held by financial firms, lost most of their value. The result has been a large decline in the capital of many banks as well as U.S. government-sponsored enterprises, tightening credit around the world.

Recently, however, steady growth appears to be on the horizon for El Paso's economy. Real gross metropolitan product, the broadest measure of local economic activity, is expected to be over $36 billion (2000 dollars) by 2024. Also by this time, better job conditions will combine with personal income growth to push total retail sales above $22 billion. This positive growth is reflected in the table below detailing some of El Paso's major economic indicators and the projections for 2014 and 2019.

Major Economic Indicators
El Paso Metropolitan Statistical Area

	2009	Proj. 2014	Proj. 2019	Proj. 2024
Total Personal Income (millions)	$21,141	$28,354	$38,310	$50,986
% Change	35.1	34.1	35.1	33.1
Retail Sales (millions)	$9,809	$12,885	$17,144	$22,499
% Change	31.9	31.4	33.1	33.1
Real GMP* (billions)	$20.636	$25.713	$31.002	$36,736
% Change	10.6	24.6	20.6	18.5
Businesses (thousands)	13.295	14.19	15.152	16.15
% Change	5.9	6.7	6.8	6.6
Employment (thousands)	376.735	419.592	464.522	507,856
% Change	10.9	11.4	10.7	9.3
Housing Starts (thousands)	3.129	3.999	4.705	5,175
% Change	-14.2	27.8	17.6	10.0
New House Prices (thousands)	$134.283	$154.169	$183.192	$217,603
% Change	27.7	14.8	18.8	18.8

Source: UTEP's Borderplex Long-Term Economic Trends to 2029, April 2010
(Information extracted: October 2013)

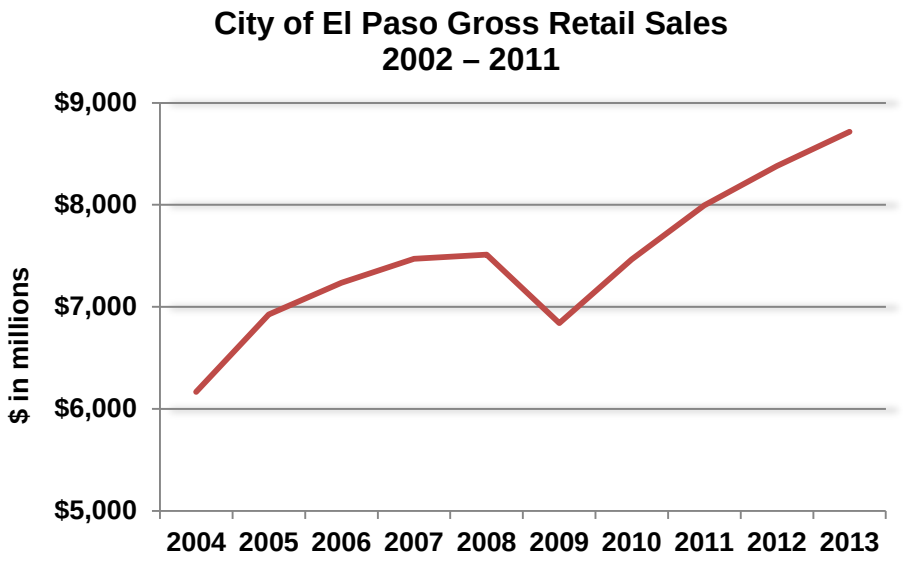
*Gross Metropolitan Product

Retail Sales

Retail sales experienced a decline in 2009 but have rebounded strongly and continued to improve year over year. Due to the proximity of Ciudad Juárez, it is clear the patronage of Mexican nationals is enjoyed by merchants throughout El Paso. In a 2008 study titled "Cross-Border Retailing Study" conducted by John Hadjimarcou, Ph.D., of the University of Texas at El Paso's Marketing & Management Department, the 109 retailers surveyed, mainly from East and West El Paso, helped validate the fact that the Downtown area is not the sole beneficiary of border-crossing consumers coming into El Paso. Among the study's findings:

- Nearly 45 percent of retailers say that 50 percent or more of their customer-base is Mexican
- Over 50 percent believe these Mexican shoppers account for at least 25 percent of their sales and profits
- Overall, businesses believed they could not perform well without Mexican customers and agreed the border-crossing consumer, as a segment, is growing

The FY 2013 changes that eliminated street parking meter charges on Saturdays (already free on Sundays) and reduced Saturday's international bridge pedestrian crossing fee from 50¢ to 25¢, led to increased sales tax receipts for nine of the twelve months for which we have figures. Part of the increase can be attributed to this policy change.



Source: Texas Comptroller of Public Accounts

Manufacturing

Once a major copper refining area, chief manufacturing industries in El Paso now include food production, clothing, construction materials, electronic and medical equipment, and plastics. Cotton, fruit, vegetables, livestock, and pecans are also produced in the area.

In 1994, nearly half of El Paso's 50,000 manufacturing jobs were in the apparel and textile industry. However, due to the devaluation of the Mexican peso at the close of 1994, several large apparel manufacturers relocated over the border in Mexico, taking jobs with them. Growth in other industrial sectors has made up for this decline; jobs in globalization and information technology are helping to revitalize the area economy after its past dependency on ever-declining manufacturing jobs.

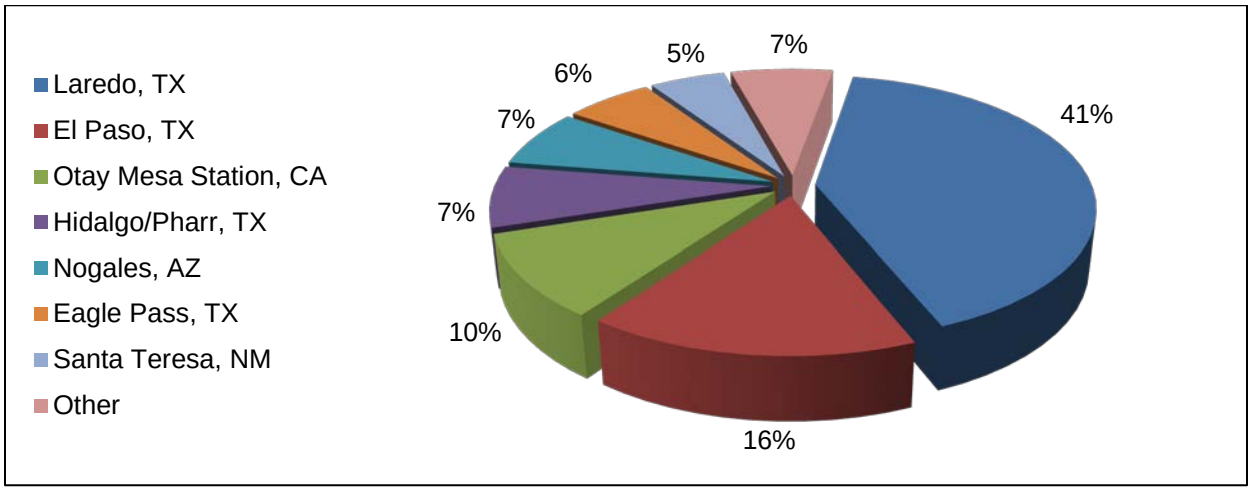
El Paso's labor force has shown a steady growth over the past decade. International trade in the region, stimulated by the North American Free Trade Act (NAFTA) and the Mexican Maquiladora Program, has helped to ensure El Paso's success in the global economy. El Paso's economy is significantly impacted by the Mexican Maquiladora Program. Established in 1965, the program was created to help alleviate unemployment on the U.S.–Mexico border by allowing non-Mexican companies to establish manufacturing operations in Mexico to produce goods for exportation. El Paso's sister city, Ciudad Juárez, has more than 340 such plants employing approximately 255,355 workers, many of whom are El Paso residents. More than 70 of the Maquiladora plants established in Ciudad Juárez are owned by Fortune 500 companies operating in telecommunications, manufacturing of medical supplies, consumer appliances, electronics, and automotive parts.

International Trade

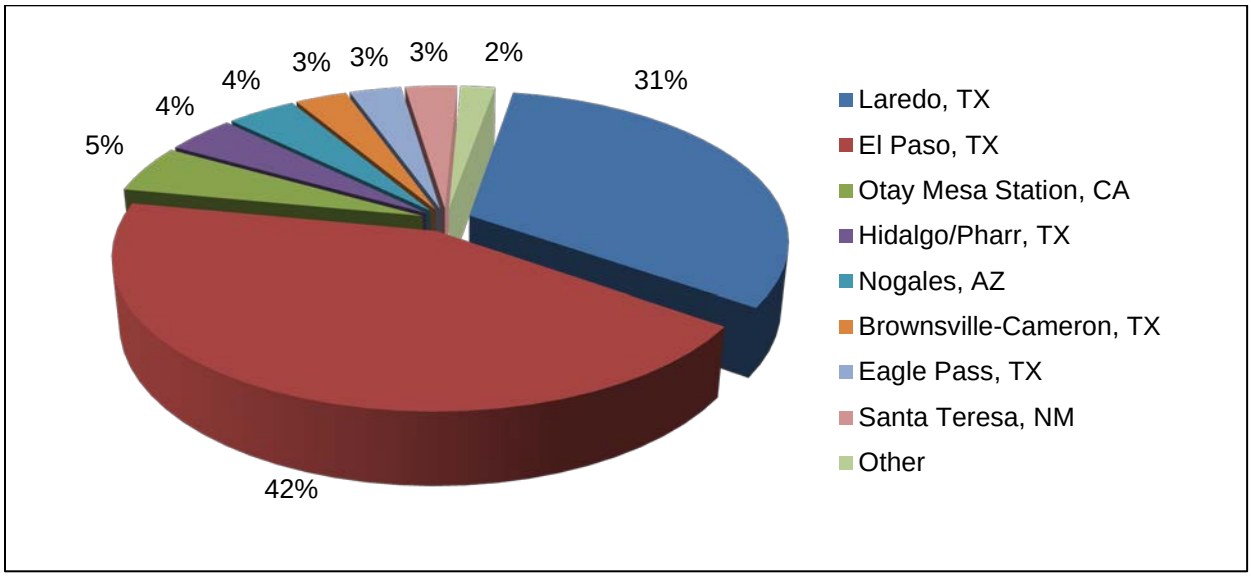
Increased NAFTA-related activity has boosted trade between the United States and Mexico. As a result, El Paso port is ranked second in trade with Mexico and considered a major gateway for US/Mexico trade. In 2012, 17% of all trade between the U.S. and México ($86.1 billion) crossed through the El Paso–Juárez border (US Trade Numbers, 2013). Trucks carry most of the freight passing through the City followed by rail and air cargo. The City of El Paso sponsors a foreign-trade zone as a way of boosting employment, manufacturing, and exports from the United States. During this past year, there were 20 companies that had an activated facility in El Paso's general purpose zone. The zone received over $2.1 billion of goods, and saw over $1.7 billion in exports. Foreign activity in the zone by country was let by Mexico, Germany, China, Japan and Spain. This activity generated more than 1,318 jobs directly related to Foreign Trade Zone (FTZ) No. 68 operations,[1] and another 3,000 jobs were indirectly related to zone operations. This business activity required over 2.6 million square feet for FTZ use, while accounting for more than 3.7 million square feet of total industrial space. El Paso's position as an international gateway means it is a major thoroughfare for imports and exports. Given the long-term growth rate of trade, the volume of merchandise moving through El Paso can be expected to rise.

[1] An FTZ is an area that has been designated for foreign and domestic goods that are in international commerce and can be stored, manufactured, or manipulated. While the goods are in a zone, no duty, no government excise taxes, and no inventory tax can be imposed, if the goods are exported. If the goods entered the commerce of the U.S., the FTZ offers duty deferral or elimination. The zone number pertains to the number assigned by the U.S. Foreign-Trade Zones Board in Washington, D.C., in the order the local government applied to receive a grant or authority to establish and operate a zone.

Imports from Mexico by Port of Entry, 2013



Exports to Mexico by Port of Entry, 2013

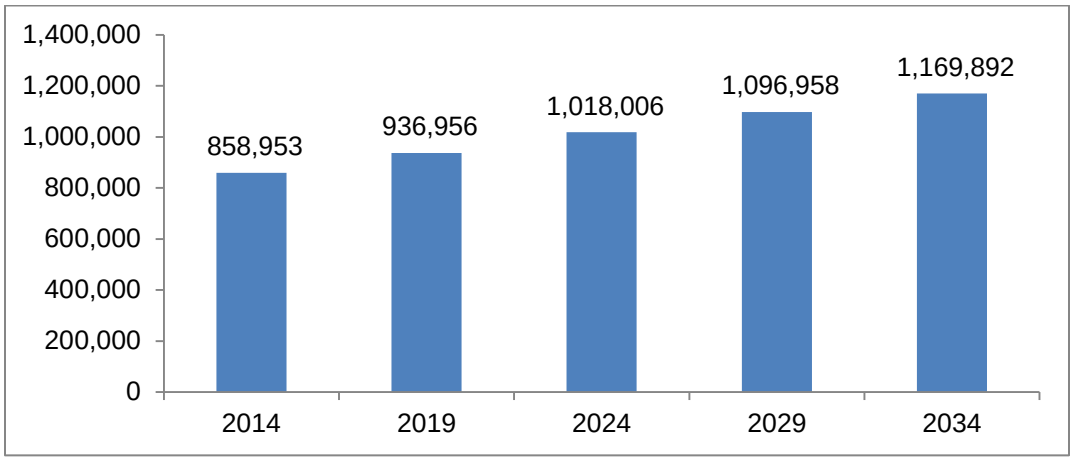


Source for both charts above:
Texas Center for Border Economic & Enterprise Development, Border Trade Data

Demographics

The City of El Paso is the sixth largest city in the state of Texas, the 19th largest city in the United States, and serves as the County Seat for El Paso County. Despite occupying less than a quarter of the land in El Paso County, the City of El Paso comprises more than 81% of the county's population, which also includes a handful of small cities and towns as well as several unincorporated areas. The City and County are home to residents of mostly Hispanic origin and or/that reflect a younger median age than their counterparts elsewhere in Texas and in the U.S.

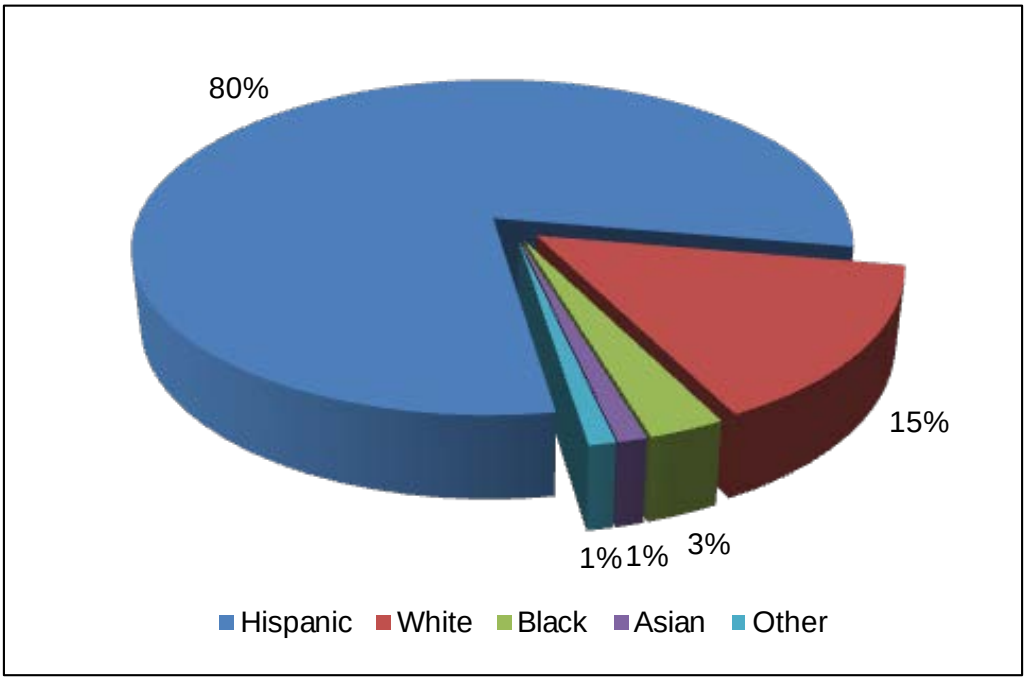
El Paso County Population Over-Time
2014 – 2034



Source: Texas State Data Center

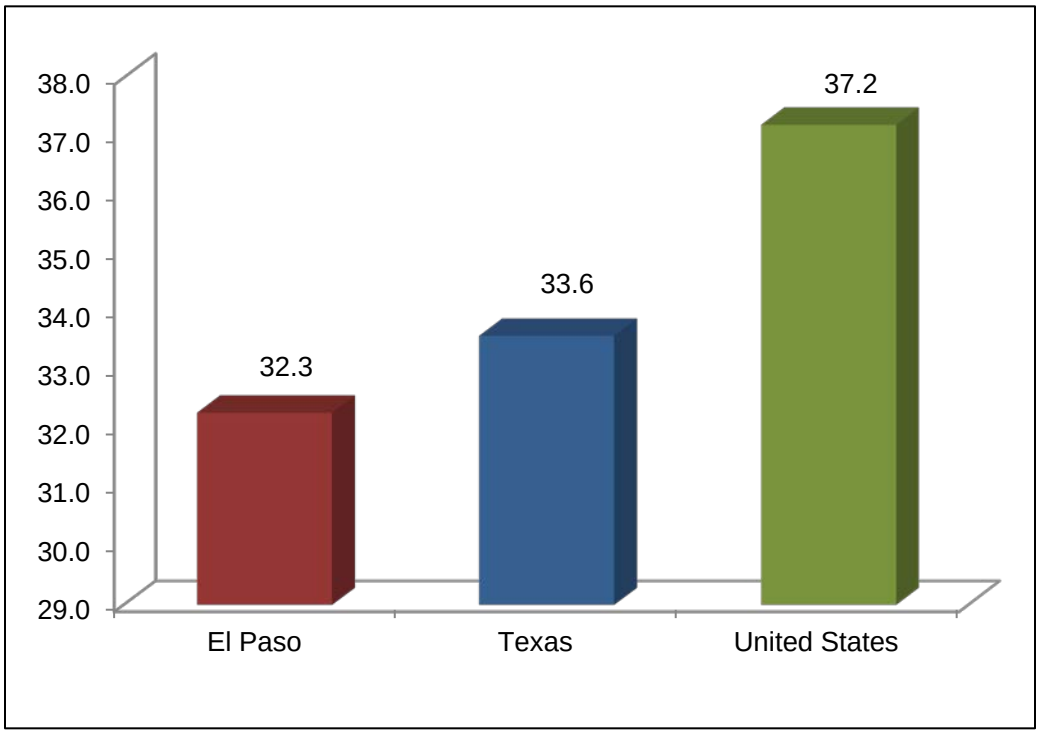
The El Paso Metropolitan Statistical Area shares the border region with Ciudad Juarez, Mexico, the largest city in the state of Chihuahua and the fifth largest in Mexico. If El Paso County and Ciudad Juarez were combined, this bi-national metropolitan region would likely exceed three million residents.

City of El Paso Population by Race and Ethnicity



Source: 2013 American Community Survey

City of El Paso, State, and National Median Age

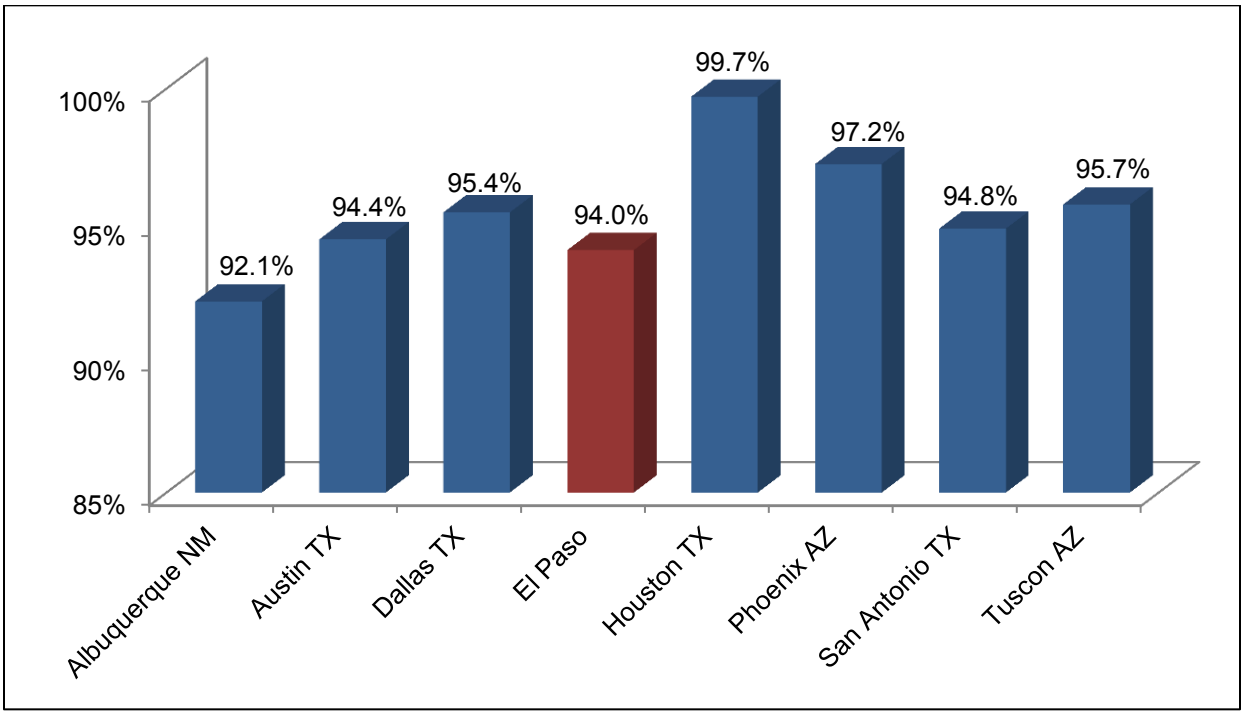


Source: 2013 American Community Survey

Cost of Living and Wage Rates

El Paso residents enjoy a relatively low cost of living compared to other cities in Texas and the United States. Combined with its size and numerous points of cultural and scenic interest, the El Paso area offers businesses a thriving community coupled with a pleasant and affordable cost of living. In the Second Quarter of 2014, the Cost of Living Index for El Paso was at 94.0% of the national average of 100%. The following graph illustrates how El Paso's cost of living compares to other cities in the Southwest region.

Cost of Living Index Comparison
Third Quarter 2012

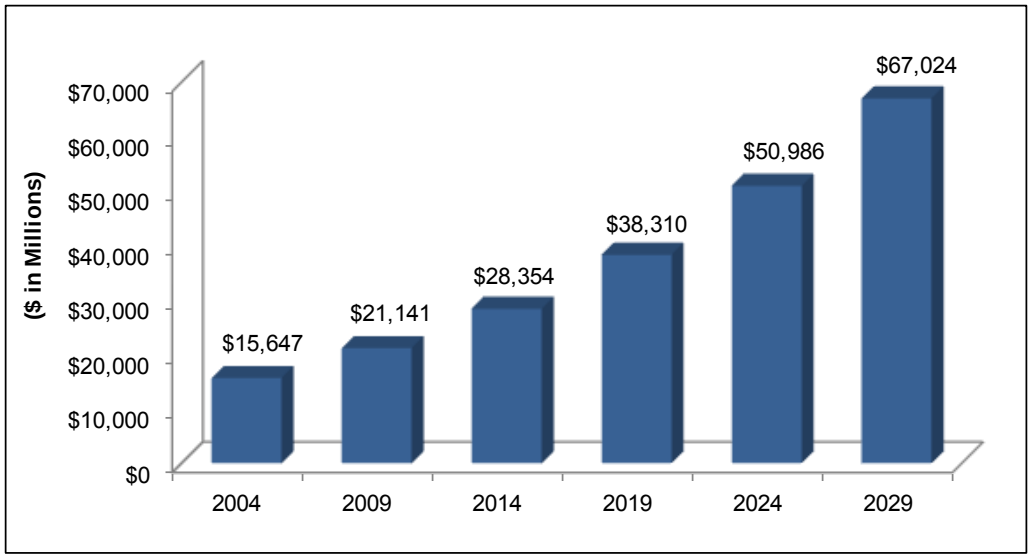


Source: American Chamber of Commerce Research Association (ACCRA), Second Quarter 2014

Income and Job Growth

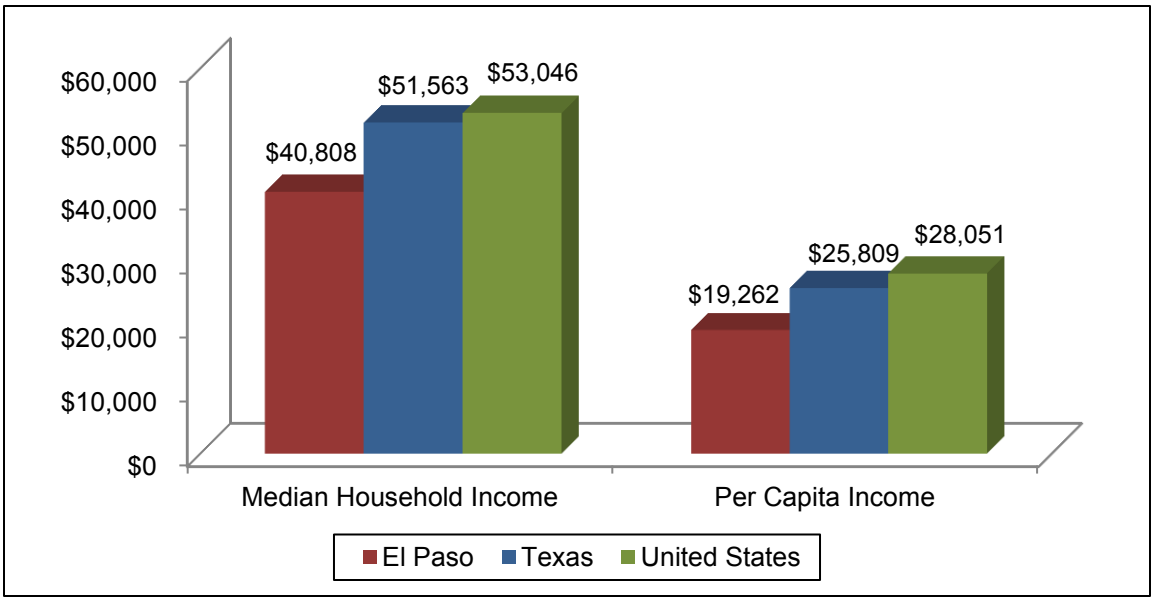
A combination of increased economic activity and a growing population will drive the rate of personal income expansion. In 2009, local personal income reached $21.1 billion and is projected to reach $38.3 billion by 2019. Moreover, El Paso will maintain its status as the hub of the border economy, contributing hundreds of millions per year to workers from Doña Ana and Otero Counties, as well as jobholders in Ciudad Juárez, Mexico.

City of El Paso
Personal Income Growth and Projections



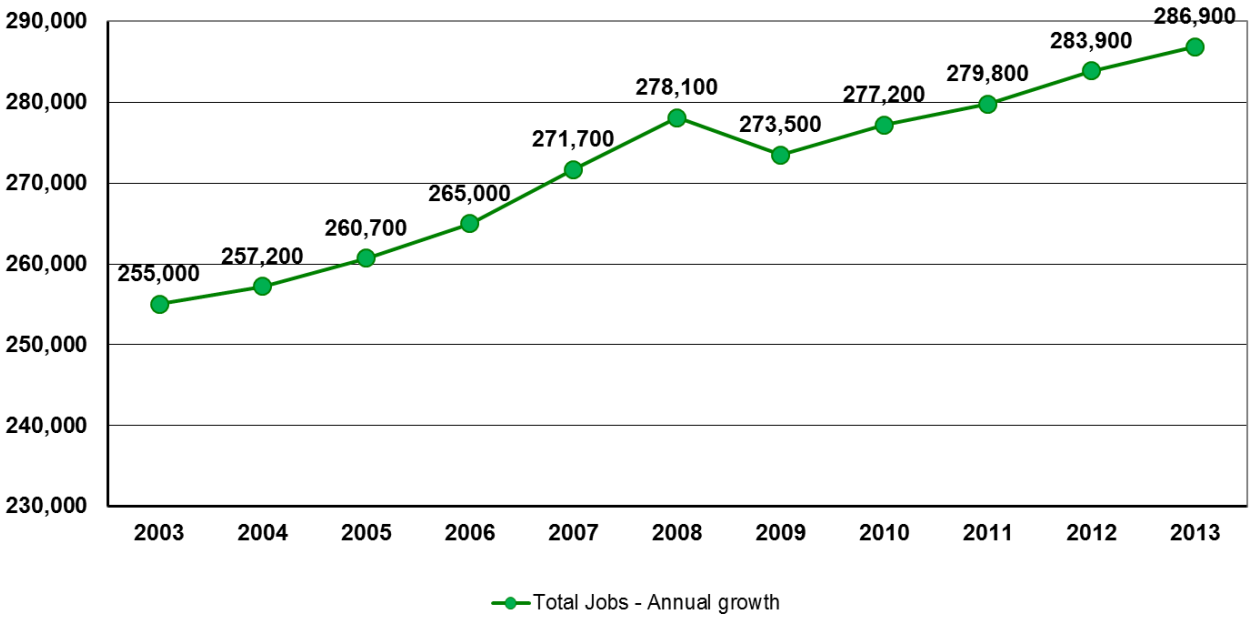
Source: UTEP Borderplex Long-Term Economic Trends to 2029

Income Comparisons



Source: United States Census Bureau, October 2014

Job Growth



Source: Texas Workforce Commission, Labor Market Information, April 2014

Major Employers

El Paso's economy weathered the recession better than many other metro economies in the country due to a fairly stable housing market and the expansion of Fort Bliss. El Paso ranks 38th in overall recovery out of the 100 largest U.S. metro areas by population, according to the Brookings Institution's latest Metro Monitor, September 2013. Supporting this ranking is El Paso's 24 out of 100 ranking specific to the City's recovery in employment. Since the 2nd quarter of 2009, when El Paso experienced the lowest change in jobs, employment growth has rebounded 6.9%. Just a year ago August, El Paso's unemployment rate was 8.9%, but has since declined to 7.7%, according to the U.S. Department of Labor. In terms of recruiting companies, El Paso has five target industries: life sciences, defense and homeland security, clean technologies, automotive, and high-tech electronics. The following table lists the top 10 employers within those industries located in El Paso.

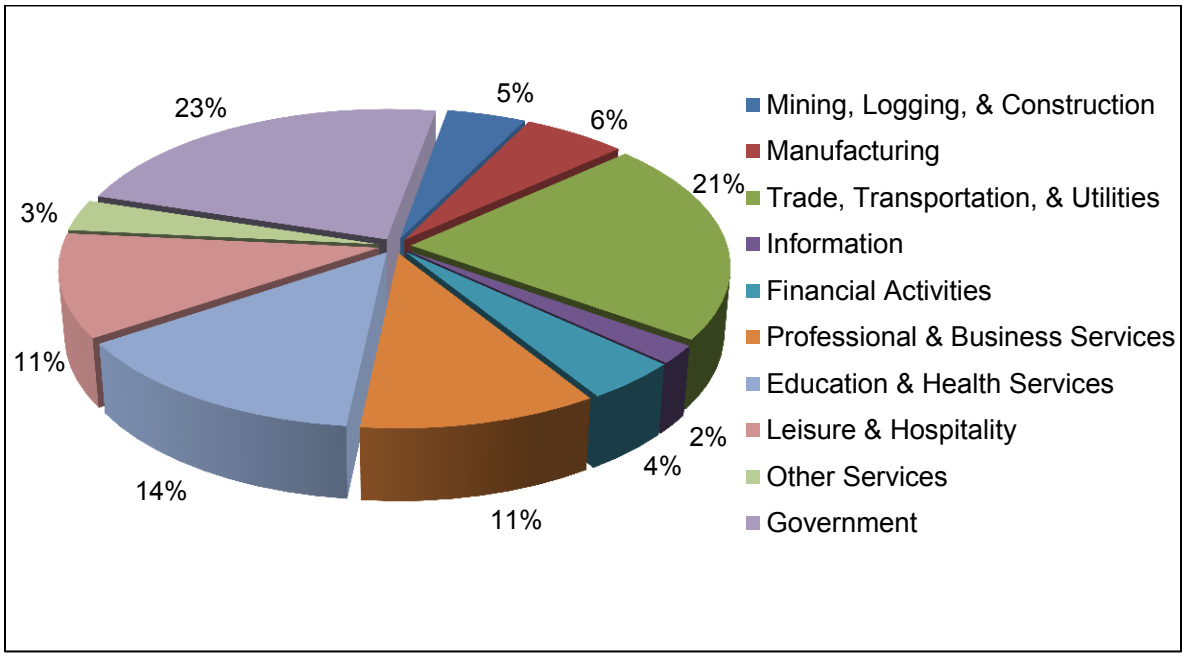
El Paso Metropolitan Statistical Area
Top 10 Employers (Excluding Retail & Government)

RANK	NAME OF EMPLOYER	NUMBER EMPLOYEES	SECTOR
1	T&T Staff Management LP	5,020	Employment Services
2	University Medical Center	2,455	Health Care – Public
3	Dish Network	1,800	Technical Support Center
4	Alorica	1,755	Inbound Customer Service
5	Texas Tech University Health Sciences Center, Paul L. Foster School of Medicine, & Gayle Grieve Hunt School of Nursing	1,546	Higher Education and Health Care
6	GC Services	1,526	Inbound Customer Service
7	Del Sol Medical Center	1,400	Health Care – Private
8	RM Personnel	1,368	Employment Services
9	Automatic Data Processing, Inc.	1,100	Contract Center – Private
10	El Paso Electric Corporation	1,000	Electric Utilities

Source: List generated by Hoovers and verified by Economic Development staff, July 2014

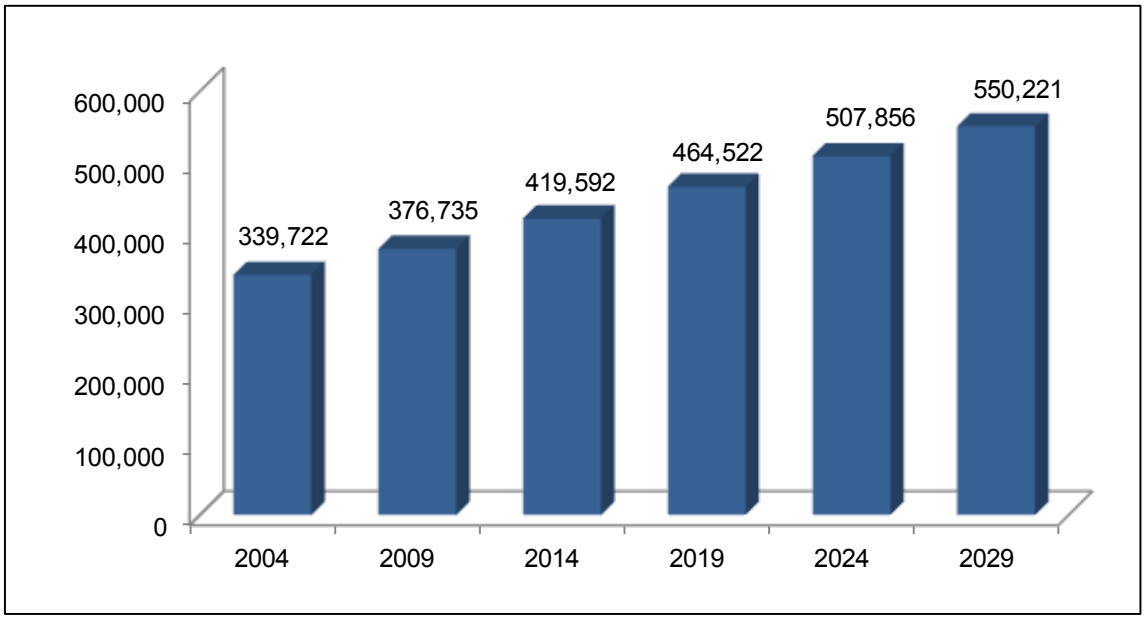
El Paso Metropolitan Statistical Area Labor Force

Industry Composition



Source: Texas Workforce Commission, August 2014

El Paso Metropolitan Statistical Area Employment Projections

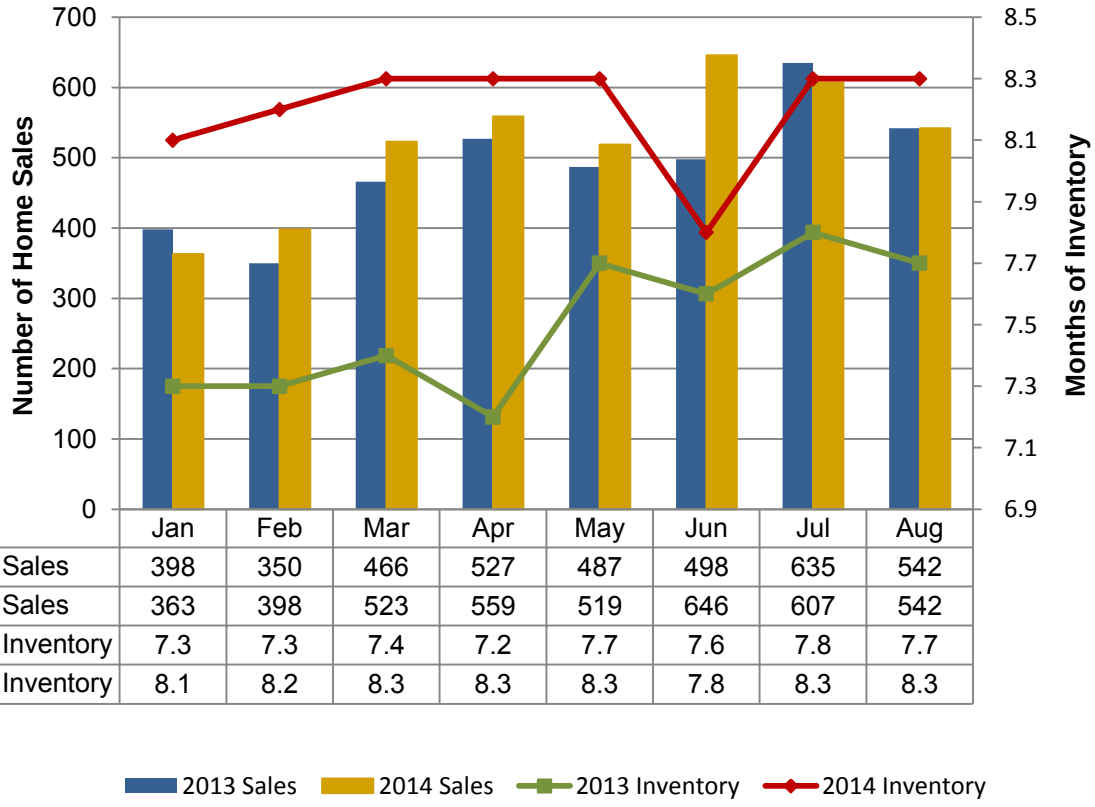


Source: UTEP Borderplex Long-Term Economic Trends to 2029

Residential, Construction and Real Estate

Since February 2014, the number of homes sold has increased with the outstanding time in inventory hovering around 8 months. Compared to last year at this time, the number of homes sold has increased by 9.67%. Between 2008 and 2011, El Paso's average home price seems to have "bottomed out" in 2010, a year behind other Texas cities in 2011. However, new residential and commercial permits issued increased in 2011, leveling slightly in 2012 and 2013. Year to Date, El Paso has not seen the increase to the average sale price that is evident in other major cities around the state.

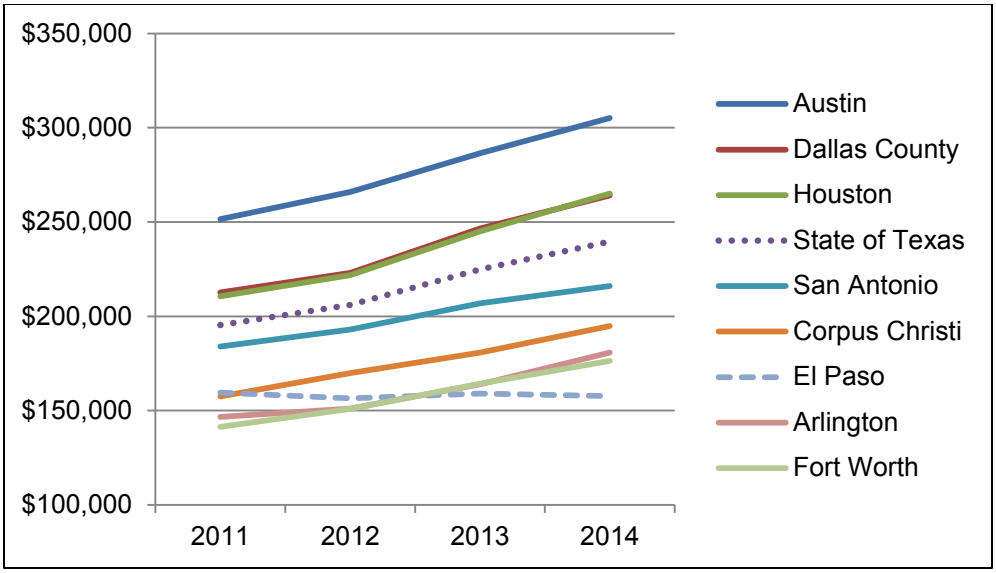
Number of Homes Sold 2013 to 2014 Year-To-Date Compared with Number of Months of Inventory



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
2013 Sales	398	350	466	527	487	498	635	542
2014 Sales	363	398	523	559	519	646	607	542
2013 Inventory	7.3	7.3	7.4	7.2	7.7	7.6	7.8	7.7
2014 Inventory	8.1	8.2	8.3	8.3	8.3	7.8	8.3	8.3

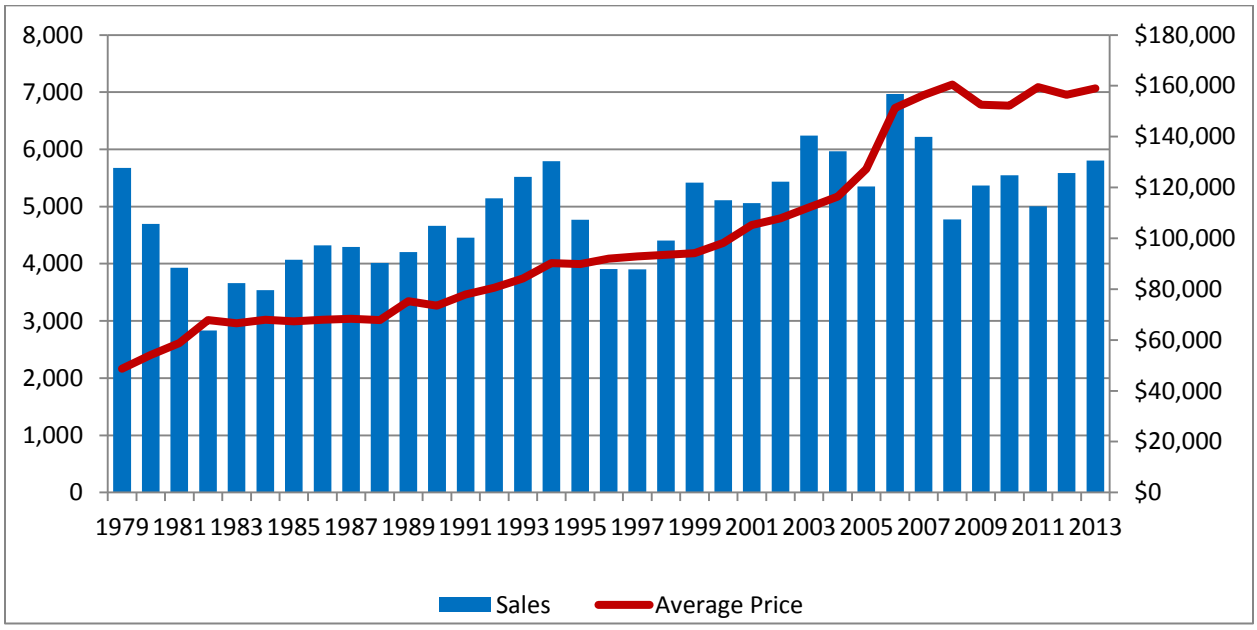
Source: Real Estate Center at Texas A&M University, Monthly Analysis, October 2014

Texas Residential Average Home Sale Price



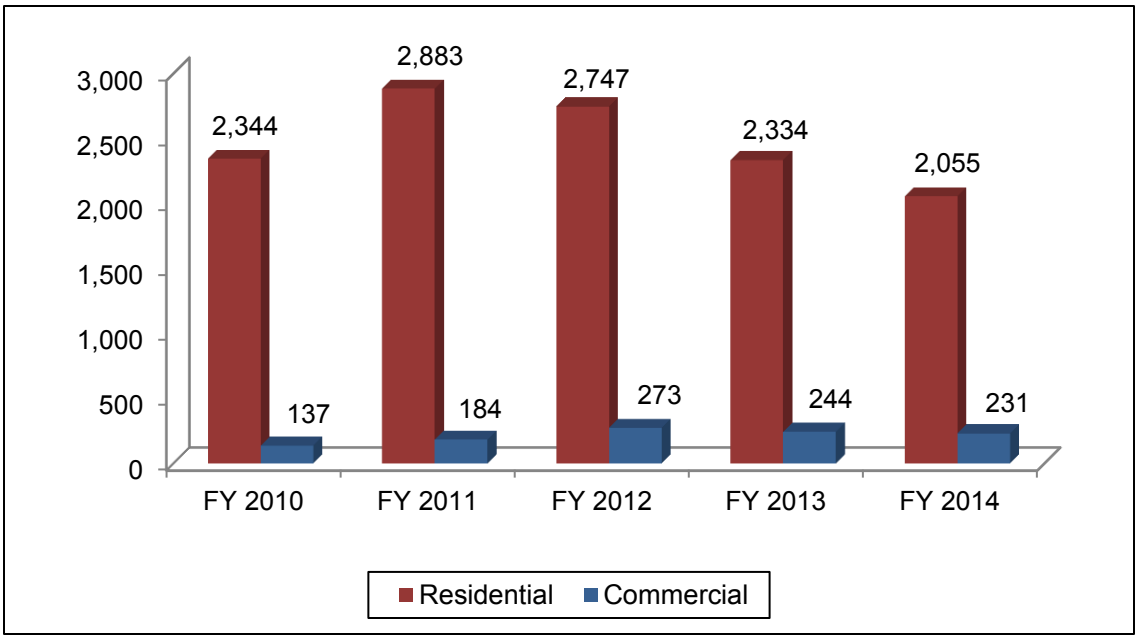
Source: Real Estate Center at Texas A&M University, Monthly Analysis, October 6, 2014

MLS Housing Activity – Home Sales and Average Price



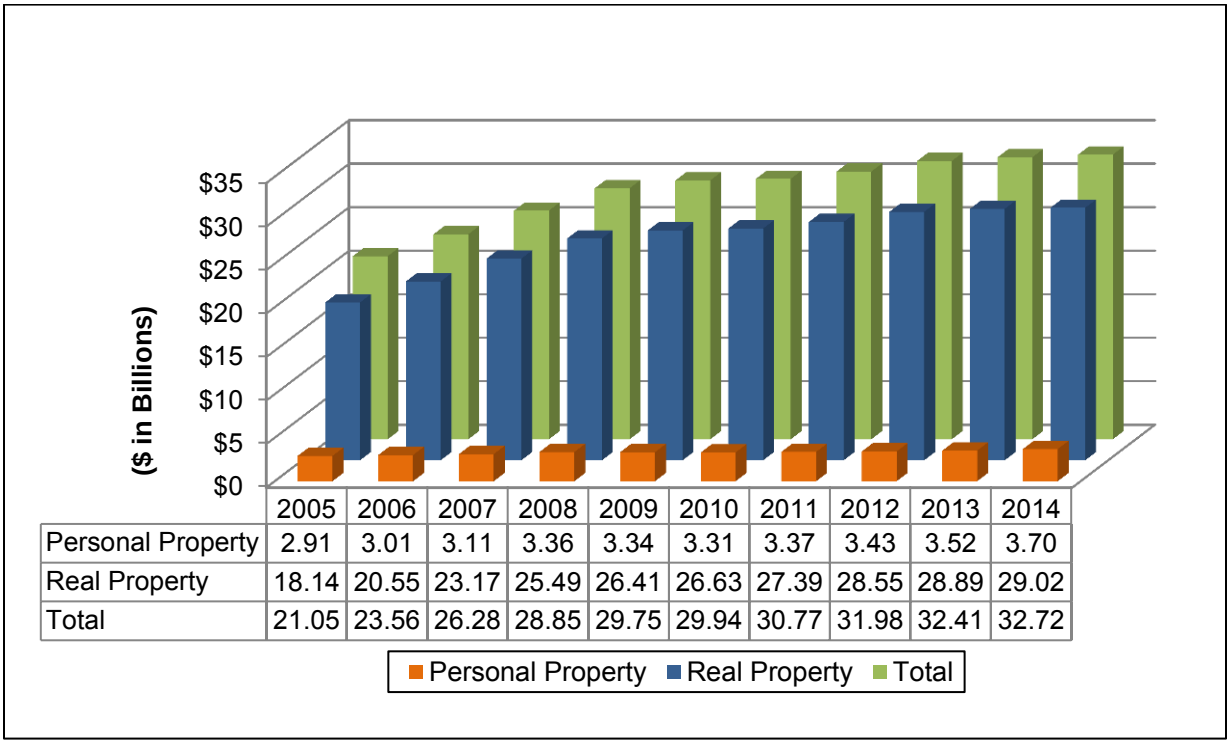
Source: Greater El Paso Association of Realtors and Real Estate Center

New Building Permits Issued by Fiscal Year



City of El Paso, City Development, October 2014

Property Valuations for the City of El Paso (After Exemptions, in Billions)



	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Personal Property	2.91	3.01	3.11	3.36	3.34	3.31	3.37	3.43	3.52	3.70
Real Property	18.14	20.55	23.17	25.49	26.41	26.63	27.39	28.55	28.89	29.02
Total	21.05	23.56	26.28	28.85	29.75	29.94	30.77	31.98	32.41	32.72

Source: City of El Paso, Consolidated Tax Office, October 2014

General Tax Information

The City of El Paso's Tax Office provides its clients with a consolidated property tax bill and collects taxes for 35 taxing jurisdictions within the City and County of El Paso, Texas. The City's per parcel cost of collection is $0.76. The City incorporates a unique financing arrangement in which a law firm is contracted to collect delinquent property taxes. These reimbursements help to defray the per parcel cost of tax collection.

2014 Property Tax Rates	$/$100
City of El Paso	0.699784
El Paso County	0.452694
University Medical Center	0.220682
El Paso Community College	0.128122
El Paso Independent School District	1.235000
Ysleta Independent School District	1.360000
Socorro Independent School District	1.274794
Canutillo Independent School District	1.530000

Source: City of El Paso, Consolidated Tax Office, October 2014

Note: These rates apply to land and improvements and are levied per $100 of assessed value.

Sales and Use Tax

Below is the breakdown of El Paso's sales tax as well as other taxes charged at the state level:

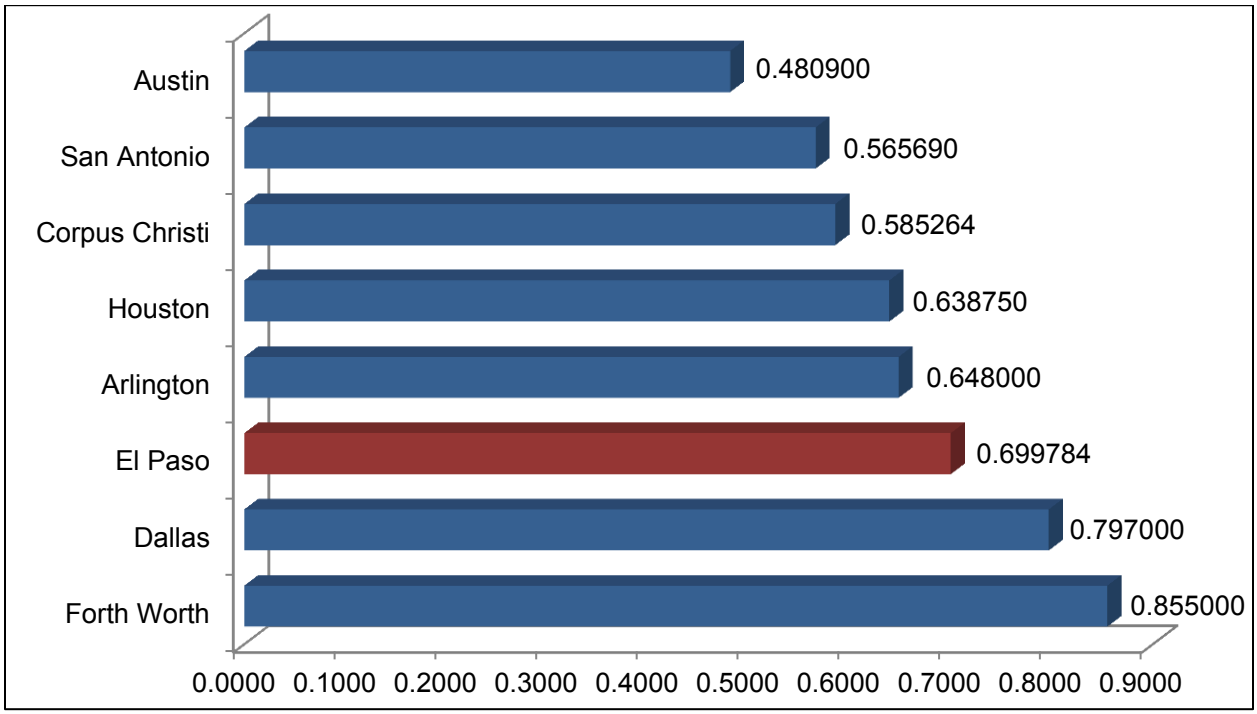
State Sales Tax	6.25%
Municipal - City of El Paso	1.00%
County - El Paso County	0.50%
Municipal Transit - City of El Paso-Sun Metro Transit Tax	0.50%
Total El Paso Sales and Use Tax	8.25%

Additional Taxes at the State Level:

State Motor Fuels Tax	$0.20/gallon
State & City Hotel/Motel Tax	17.5%
State Motor Vehicle Tax	6.25%

Other Tax Statistics

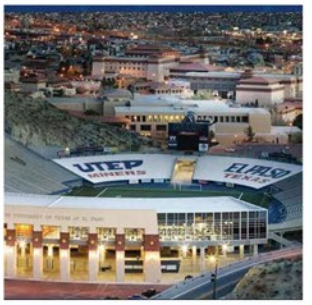
Texas Cities Tax Rate Comparison
FY 2015 Adopted Rate
(Cents per $100 valuation)

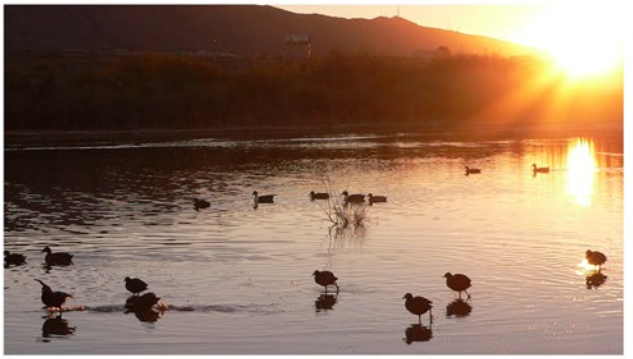


Top 10 City of El Paso Taxpayers
Based on 2014 Certified Values

Taxpayer	Type of Business	Market Value	Taxable Value	% to Total Taxable Value
Western Refining Company LP	Petroleum Refining	$503,446,928	$488,902,139	1.53%
El Paso Electric Company	Electric Utilities	$265,535,943	$246,189,427	0.77%
Wal-Mart Stores Inc	Retailer	$231,367,138	$234,367,138	0.73%
Sierra Providence Physical Rehabilitation	Hospital/Healthcare	$223,488,767	$223,488,767	0.70%
Simon Property Group	Real Estate	$177,170,273	$177,170,273	0.55%
River Oaks Properties Limited	Real Estate	$159,409,787	$159,409,787	0.50%
Hawkins & I-10 Acquisition Company LP	Real Estate	$101,325,248	$101,325,248	0.32%
Texas Gas Service	Natural Gas Distribution	$84,200,393	$84,200,393	0.26%
Union Pacific Railroad Company	Transportation	$72,384,983	$72,384,983	0.23%
Southwestern Bell Telephone Company	Telecommunications	$68,584,430	$68,584,430	0.21%
Totals		$1,886,913,890	$1,856,022,585	5.79%

Source: El Paso Central Appraisal District, October 2014





FISCAL OVERVIEW

- Budget Process
- Budget Policies
- Financial Policies
- Five-Year Adopted General Fund Comparison
- Two-Year Adopted General Fund to Actual Comparison
- FTE Position Summaries
- Property Tax
- Debt Administration

Budget Process

The El Paso City Charter and El Paso Municipal Code dictate that the annual City budget must include a complete financial plan for the fiscal year. To achieve this goal, the City Manager spearheads the budget process, with the Mayor and City Council, Office of Management and Budget (OMB), and City departments. Public participation is included during various stages of the budget development.

Throughout the process, the City Manager provides the City's Department Heads with policy direction in formulating the budget and discusses areas of concern with City Council. The budget process is divided into the following:

Strategic Planning

Early in the fiscal year, the City gears up for the Strategic Planning Sessions that provide policy direction and priorities for the following fiscal year and allows for a review/update of the Strategic Plan. Prior to the start of the sessions, the Office of Management and Budget prepares a three-year financial forecast that includes revenues, expenditures, and a tax rate analysis that considers future programmatic impacts as well as operating impacts resulting from new or expanded facilities.

Analyses are also prepared on key economic indicators for the El Paso market to evaluate economic conditions and establish effective strategic goals for the future. The strategic sessions, which are held in the fall/early winter, are attended by the Mayor, City Council Representatives, City Manager, Deputy City Managers, Chief Budget Officer, Department Directors and Managers.

Drafting the City Budget

The City of El Paso uses the program budgeting concept, which entails grouping activities within a department into programs that represent specific types of services or core services. Departments formulate the budget request applying this budgetary approach while using a budget preparation manual to facilitate this phase.

The budget manual, distributed by the Office of Management and Budget, explains the entire budget process, policies, and timetable. Departments are also required to submit updated functions, goals, objectives and performance measures. Revenue generating departments must also submit revenue estimates in their budget request packets.

In keeping with the budget policies adopted by City Council on April of 2006, the City Manager establishes parameters for the upcoming fiscal year and provides programmatic direction to the departments in preparing their operating and capital budget requests in accordance with the City's Strategic Policy Plan and City Council's guidance. During this phase, the City Manager addresses any policy or procedural changes as needed. Additionally, Deputy City Managers and the Chief Financial Officer provide guidance and leadership to respective Department Directors throughout the budget process to ensure that available resources are maximized and efficiencies are achieved while quality service delivery is maintained.

Upon receipt of the departmental budget requests, the Office of Management and Budget reviews,

discusses the budget requests with Department Heads, and identifies major program changes and policy issues. Office of Management and Budget analysts complete the review, formulate recommendations, and ensure that all funds are in balance. The finalized figures become the requested budget. The City Manager reviews the requested budget in the next phase and determines whether changes are required based on fund availability and priorities.

City Manager's Proposed Budget

After the requested budget is finalized, the City Manager, Deputy City Managers, Chief Financial Officer, Department Directors and the Office of Management and Budget hold budget review meetings. During these meetings, the City Manager addresses any programmatic and budget concerns with Department Directors while considering recommendations and financial constraints.

Once the budget reviews are completed and revisions are made, the result becomes the City Manager's proposed budget. The City Manager's proposed budget is filed with the City Clerk, and the County Clerk in June, distributed to City Council, Department Directors, the media, and posted on the City's website.

Public Hearings

Upon completion of the City Manager's proposed budget, the Office of Management and Budget schedules and coordinates review sessions and public hearings during July and August. A copy of the proposed budget is available for review by the citizens in the Municipal Clerk's Office and electronically on the City's website. The review sessions and public hearings provide an opportunity for City Council and the citizens to ask questions, make recommendations, and gain a better understanding of the operations of each department.

Budget Adoption

Budget policy dictates that the budget be balanced in that the appropriations from each fund may not exceed the resources available for the fiscal year from September 1 through August 31. These resources include estimated revenues and the unassigned balance in the fund at the beginning of the year. This policy assures that the city does not spend beyond its means.

Any changes made to the City Manager's proposed budget after it is filed must be included as part of the budget resolution, which is voted upon by City Council. Pending final approval, the proposed budget is subject to the Mayor's revision and/or veto. Budget policies dictate that in the event the budget is not adopted by August 31, appropriations for personnel and essential operating costs made in the prior year can be extended until the new budget is approved. If the proposed budget is adopted, it is then distributed to all City departments and is available for public examination in the Municipal Clerk's Office and the County Clerk's Office.

Tax Levy

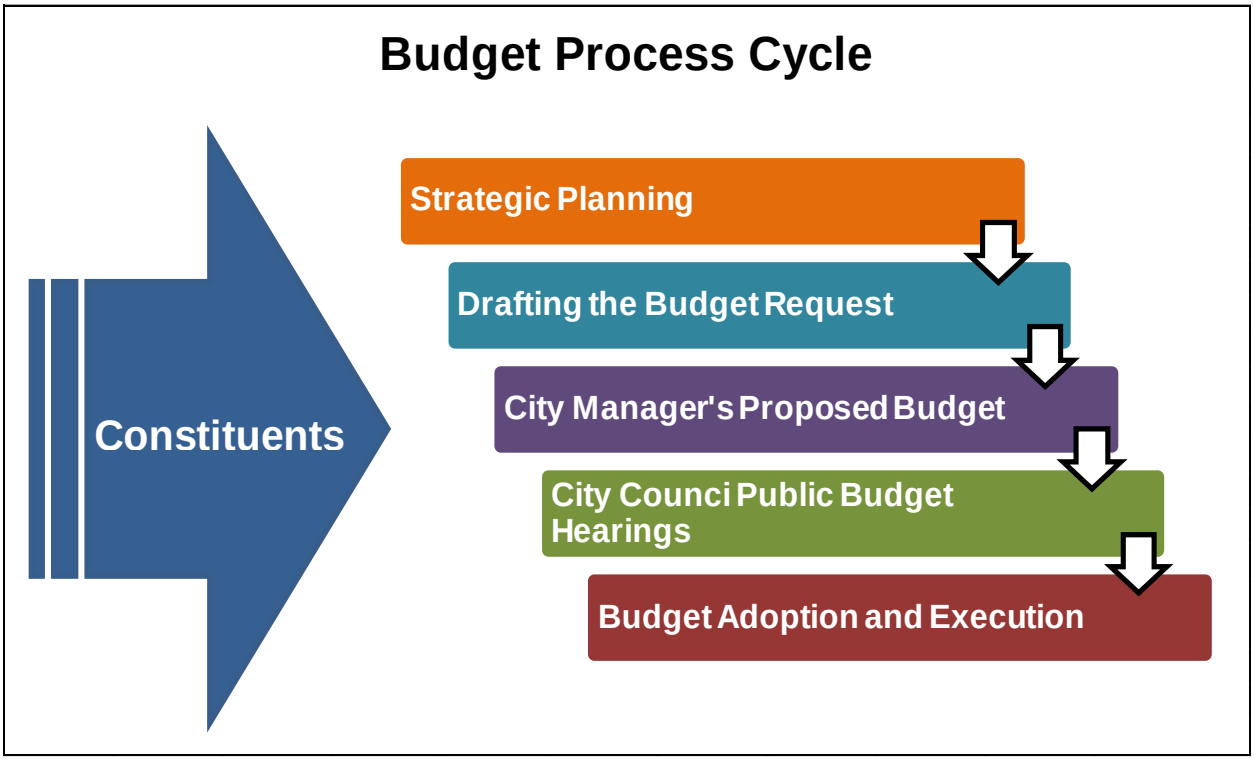
In accordance with the laws of Texas, City Council passes the tax levy ordinance as soon as possible after the tax roll is completed. The Council also holds posted public hearings regarding the property tax rate and sets the rate as prescribed by the State Property Tax Code.

Budget Execution

After the budget and the tax levy are adopted by City Council, the Office of Management and Budget distributes the adopted budget and staffing reports. Such reports denote the expenditure and staffing authority that each department has in order to carry out its mission and provide services to the community.

The Office of Management and Budget monitors the budget through the fiscal year and in the case of negative economic fluctuations, with the approval of the City Manager, develops a plan, which can be implemented to reduce the rate of expenditures, curtail services, or implement revenue-generating policies in order to meet the balanced budget requirement.

In the instance that a change is required in adopted revenue estimates and appropriations, departments are able to process amendments to the budget. The responsibility for amending the adopted budget originates in the department requesting the change prior to incurring expenses and such amendments should comply with budget policy and adopted budget resolution. Department Heads are authorized to make budget transfers not exceeding $25,000 as long as the transfer is within the same fund and department. A budget transfer affecting personal services appropriations, capital projects or revenue accounts requires the approval of the City Manager or designee. Budget transfers exceeding $50,000 between departments or between funds require Council approval.



Budget Preparation Process

November / December

- Office of Management and Budget (OMB) develops three-year forecast
- City Council strategic planning session

January / February

- OMB prepares budget process manual
- OMB begins revenue estimation
- OMB prepares personnel cost reports

March

- Departments submit revenue estimates
- OMB sends personnel estimates, budget forms, and budget manual to departments

April

- Departments return personnel forms to OMB
- Departments submit budget requests to OMB
- Deputy City Managers, CFO, and OMB review departmental budget requests, refinements are made
- City Manager and OMB review edited budget requests

May

- City Manager holds budget review meetings with departments and OMB, refines budget requests to become the City Manager's proposed budget

June

- OMB files City Manager's proposed budget with City Clerk and County Clerk (City Charter 7.3)
- City Manager's proposed budget is made available to City Council and citizens

July

- City Manager presents the proposed budget to City Council
- City Council holds budget hearings
- Tax levy/tax rate ordinance is introduced
- Tax Collector publishes public notice of Effective Tax Rate (Tax Code 26.04)

August

- Notice of public hearing on budget adoption is published in daily newspapers, between 10 and 20 days prior to hearing (City Charter 7.3B)
- Public hearing is held on budget adoption
- City Council adopts the City budget by resolution (City Charter, 7.3B)
- City Council adopts the tax levy/tax rate ordinance after final reading

Budget Policies

Policies that were in practice for many years were formally documented and adopted by Council in April of 2006. These policies apply to both operating and capital budgets. Their main objective is to guide the development of the City's budget and help manage financial pressures to address growing demands upon City resources, while preserving long-term fiscal stability. The policies address the use of fund balance, reserves, revenue forecasting, and setting fees. The budget policies are as follows:

I. Budget Process

The purpose of the budget process is to help decision makers make informed choices about the provision of services and capital assets and to promote stakeholder participation in the process. The following is a summary of policies that guide the process:

A. The City Manager and Council shall set parameters/priorities at the beginning of each budget cycle.

B. The Office of Management and Budget (OMB) shall publish annually a Budget Preparation Manual that will guide departments with the development of their budgets. The manual shall include a budget preparation and a tax rate adoption calendar.

C. The budget process shall include a three-year financial forecast to assess long-term financial implications of current and proposed policies, programs, and assumptions that develop appropriate strategies to achieve Council's goals.

D. Upon submission of the departmental requests, the City Manager shall review and evaluate all baseline budget requests to determine whether they fulfill City Council goals and objectives, improve management effectiveness and service delivery.

E. The City Manager shall submit a proposed budget to City Council for approval. The proposed budget shall include a City Manager's Budget Message, which is a concise summary of the budget containing the following:

1. A summary of the major changes in priorities or service levels from the current year and the factors leading to those changes.
2. The priorities and key issues for the new budget period.
3. Identify and summarize major financial factors and trends affecting the budget, such as economic factors, long-range outlook, significant changes in revenue collection, tax rates, current and future debt obligations, and significant use of or increase in the fund balance.
4. Provide financial summary data on revenues, other resources, and expenditures for at least a three-year period, including prior year actual, current year budget and/or estimated current year actual, and the proposed budget.
5. Identify the City Charter requirement to have a balanced budget.

II. Budget Hearings

Upon completion of the City Manager's proposed budget for the City of El Paso; OMB schedules and coordinates review sessions and public hearings during July and August. A copy of the proposed budget is available for review by citizens in the Municipal and County Clerk's Office and on the City's official web site.

The review sessions and public hearings provide an opportunity for City Council and the citizens to ask questions, make recommendations, and gain a better understanding of the operations of each department.

III. Budget Adoption

The budget shall be adopted by resolution, subject to the Mayor's veto, no later than August 31 of each year; but, in the event the budget is not adopted, the appropriations for personnel and essential operating supplies in the previous year shall be extended through a continuing resolution, until the new budget is adopted.

IV. Balanced Budget

City charter requirements dictate that the budget for each of its funds always be balanced in that the appropriations for each fund do not exceed the resources available to that fund for the fiscal year, including estimated revenues and any unreserved balance in the fund at the beginning of the year. This policy assures that the City does not spend beyond its capacity.

By resolution, the City Council must adopt a balanced budget. The City Manager's proposed budget adheres to the balanced budget policy when submitted to Council for review and approval.

The fund balance in the General Fund may only be appropriated for one-time expenditures at the request of the City Manager and approval by Council. The City Manager will provide Council with a report of financial impact to the City utilizing the fund. The fund balance can only be utilized if such usage falls within the parameters of the policy.

While in any given year all or a portion of the unassigned balance in a fund may be appropriated for expenditure, the long-term goal is that operating expenditures not exceed operating revenues on an annualized basis such that the structural balance is maintained within each fund. Consistent with this long-term goal, best practice dictates appropriating portions of the beginning balance only to the extent they support non-recurring expenditures, replace temporary declines in revenue, or are reasonably anticipated to be offset by increased revenue not yet officially recognized in a revenue estimate.

V. Long-Term Planning

The City maintains multi-year budget projections of revenues, expenditures, and reserves to assist policy makers in their decisions, following these policies:

A. The multi-year revenue and expenditure projection shall be reviewed at least semi-annually, once prior to the budget process and after adoption of the budget.

B. The multi-year budget projection shall be updated upon the approval of any capital improvement plan submitted to Council, and should be updated based on any extraordinary changes in policy, legislation, and the economy.

C. The projection shall cover a minimum of three years.

The Office of Management and Budget presents the multi-year projections to the City Manager and Council during the proposed operating budget phase.

VI. Revenue Policies

A. Revenue Diversification

The City shall maintain a broad revenue base to distribute the revenue burden equitably to minimize the risk exposure of unforeseen downturns in any one-revenue stream supporting the City budget.

During each year's budget process, the Office of Management and Budget shall review the current tax exemptions approved by Council. Upon review, OMB shall submit recommendations to City administration identifying possible increases or decreases in the approved exemptions or any new proposed exemptions. OMB shall also identify both the short and long-range effects on City resources available to fund existing and proposed programs.

Based on economic conditions, OMB shall identify specific revenue sources that may be severely impacted by elasticity. In addition, revenue sources shall be reviewed on a monthly basis to report any significant changes that may impact the budget and identify corrective action, if necessary. After potential new revenue sources have been identified and evaluated, they should be incorporated and submitted to City administration.

Revenue directly related to a restricted fund shall only be used for purposes legally permissible and in a fiscally responsible manner for that fund. Programs and services funded by restricted revenue should be clearly designated as such.

B. One-Time Revenues

The City shall limit the use of one-time revenues for operating expenses due to the disruptive effect on services that may occur due to the non-recurrence of these sources. Such one-time revenue sources shall be solely utilized for the purchase of one-time expenditures, such as capital items or short-term contractual obligations that are less than twelve 12 months.

C. Revenue Estimates

City departments that generate revenue shall submit revenue estimates to the Office of Management and Budget along with supporting documentation identifying the methodology utilized in preparing these revenue estimates. OMB shall review the estimates and incorporate them in the budget process.

Conservative methodologies should be used when estimating revenues to avoid any budget shortfalls during the fiscal year. A consensus by the Department, OMB, and the Chief Financial Officer on the estimate should be reached prior to inclusion in the proposed budget submitted to Council for adoption.

D. Setting Charges/Fees

Departments shall review on a biannual basis any fees associated with their department and recommend adjustments based on factors such as inflation, indirect cost adjustments, and any other related expenses that impact the cost of providing services to the public. Proposed adjustments with full disclosure must be submitted to the Office of Management and Budget during the budget process.

New fees shall be included as part of the budget process and approved by administration, prior to inclusion in the proposed budget submitted to Council for adoption.

Fees should be established at a level that ensures the recovery of the full cost of the services provided. In the event that a fee or license amount is limited by state statute, the said fee or license shall be established accordingly. Enterprise Funds shall be self-supporting so that the relationship between costs and revenues is clearly identified. These funds must recover both direct and indirect costs in order to achieve self-sufficiency.

E. Collection

The City monitors revenue collection throughout the fiscal year. If revenue collection is below estimated amounts, the Office of Management and Budget notifies administration with expected impact on the current fiscal year budget and provides recommended corrective action. The City Manager initiates action consistent with prudent financial management and notifies Council of such action.

F. Indirect Costs

Indirect costs should be recovered from other funds in accordance with the A-87 Indirect Cost Recovery Plan developed by consultants.

VII. Appropriation Policies

A. Appropriation Estimates

Appropriations shall be sufficient to provide quality services at a reasonable cost and within available financial resources. All new requests for program funding should be accompanied by concise statements of the program's mission, objectives and intended measurable outcomes.

B. Personal Services

1. The budget resolution shall specify the authority Department Directors will have in respect to changing their personal services budgets.
2. Benefits such as health insurance, life insurance, worker's compensation, and pension will be budgeted in the department. The City shall budget sufficient funds to pay current expenditures and develop a reserve to achieve solvency.
3. During the budget process, all personnel requests must show justification that they will either meet new program purposes or maintain/enhance service delivery. The City Manager shall approve all additional positions requested.

C. Budget Reductions

In developing recommendations that may require operational reductions, departments should ensure that administrative and non-service areas have been reduced to the maximum extent possible. In general, any service reduction, which may be necessary, should include reductions in administrative functions, such as management/supervisory, payroll, or other support staff.

All reductions should include an overall review of the current management structure to ensure efficiency and economy of resources. Further, reductions should focus on positions most recently added and/or programs most recently augmented or those identified as non-core functions.

Reductions should focus on programs that are discretionary or where the service level is discretionary, and is not mandated by charter or addressed in the City's Strategic Plan. In addition, the City Charter (Article 7.3.G) allows for reductions during the fiscal year and it states that "if at any time during the fiscal year, the City Manager ascertains that available income for the year, including fund balances, will be less than total appropriations, the Council shall reduce those appropriations so that expenditures will not exceed income." This requirement ensures the City will maintain a balanced budget.

D. Replacement of Rolling Stock

The fleet replacement plan should be followed citywide to ensure systematic replacement of vehicles based on the particular life cycle. A fleet replacement policy shall be adopted and a reserve established to ensure departments systematically replace vehicles.

E. Capital Improvement Program

A two-year Capital Improvement Program (CIP) with three-year implementation schedules shall be developed and submitted to Council for approval. The CIP must include:

1. A list of proposed capital improvements with cost estimates, methods of financing, recommended time schedules for each improvement and the estimated income or cost of maintaining the facilities to be constructed. CIP projects shall be for infrastructure or facilities over $50,000.
2. Capital projects presented in the CIP shall show related operating and maintenance costs, and will be considered during the operating budget evaluation. Departments shall have a plan developed with adequate funding for further repairs and replacement.
3. A balance of pay-as-you-go capital improvements versus financing shall be evaluated considering various economic factors.

VIII. Operating Contingency

The City shall strive to appropriate a minimum of $1,000,000 in an operating contingency account to address any unforeseen expenditures throughout the fiscal year. Any withdrawals from the contingency account must have approval from the City Manager or designee.

IX. Reserves

The City maintains a reserve cash fund of $16 million to provide coverage for unexpected expenses. Borrowing from the cash reserve fund for unanticipated expenditures requires that the funds be paid in full within a year according to the City Charter.

The City shall strive to maintain an unassigned General Fund balance sufficient to equal 45 days of General Fund expenditures. The City shall have a plan in place to attain this level of reserves.

Flexibility will be allowed in the use of fund balance, but its use should be prioritized in the following order:

A. Unforeseen events or emergencies

B. Capital expenditures

Funding of this reserve will come from one-time revenues, excess fund balance, and revenues in excess of expenditures.

X. Budget Controls

Budgetary controls and authority shall be set at the object level. The department head is ultimately responsible for making sure his/her department does not exceed budget.

XI. Amendments to the Budget

A. Department Heads are authorized to make budget transfers not exceeding an established dollar limit. Those exceeding this limit will require Council or City Manager approval.

B. Budget transfers affecting personal services appropriations, revenue or capital accounts require the approval of the City Manager or designee.

C. A budget transfer must be approved prior to the occurrence of the expenditure except for emergency expenditures when approved by the City Manager or designee and ratified by the Council.

D. The City Manager shall have the authority to establish the budget for any capital projects that are approved by Council.

E. Budget transfers submitted to Council shall be accompanied by an explanation from the department, approval by OMB, and a recommendation from the City Manager or designee. The department's explanation must be sufficiently clear and provide sufficient detail for the members of Council to determine the need for the transfer.

F. The City Manager or designee is authorized to establish budgets and staffing table changes for grants and similar awards when the applications for such grants and awards have been previously approved by the City Council. All grant applications requiring City Council approval shall be prepared in accordance with established procedures. The agenda item shall state clearly the type and amount of the required City match and the funding source of the grant match.

XII. Performance Measures

The City's adopted budget policies state that departmental budgets should include performance measures for each major function within the department. Performance measures are predicated on the expected outcomes of department services and programs and should focus on the most meaningful results. They are used to indicate whether and to what extent departments are accomplishing a mandated mission over time and are tools for the City administration to measure the effectiveness of services in order to make strategic decisions.

Therefore, in early FY 2012, the City of El Paso began its strategic planning initiative to identify core business processes within the City and align them to the desired results. In order to effect this change, the City has implemented a system that fully integrates the following into one management system:

- Strategic Business Planning
- Performance Based Program Budgeting
- Accounting Structure
- Organizational Structure, and
- Performance Reporting.

The system will provide City Council, the City Manager, executive leaders, managers, and employees at all levels with the right information about the right results at the right times.

As of adoption of the FY 2015 Budget, all but six departments have developed strategic business plans that are included in the Budget Details section. Most importantly, these departments' FY 2015 Adopted budgets are tied to measureable results, which will be reviewed midyear with City Council. By the FY 2016 budget, all departments are to have their annual budgets tied to measureable results with quarterly performance reports to Council.

XIII. Costing Government Services

The Office of Management and Budget shall maintain a program to calculate the full cost of the various services the City provides. The full cost of a service encompasses all direct and indirect costs related to that service.

XIV. Reporting

Departments shall submit a monthly expenditure analysis to the Office of Management and Budget no later than 10 days after the accounting period has been closed. The Office of Management and Budget will monitor expenditures and report to Council on a quarterly basis.

Financial Policies

The Office of the Comptroller is charged with developing and evaluating the City's accounting system, considering adequacy of the internal accounting controls. These controls are designed to provide reasonable assurance regarding:

- Safeguarding of assets against loss from unauthorized use or disposition.
- Reliable financial records used to prepare financial statements and to maintain accountability for assets.
- Ensuring that an adequate internal control structure is in place to guarantee compliance with applicable laws and regulations.

The Office of the Comptroller Department also spearheads policy development for investment and debt issuance. In order to ensure the integrity of the financial records and system, the Department also issues operating policies and procedures manuals for cash management, grants management, payroll processing, procurement card administration, procurement management, and travel.

The Investment and Debt Policies are developed and reviewed on an annual basis by the Department, approved by City Council and are summarized as follows.

Investment Policy

The City of El Paso adopts an Investment Policy on a yearly basis. On November 12, 2013 City Council adopted the policy for fiscal year 2014. It is the policy of the City of El Paso, Texas to:

1. Invest public funds in a manner that will provide maximum safety of principal and liquidity.
2. Provide the highest possible investment return.
3. Meet the daily cash flow demands of the City.
4. Comply with the Texas Public Funds Investment Act of 1995 as may be amended and local ordinances and resolutions governing the investment of the City's public funds.

The Investment Policy applies to all cash assets of the City as reported in the City's Comprehensive Annual Financial Report except for those funds of the Public Employees Retirement System (PERS) and component units that are governed by other laws, statutes and ordinances.

Except for cash in certain restricted and special funds, the City will consolidate cash and reserve balances from all funds to maximize investment earnings and to increase efficiencies with regard to investment pricing, safekeeping and administration.

The objectives of the Investment Policy, in order of priority, are:

1. Preservation and Safety of Principal: Investments of the City shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio by mitigating credit risk and interest rate risk.
2. Liquidity: The City's investment portfolio will remain liquid to enable the City to meet all operating requirements that might be reasonably anticipated.

3. Yield: The City's investment portfolio shall be designed with the objective of attaining a rate of return/yield throughout budgetary and economic cycles, commensurate with the City's investment risk constraints and the cash flow characteristics of the portfolio.

In addition, the Investment Policy delineates standards of care, authorized financial institutions, depositories, brokers/dealers, authorized investments, collateralization/limits/custody, safekeeping/ custody, investment parameters, and reporting. The policy also includes an investment strategy, which establishes the investment objectives of each of the fund types covered by the policy based on the needs and characteristics of each of the funds. It also includes a strategy for allocating interest to participating funds which delineates the process of allocating interest earnings.

Pursuant to Section 2256 of the Texas Government Code, the City is required to review its Investment Policy on an annual basis and recommend changes. The City's Investment Policy is adopted by resolution of the City Council after the annual review and modifications are approved by the Investment Committee and the City Manager. A full copy of the investment policy can be found at: http://home.elpasotexas.gov/financial-services/_documents/InvestmentPolicy.pdf.

Debt Management Policy

The City of El Paso adopted a Debt Management Policy on November 28, 2005 which was revised on November 12, 2013 to maintain a sound debt management program. This policy sets forth the parameters for issuing new debt as well as managing the outstanding debt portfolio, identifying the types and amounts of permissible debt, and maintaining the current bond rating in order to minimize the borrowing costs while preserving access to credit. The Debt Management Policy established the following guiding principles to:

1. Ensure high quality debt management decisions.
2. Ensure that debt management decisions are viewed positively by rating agencies, the investment community and citizenry-at-large.
3. Ensure support for debt issuances both internally and externally.
4. Demonstrate a commitment to long-term financial planning.

The Debt Management Policy sets forth the following objectives to ensure that the City establishes and maintains a solid position with respect to its debt service fund.

1. Proceeds from long-term debt will not be used for current operations but rather for capital improvements and other long-term assets.
2. Bonds will be paid back within a period not to exceed, and preferably sooner than, the expected useful life of the capital project.
3. Decisions will be made on a number of factors and will be evaluated against long-term goals rather than a short-term fix.
4. Debt service funds will be managed and invested in accordance with all federal, state, and local laws.

The Debt Management Policy identifies funding sources such as ad valorem taxes, general city revenues, enterprise fund revenues or any other identifiable source of revenue that may be used for appropriate pledging of bond indebtedness. It also delineates the financing alternatives that are available to the City. The City may issue general obligation bonds ("GOB") or certificates of obligation (COs) as deemed appropriate by City staff. The use of these instruments requires approval by City Council.

General obligation bonds can be used if the size of the issuance is $100 million or above for new and

expanded quality-of-life projects. Such projects can include, but are not limited to, city parks, museums, zoo, libraries, non-public safety facilities, entertainment/sports/amusement-type facilities, major repair/renovations to existing facilities, and quality-of-life projects. The useful lives of assets acquired will be fifteen (15) years or more, or will extend the useful life of an asset for more than (15) years, and must be authorized by the voters.

Certificates of obligation can be used for issuance of less than $100 million and do not require voter approval. While it is the City's priority to fund the majority of capital projects with voter-approved debt, it may become necessary to seek additional financing in order to fund a particular non-quality of life project. Certificates of obligation may be issued for capital asset acquisitions such as heavy equipment, vehicles, information technology equipment, etc. They may also be used for rehabilitation and/or extension of the useful life of existing facilities, street resurfacing; unpaved Rights of Way; American Disability Act retrofitting/rehabilitation projects, street lighting, infrastructure projects (street and drainage work); emergency city facilities rehabilitation (storm water draining, etc.); and major core service facilities (police, fire, streets, etc.).

The issuance of certificates of obligation or other long-term debt may be considered if the need for the project is urgent and immediate; necessary to prevent an economic loss to the City; source of revenue is specific and can be expected to cover the additional debt; and expected debt is the most cost effective financing option available. In addition, the average maturity of non-voter approved debt shall not exceed the average life of the project financed. Capital items shall have a value of at least $5,000 and a life of at least four years.

The policy also established guidelines for refunding of the debt and debt limits. Currently the policy allows for refunding and forward delivery refunding transactions for savings to be considered when the net present value savings as a percentage of the par amount of refunded bonds is at least 3%. The debt limits are set at ten percent (10%) of the total assessed valuation of the City's tax rolls. Since debt service payments present a fixed expense of the City's total annual operating budget, debt service principal as a percent of total expenditures should not exceed 15%.

The policy also established maturity levels not to exceed the useful life of the capital asset or a maximum of 30 years in any case. The average (weighted) general obligation bond maturities shall be kept at or below 15 years. Guidelines for management of the debt service fund, debt service tax rate, ratings, selection of financial advisors, selection of underwriters, and debt review are also established and can be reviewed at *http://home.elpasotexas.gov/financial-services/_documents/InvestmentPolicy.pdf*.

Basis of Accounting

Governmental funds are accounted for using the current financial resources measurement focus and the modified accrual basis of accounting. This means that only current assets and current liabilities are generally included on the balance sheet. Revenues are recognized when susceptible to accrual (i.e. when they become measureable and available) and expenditures are recorded when the related fund liability is incurred. However, compensated absences, debt service expenditures, claims, judgments and arbitrage liabilities are recorded only when the liability has matured.

Proprietary and fiduciary funds are accounted for using the accrual basis of accounting. Revenues are recognized when they are earned and expenses are recognized when incurred. These funds are accounted for on a flow of economic resources measurement focus whereby all assets and all liabilities associated with the operation of these funds are included on the balance sheet.

Basis of Budgeting

The City of El Paso adopts an annual budget for the general fund, debt service, special revenue, internal service and proprietary funds. Capital project funds are budgeted as authorized. The budgets for all funds are prepared on a modified accrual basis whereby revenue is recognized when it becomes

available and measurable and expenditures are recognized when the liability is incurred. Purchases of materials, supplies, and equipment are considered expended when bought and depreciation expense for budgetary purposes is excluded. Encumbrances are considered obligations when the commitment is incurred. All appropriations and encumbrances in all governmental funds, with the exception of certain special revenue and capital projects funds are considered lapsed at the end of the fiscal year. However, some encumbrances can be re-committed in the following year with proper approval.

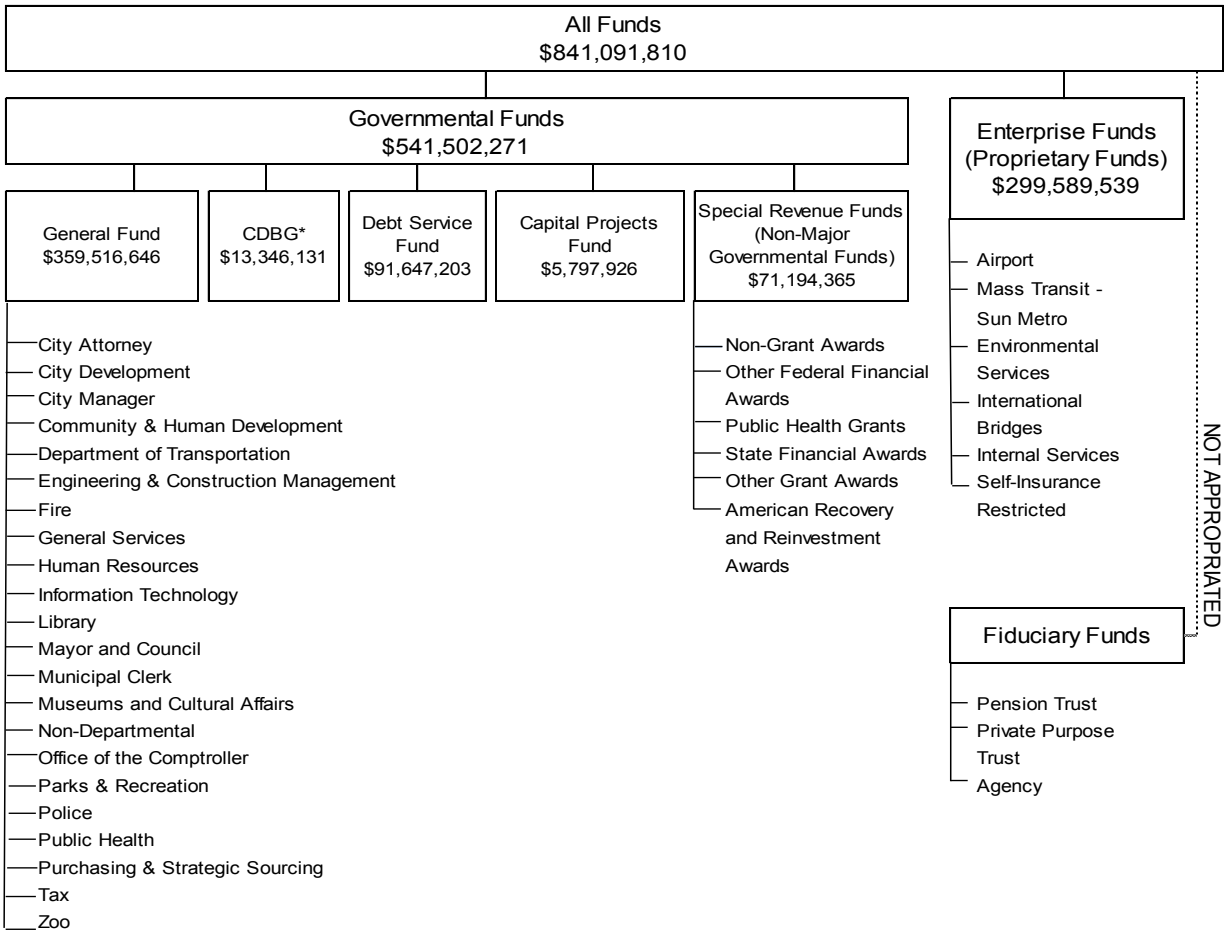
Financial Structure

The City's financial structure is governed by State law, City Charter, and accounting principles generally accepted in the United States. The structure and content of the chart of accounts aids in preparation of the city budget, monthly financial reports, and the Comprehensive Annual Financial Report. Financial transactions of the City are budgeted and recorded in a group of alpha and/or numeric codes as defined by the Chart of Accounts. The code grouping includes a fund, expense/revenue classification account, operating unit, division, and/or a grant/project number. As departments undergo strategic planning, a program code will be added to the code for the department.

A fund is a grouping of related accounts used to maintain control over resources that have been segregated for specific activities and objectives. The City maintains numerous funds, as needed, to insure proper accountability. The account identifies assets, liabilities, equity, revenues and expenses. The account defines the natural classification of the financial transactions used for recording and summarizing the data. The operating unit is another name for a departmental organization which may be comprised of a grouping of divisions. A division is a numerical code used to identify a function of the operating unit. A project/grant number is used to identify capital projects with federal, state or local funding. The Comprehensive Annual Financial Report is structured in accordance with Generally Accepted Accounting Principles (GAAP) and the Government Accounting Standards Board (GASB); however, the budget is reported at a program level by operating unit to include all sources of funding. The City uses the following funds to account for various activities and programs.

City of El Paso Fund Structure

With FY2015 Expenditure Budgets



*CDBG-Community Development Block Grant Fund

Note: The fund structure is based on the structure used for the Comprehensive Annual Financial Report.

Governmental Funds

Most government functions are financed through governmental funds. The acquisition, use, and balances of the City's expendable financial resources and related current liabilities are accounted for through governmental funds. Long-term liabilities and fixed assets are not accounted for through governmental funds. The measurement focus is to determine changes in financial position (fund balance) rather than to determine net income.

General Fund

The General Fund is a governmental fund type and the City's primary operating fund. It accounts for financial resources except those required to be accounted for in another fund. The General Fund funds most activities and services expected by citizens such as Police, Fire, Parks, and Municipal Clerk.

CDBG

CDBG or Community Development Block Grant accounts for the proceeds of federal grants approved by the Department of Housing and Urban Development (HUD) for community development projects.

Debt Service Fund

The debt service fund accounts for the resources accumulated for and the payment of long-term debt principal, interest, and related costs of governmental funds.

Capital Projects Fund

This fund accounts for the proceeds of debt issuances, private donations, and internal funding for the completion of capital construction projects and equipment purchases outside the scope of general operations.

Special Revenue Funds (Non-major Governmental Funds)

These funds are considered non-major governmental funds for reporting purposes. Special revenue funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Proprietary Funds

Proprietary funds are generally used to account for services for which the City charges customers- either outside customers or internal cost centers of the City. These funds include all assets, liabilities, equities, revenues, expenses, and transfers relating to the City's business and quasi-business activities. The measurement objective is to determine net income, financial position, and changes in financial position. Proprietary funds use accrual accounting, which means that revenues are recognized when earned and expenses are recognized when incurred. The City maintains two types of proprietary funds: enterprise funds and internal service funds.

Enterprise Funds

Enterprise funds or proprietary funds are used to account for an activity for which a fee(s) is charged to external users for goods and services. The City of El Paso reports activities for the El Paso International Airport, Environmental Services, Mass Transit-Sun Metro, and International Bridges under an enterprise form. The individual funds are explained in more detail as follows:

Airport Operating: A proprietary/enterprise fund that accounts for the activities of the Airport including aviation operations, transfer and storage activities on Airport Properties.

Mass Transit – Sun Metro General Operations: A proprietary/enterprise fund that accounts for the activities of the City-operated bus and para-transit operations (Sun Metro).

Environmental Services: A proprietary/enterprise fund that accounts for the activities of the City-operated refuse collection, transfer and storage operations.

International Bridges: A proprietary/enterprise fund that accounts for the operations and maintenance activities of the three international bridges controlled by the City.

Internal Service Funds

Internal Service Funds account for photocopying, postage and fleet management services provided to City Departments, other governments, and organizations on a cost reimbursement basis and for the risk management activities of the self-insured health, workers' compensation and unemployment compensation programs. The City of El Paso reports on Internal Service Fund and Self Insurance Funds.

Internal Service Fund: Funds to account for photocopying, postage, and fleet management services provided to other departments of the City and to other government/organizations.

Self-Insurance Fund: Fund used to account for the risk management activities of the self-insured activities.

Fiduciary Funds

Fiduciary funds are restricted funds used to account for assets held by the City in a special capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds and are not part of the annual budget. Restricted and Agency funds include expendable funds, private purpose trusts, pensions funds, and agency funds. Examples include the city employees', fire and police pension funds.

GOVERNMENTAL FUNDS			
FUND	**DESCRIPTION**	**PURPOSE/ RECIPIENTS**	**SOURCE OF REVENUE**
General Fund	The city's primary operating fund, which accounts for all financial resources except those required to be accounted for in another fund.	Provide funding for services such as public safety, libraries, most parks and recreation services, municipal services, and general administrative services.	Property taxes not otherwise dedicated to repayment of debt, tax on sales, and municipal court fines, building and permit fees.
Community Development Block Grant	Fund to account for monies approved by the Dept. of Housing and Urban Dev. for community development projects.	Provide funding for specific social service and infrastructure projects in designated city areas.	Federal proceeds.
Debt Service	Fund type used to account for the accumulation of resources that are restricted, committed, or assigned to expenditure for principal and interest.	The fund serves as a repayment mechanism on outstanding debt obligations.	Property taxes levied by the City and other sources of user revenue (i.e. airport, solid waste, etc).
Capital Projects	Fund used to account for financial resources that are restricted, committed, or assigned to expenditure for capital outlays.	Provide funding for the construction of capital facilities or acquisition of other capital assets.	Funding generated primarily from the sale of bonds.
Special Revenue Funds (Non-Major Governmental Funds)	Funds used to account for the proceeds of specific revenue sources that are legally restricted or committed to expenditures for a specified purpose other than debt service or capital projects and exclusive of resources held in trust.	Provide funding Includes funds for a specific purpose received from federal, state, and local agencies.	Funds from the Federal, State and local government bodies as well as local agencies.

PROPRIETARY FUNDS			
FUND	**DESCRIPTION**	**PURPOSE/ RECIPIENTS**	**SOURCE OF REVENUE**
Airport Operating	A proprietary fund type used to account for an activity for which a fee(s) is charged to external users for goods and services.	Fund accounts for the activities of the Airport including aviation operations, transfer and storage activities on Airport properties.	Fees such as cost recovery rates, foreign trade zone transaction fees, Airport parking fees.
Environmental Services	A proprietary fund type used to account for an activity for which a fee(s) is charged to external users for goods and services.	Fund accounts for the activities of the City-operated refuse collection, transfer and storage operations.	Fees such as refuse collection fees, landfill fees, and environmental fees.
International Bridges	A proprietary fund type used to account for an activity for which a fee(s) is charged to external users for goods and services.	Fund accounts for the operations and maintenance activities of the three international bridges it controls.	Pedestrian, auto and commercial crossing fees.
Mass Transit – Sun Metro General Operations	A proprietary fund type used to account for an activity for which a fee(s) is charged to external users for goods and services.	Fund accounts for the activities of the City-operated bus and para-transit operations (Sun Metro).	Farebox revenue and dedicated sales tax.
Internal Service Funds (Internal Services and Self-Insurance)	A proprietary fund type used to account for an activity for which a fee(s) is charged to external users for goods and services.	Funds to account for photocopying, postage, and fleet management services provided to other departments of the City and to other government/organizations. Funds also account for the risk management activities of the self-insured activities.	Cost of service reimbursement. Employee and city contributions through payroll for self-insured activities.
Fiduciary Funds	Funds used to account for assets held in a trustee or agency capacity for others.	Funds account for assets for the two pension funds, rental tax collections, bonds issued for Public Improvement District #1 and the Camino Real Regional Mobility Authority.	City and employee contributions for pension, special assessments, and taxes.

FIVE YEAR ADOPTED GENERAL FUND BUDGET COMPARISON

Revenue Classification	*Adopted FY 2011*	*Adopted FY 2012*	*Adopted FY 2013*	*Adopted FY 2014*	*Adopted FY 2015*	*% Change FY 14-15*	
TAXES	$203,204,251	$208,543,827	$219,977,943	$227,583,786	$231,732,060	1.82%	1
FRANCHISES	43,785,987	42,423,028	43,350,496	44,059,942	47,854,734	8.61%	2
SERVICE REVENUE	18,423,015	18,048,765	15,451,239	15,637,202	15,944,471	1.96%	3
OPERATING REVENUE	27,667,089	30,020,336	31,838,569	30,217,895	30,824,340	2.01%	4
NON-OPERATING REVENUE	4,711,725	4,198,804	4,505,683	8,096,950	8,399,641	3.74%	5
INTERGOVERNMENTAL REVENUE	2,131,607	2,376,361	2,836,342	3,000,579	2,470,834	-17.65%	6
TRANSFERS IN	15,625,791	16,557,559	17,522,624	22,659,515	22,290,566	-1.63%	7
TOTAL	$315,549,465	$322,168,680	$335,482,896	$351,255,869	$359,516,646	2.35%	

[1] Increase in property taxes due to slight increase in tax rate to fund public safety obligations and increased costs, along with projected economic growth in sales revenue.

[2] Increase due to a new franchise fee applied to El Paso Water Utilities, other franchise business expansions, offset by decreases in energy costs.

[3] Increase due to ambulance billing standardization.

[4] Increase in the indirect cost recovery associated with the animal shelter.

[5] Increase due to utility reimbursements related to Triple A ballpark

[6] Increase due to per parcel fee increase under consideration by taxing entities.

[7] Increase due to new funding for Medicaid Waiver Program and indirect cost recovery projections.

Appropriations by Character	*Adopted FY 2011*	*Adopted FY 2012*	*Adopted FY 2013*	*Adopted FY 2014*	*Adopted FY 2015*	*% Change FY 14-15*	
PERSONAL SERVICES	$250,211,932	$251,123,241	$260,707,218	$269,734,483	$270,574,668	0.31%	1
CONTRACTUAL SERVICES	27,405,560	29,892,624	31,026,806	33,082,446	33,438,653	1.08%	2
MATERIALS & SUPPLIES	13,074,311	15,368,706	15,895,796	15,248,880	15,743,423	3.24%	3
OPERATING EXPENDITURES	20,635,985	19,186,421	18,897,729	19,670,797	20,573,015	4.59%	4
NON-OPERATING EXPENDITURES	2,557,953	3,466,600	4,338,727	5,177,732	6,338,788	22.42%	5
INTERGOVERNMENTAL EXP	1,563,236	1,511,938	1,486,289	1,611,221	1,531,066	-4.97%	6
OTHER USES	37,400	1,456,150	2,806,005	6,580,310	11,317,032	71.98%	7
CAPITAL OUTLAY	63,088	163,000	324,326	150,000	0	-100.00%	8
TOTAL	$315,549,465	$322,168,680	$335,482,896	$351,255,869	$359,516,646	2.35%	

[1] Increase is a result of contractual obligations for Police & Fire Departments.

[2] Municipal clerk shows an increase in election contracts to prepare for upcoming elections and possible run-off elections.

[3] Increase in land maintenance supplies and building facilities maintenance supplies to maintain city parks and city buildings.

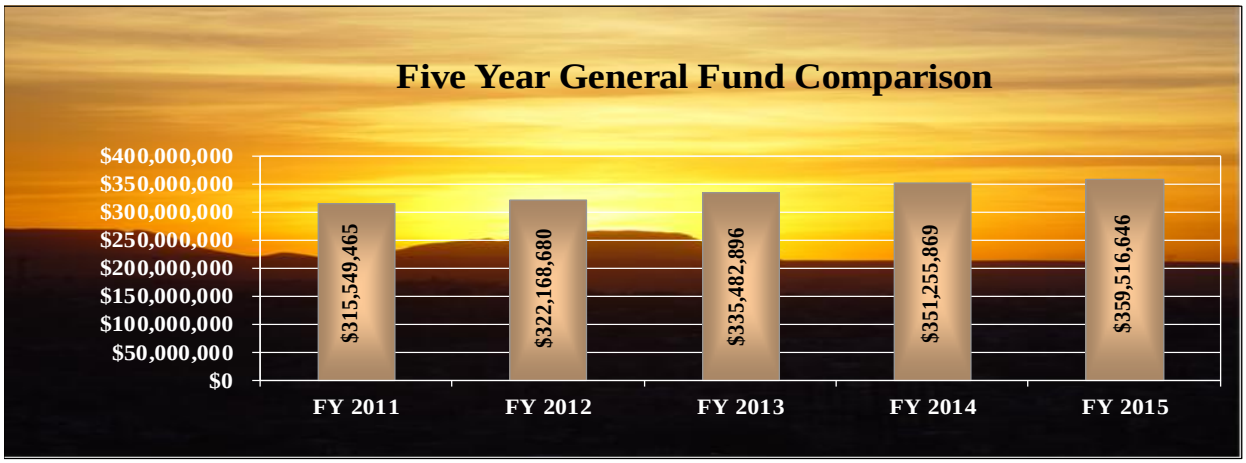
[4] Increase in utilities, primarily phone and electricity.

[5] Increase due to damages and settlement costs, housing rehabilitation costs, and increase in citywide debt service requirements

[6] Decrease of city grant match funds requirement based on the anticipated cash match obligation for state and federal grants for Police Department.

[7] Increase due to transfer for economic incentives.

[8] Decrease due to miscellaneous fire capital equipment



TWO-YEAR ADOPTED GENERAL FUND BUDGET TO ACTUAL COMPARISON

Revenue Classification	Adopted FY 2012	Actual FY 2012	% Change Budget to Actual	Adopted FY 2013	Actual FY 2013	% Change Budget to Actual	
Taxes	$208,543,827	$207,432,067	-0.53%	$219,977,943	$219,222,626	-0.34%	1
Franchises	42,423,028	42,964,820	1.28%	43,350,496	42,490,512	-1.98%	2
Service Revenues	18,048,765	16,912,691	-6.29%	15,451,239	16,500,237	6.79%	3
Operating Revenues	30,020,336	29,240,537	-2.60%	31,838,569	29,756,386	-6.54%	4
Non-Operating Revenues	4,198,804	3,888,737	-7.38%	4,505,683	4,749,807	5.42%	5
Intergovernmental Revenues	2,376,361	2,366,877	-0.40%	2,836,342	1,146,420	-59.58%	6
Transfers In	16,557,559	15,228,543	-8.03%	17,522,624	18,537,889	5.79%	7
TOTAL	$322,168,680	$318,034,272	-1.28%	$335,482,896	$332,403,877	-0.92%	

[1] Increased diversion of property tax rebates as economic incentives in FY 2012; unmet property and sales tax collections in FY 2013.
[2] Decrease in gas and electric offset by increases in water and AT&T in FY 2012; Decrease in gas and water utilities in FY 2013.
[3] Lower than expected ambulance service revenue in FY 2012; Increase in ambulance service revenue in FY 2013.
[4] Decreased moving violations and parking fines, increase in alarms licenses in FY 2012; Decrease in ticket issuances and building permits in FY 2013.
[5] Limited economic development reimbursements from Airport in FY 2012; Increase in reimbursed expenditures for Police overtime in FY 2013.
[6] Increased Health interlocal reimbursement in FY 2012; Decrease in tax interlocal collection agreement and health interlocal reimbursement in FY 2013.
[7] Decreased bridge collections and transfer from capital projects in FY 2012; Increase in transfer from capital projects in FY 2013.

Appropriations by Character	Adopted FY 2012	Actual FY 2012	% Change Budget to Actual	Adopted FY 2013	Actual FY 2013	% Change Budget to Actual	
Personal Services	$251,123,241	$251,803,128	0.27%	$260,707,218	$261,171,663	0.18%	1
Contractual Services	29,892,624	27,357,509	-8.48%	31,026,806	30,601,682	-1.37%	2
Materials and Supplies	15,368,706	14,134,296	-8.03%	15,895,796	14,340,516	-9.78%	3
Operating Expenditures	19,186,421	19,549,582	1.89%	18,897,729	20,641,042	9.22%	4
Non-Operating Expenditures	3,466,600	3,034,057	-12.48%	4,338,727	4,401,700	1.45%	5
Intergovernmental Expend.	1,511,938	1,511,938	0.00%	1,486,289	1,358,565	-8.59%	6
Other Uses	1,456,150	113,385	-92.21%	2,806,005	712,350	-74.61%	7
Capital Outlay	163,000	632,978	288.33%	324,326	809,470	149.59%	8
TOTAL	$322,168,680	$318,136,873	-1.25%	$335,482,896	$334,036,988	-0.43%	

[1] City market rate adjustments in FY 2012; Increase in incentive pay and sick vacation payouts in FY 2013.
[2] Decrease in data processing and building facilities maintenance contracts in FY 2012; Decrease in temporary service contracts ex. 311 in FY 2013.
[3] Savings in equipment and computer supplies in FY 2012; Savings in ammunition, land. maint supplies, & safety gear in FY 2013.
[4] Slight increases in utility expenses in FY 2012; Increase due to city hall relocation expenses in FY 2013.
[5] Reduced Community Service Projects and interest expense in FY 2012; Slight reduction in damages and settlements expense in FY 2013.
[6] Grant match requirements at budget for FY 2012; Savings in city grant match requirements in FY 2013.
[7] Reduced transfers in FY 2012; Reduced transfers in FY 2013.
[8] Relocation costs for Tax Office in FY 2012; Increase in data processing equipment in FY 2013.

FTE Positions & Changes by Department

All Funds

Department	Adopted FY 2013	Adopted FY 2014	Adopted FY 2015	Increase/ (Decrease)	
Aviation	226.93	226.60	226.60	0.00	
City Attorney	40.00	41.00	41.00	0.00	
City Development	128.30	145.55	152.80	7.25	1
Community and Human Development	43.00	40.00	38.00	(2.00)	2
Department of City Manager	31.28	37.60	37.60	0.00	
Department of Public Health	291.78	282.00	292.35	10.35	3
Department of Transportation	267.00	268.00	269.00	1.00	4
Destination El Paso	1.19	1.00	0.00	(1.00)	5
Engineering & Construction Mgmt.	69.00	76.50	75.50	(1.00)	6
Environmental Services	454.70	447.60	453.50	5.90	7
Fire	1,118.40	1,122.10	1,121.80	(0.30)	8
General Services	263.60	293.60	286.00	(7.60)	9
Human Resources	38.80	42.30	45.30	3.00	10
Information Technology	99.25	97.75	87.75	(10.00)	11
International Bridges	54.40	54.00	55.00	1.00	12
Library	204.20	154.80	149.50	(5.30)	13
Mass Transit - Sun Metro	718.97	630.00	632.00	2.00	14
Mayor and Council	24.00	24.00	24.00	0.00	
Metropolitan Planning Organization	16.00	15.00	14.00	(1.00)	15
Municipal Clerk	92.30	91.10	91.35	0.25	16
Museums & Cultural Affairs Dept.	59.10	61.08	61.35	0.27	17
Non - Departmental	5.00	2.00	2.00	0.00	
Office of the Comptroller	51.00	32.00	34.50	2.50	18
Parks and Recreation	277.55	277.60	285.04	7.44	19
Police	1,566.80	1,476.80	1,396.80	(80.00)	20
Purchasing & Strategic Sourcing	0.00	19.00	21.00	2.00	21
Tax	24.50	24.50	24.50	0.00	
Zoo	114.20	113.75	110.75	(3.00)	22
FTE Grand Total	**6,281.25**	**6,097.23**	**6,028.99**	**(68.24)**	

1 11 Positions transferred from ESD, 10 New positions added, 2 positions transferred out to GSD, 11.75 positions deleted
2 Deleted 2 Volunteer Specialists, 1 payroll Specialist, 1 Data Management Specialist, added 1 Volunteer Program Specialist, 1 CDBG Analyst
3 Added 1 Public Health Nurse, 1 Clerical Assistant, Deleted 1 Food Safety Program Manager, Added 9 FTE's to DSRIP grant, Realigned Dentist FTE .35
4 Deleted 1 Planner and 1 Engineering Aide; Added 2 Engineering Associates and 1 Sr. Engineering Technician
5 Transferred 1 Auditor to City Manager
6 12 positions deleted, 11 added. Two of the positions added were authorized by City Council for Quality of life and street infrastructure projects
7 Transferred 11 positions to CDD, 1 position to Audit office, Deleted 7.1 positions, added 25 new positions
8 Delete Graduate Intern
9 Transferred in 3 Sustainability Workers, Deleted 3 Facility Maintenance Workers, 2 General Service Workers, 3 Grounds Keepers, 1 Material Specialist, 1 Trades Helper, .6 VOE Clerk
10 Added 3 new positions
11 Deleted 8.0 FTE's that were vacant as a budget reduction, transferred 2.0 FTE's to Purchasing department, added 1.0 FTE formerly funded by Aviation, deleted 1.0 FTE funded from Aviation
12 Added 1 Operations Manager
13 Reorganization of staff to ensure savings without affecting services
14 Added Cashier, Grant Project Manager and Research Assistant; Deleted Transit Data Specialist
15 Added 1 Grant Program Manager, deleted 1 Associate Regional Transportation Analyst, 0.5 Graduate Intern, and 0.5 Undergraduate Intern
16 Deputy Court Clerk increased from 0.50 in 2014 to 0.75 FTE in 2015
17 Added .50 VOE Clerk, 1 Security Worker; Deleted .25 Museum Store Manager and 1 Library Operations Coordinator
18 Added 1 Clerical assistant, 1 Grant Accounting Specialist, .5 Undergraduate intern, 1 Financial Reporting Coordinator, and deleted 1 Accountant
19 Added 1 Groundskeeper and .10 Intern; Reconciliation of positions added 6.34
20 Deleted 42 Police Trainees, 36 Police Officers, and 2 Police Assistant Chiefs
21 Transferred to ESD 1 Procurement Analyst, Transferred 2 from IT, Added 1 Socioeconomic Compliance Officer
22 Deleted 2 General Service Workers, 2 Zoo Keepers, and 1 Zoo Education Specialist; Added 1 Zoo Owner's Rep and 1 Accountant

FTE Positions & Changes by Department
General Fund

Department	Adopted FY 2013	Adopted FY 2014	Adopted FY 2015	Increase/ (Decrease)	
Aviation	0.00	0.00	0.00	0.00	
City Attorney	33.32	34.24	34.00	(0.24)	1
City Development	125.63	140.18	141.47	1.29	2
Community and Human Development	7.15	5.59	4.70	(0.89)	3
Department of City Manager	30.98	32.78	32.78	0.00	
Department of Public Health	72.67	72.11	73.77	1.66	4
Department of Transportation	217.40	212.00	213.40	1.40	5
Destination El Paso	0.00	0.00	0.00	0.00	
Engineering & Construction Mgmt.	69.00	74.50	75.50	1.00	6
Environmental Services	45.50	0.00	0.00	0.00	
Fire	1038.40	1063.83	1062.25	(1.58)	7
General Services	166.30	189.30	179.30	(10.00)	8
Human Resources	27.70	28.70	29.70	1.00	9
Information Technology	95.75	95.75	86.75	(9.00)	10
International Bridges	0.00	0.00	0.00	0.00	
Library	168.70	155.30	149.50	(5.80)	11
Mass Transit - Sun Metro	0.00	0.00	0.00	0.00	
Mayor and Council	24.00	24.00	24.00	0.00	
Metropolitan Planning Organization	0.00	0.00	0.00	0.00	
Municipal Clerk	89.20	90.00	90.25	0.25	12
Museums & Cultural Affairs Dept.	40.80	40.80	42.01	1.21	13
Non - Departmental	2.00	2.00	2.00	0.00	
Office of the Comptroller	42.80	26.88	28.25	1.37	14
Parks and Recreation	266.70	266.44	273.99	7.55	15
Police	1483.00	1394.50	1313.90	(80.60)	16
Purchasing & Strategic Sourcing	0.00	13.50	15.50	2.00	17
Tax	24.50	24.50	24.50	0.00	
Zoo	90.00	90.00	89.90	(0.10)	18
FTE Grand Total	**4,161.50**	**4,079.90**	**3,987.42**	**(92.48)**	

1 Change in funding 2 Assistant City Attorney positions and 2 Legal/Contract Secretary positions.
2 Added 10 New Positions, Deleted 11.08 positions , Shifted the allocation to GF for 2.37 positions
3 Deleted .75 FTE position and shifted a net allocation of .14 FTE out of the GF
4 Added 1 FTE Public Health Nurse and 1 FTE Clerical Assistant, Deleted Food Safety Program Manager and realigned Dentist FTE .66
5 Deleted 1 Engineering Aide and .60 Electronics Lead Tech; Added 2 Engineering Associates and 1 Sr. Engineering Tech
6 12 positions deleted, 11 added; Two of the positions added were authorized by City council for Quality of life and street infrastructure projects
7 Transferred 1 FTE 911 Communicator to Police Department, transferred .28 FTE Battalion Chief to grant and deleted .30 FTE Graduate Intern
8 Deleted 3 Facility Maintenance Workers, 2 General Service Workers, 3 Grounds Keepers, 1 Material Specialist, 1 Trades Helper
9 Added 1 Human Resource Business Partner
10 Deleted 8.0 FTE's that were vacant as a budget reduction, transferred 2.0 FTE's to Purchasing department and added 1.0 FTE formerly funded by Aviation
11 Reorganization of staff to ensure savings without affecting services
12 Deputy Court Clerk increased from 0.50 in 2014 to 0.75 FTE in 2015
13 Added 1 Security Worker and .50 VOE Clerk; Transferred part of business staff to HOT Fund
14 Added 1 Clerical assistant; General Funding for Inventory Coder increased by 0.1213, and for Senior Accountant increased by 0.25
15 Added 1 Groundskeeper and .10 Intern; Assigned each employee an individual position number 6.45
16 Deleted 42 Police Trainees, 36 Police Officers, 2 Police Assistant Chiefs, and 1 Police Sergeant; Transferred .5 Crime Analyst to Non-GF, added 2.0 Police Lieutenants.
17 Transferred to ESD 1 Procurement Analyst, Transferred 2 from IT, Added 1 Socioeconomic Compliance Officer
18 Deleted 2 Zoo Keepers and 2 General Services workers; Added 3.9 positions from Zoo Gate Fund

FTE Positions & Changes by Department
Non-General Fund

Department	Adopted FY 2013	Adopted FY 2014	Adopted FY 2015	Increase/ (Decrease)	
Aviation	226.93	226.60	226.60	0.00	
City Attorney	6.68	6.76	7.00	0.24	1
City Development	2.67	5.37	11.33	5.96	2
Community and Human Development	35.85	34.41	33.30	(1.11)	3
Department of City Manager	0.30	4.82	4.82	0.00	
Department of Public Health	219.11	209.89	218.58	8.69	4
Department of Transportation	49.60	56.00	55.60	(0.40)	5
Destination El Paso	1.19	1.00	0.00	(1.00)	6
Engineering & Construction Mgmt.	0.00	2.00	0.00	(2.00)	7
Environmental Services	409.20	447.60	453.50	5.90	8
Fire	80.00	58.27	59.55	1.28	9
General Services	97.30	104.30	106.70	2.40	10
Human Resources	11.10	13.60	15.60	2.00	11
Information Technology	3.50	2.00	1.00	(1.00)	12
International Bridges	54.40	54.00	55.00	1.00	13
Library	35.50	(0.50)	0.00	0.50	14
Mass Transit - Sun Metro	718.97	630.00	632.00	2.00	15
Mayor and Council	0.00	0.00	0.00	0.00	
Metropolitan Planning Organization	16.00	15.00	14.00	(1.00)	16
Municipal Clerk	3.10	1.10	1.10	0.00	
Museums & Cultural Affairs Dept.	18.30	20.28	19.34	(0.94)	17
Non - Departmental	3.00	0.00	0.00	0.00	
Office of the Comptroller	8.20	5.12	6.25	1.13	18
Parks and Recreation	10.85	11.16	11.05	(0.11)	19
Police	83.80	82.30	82.90	0.60	20
Purchasing & Strategic Sourcing	0.00	5.50	5.50	0.00	
Tax	0.00	0.00	0.00	0.00	
Zoo	24.20	23.75	20.85	(2.90)	21
FTE Grand Total	**2,119.75**	**2,017.33**	**2,041.57**	**24.24**	

1 Change in funding 2 Assistant City Attorney positions and 2 Legal/Contract Secretary positions.
2 Shifted Allocation for 2.37 FTE to GF, 2 positions transferred to GSD, 11 Code positions transferred from ESD
3 Added 2 positions, deleted 3.25, shifted allocations for a net 0.14 FTE from the GF
4 Added 9 FTE's to DSRIP Grant, Realigned Dentist FTE -0.31
5 Deleted 1 Planner; Added .60 Electronics Lead Technician
6 Transferred 1 Auditor to City Manager
7 Only General Fund positions adopted for FY15
8 Transferred 11 positions to CDD, 1 position to Audit office, Deleted 7.1 positions, added 25 new positions
9 Added 1 Project Coordinator, Transfer from GF 0.28 Battalion Chief
10 Added 3 Sustainability Positions, Deleted .6 VOE Clerk
11 Added 1 Safety Specialist, and 1 Human Resource Business Partner position
12 Deleted 1.0 FTE formerly funded by Aviation
13 Added 1 Operations Manager
14 Only General Fund positions adopted for FY15
15 Added Cashier, Grant Project Manager and Research Assistant; Deleted Transit Data Specialist
16 Added 1 Grant Program Manager, deleted 1 Associate Regional Transportation Analyst, 0.5 Graduate Intern, and 0.5 Undergraduate Intern
17 Deleted 1 Library Operations Coordinator and .25 Museum Store Manager; Transferred in portions of business office staff to HOT Fund
18 Added 1 Grants Accounting Specialist and 0.5 Undergraduate Intern; Non General Funding for Inventory Coder decreased by 0.1213, and for Senior Accountant decreased by 0.25
19 Deleted .11 Youth Activity Specialist
20 Added 0.5 Crime Analyst and 0.1 Police Lt. from General Fund
21 Added 1 Zoo Owner's Rep; Transferred 4 positions to General Fund

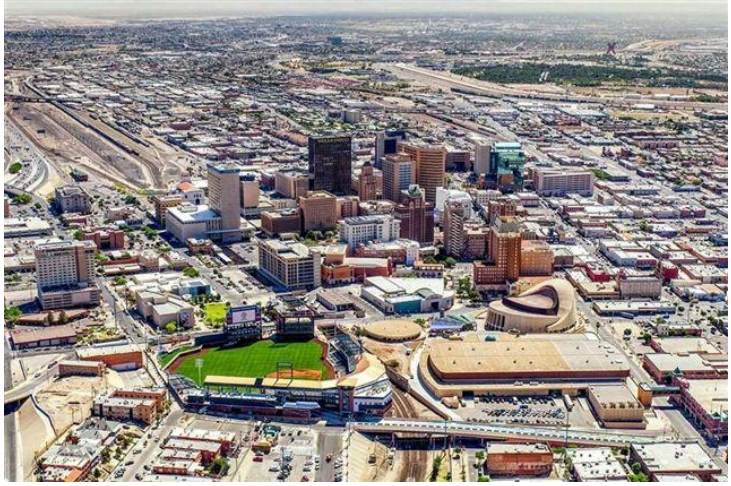
Property Tax

Ad Valorem Tax Law

All taxable property within the City is subject to the assessment, levy, and collection by the City of a continuing, direct annual ad valorem tax.

By September 1st, the City Council adopts a tax rate per $100 taxable value for the current year. The tax rate consists of:

(1) a rate for funding of maintenance and operation expenditures, and
(2) a rate for debt service.



The El Paso Central Appraisal District is responsible for the appraisal of property within the City. Excluding agricultural and open-space land, which may be taxed on the basis of productive capacity, the Appraisal District is required under the Property Tax Code to appraise all property within the Appraisal District on the basis of 100 percent of its market value and is prohibited from applying any assessment ratios.

The value placed upon property is subject to review by an Appraisal Review Board, consisting of three members appointed by the Board of Directors of the Appraisal District. The Appraisal District is required to review the value of property within the District at least every three years. The City may require annual review at its own expense and is entitled to challenge the determination of the appraised value of property within the City by petition filed with the Appraisal Review Board.

Tax Rate Limitation

In determining the ad valorem tax, the City operates under a home-rule charter (the City Charter), pursuant to Article XI, Section 5, of the Texas Constitution. The City Charter limits the tax rate to $1.85 per $100 assessed valuation for all City purposes. The current tax rate of $0.699784 for FY 2015 remains well within the limit set by the City Charter.

Under the Property Tax Code, the City must annually calculate and publicize its effective tax rate and rollback tax rate. A public hearing is then held following a properly posted public notice to the taxpayers. If the adopted tax rate exceeds the rollback tax rate, the qualified voters of the City, by petition, may require an election to determine whether to reduce the tax rate adopted for the current year to the rollback tax rate.

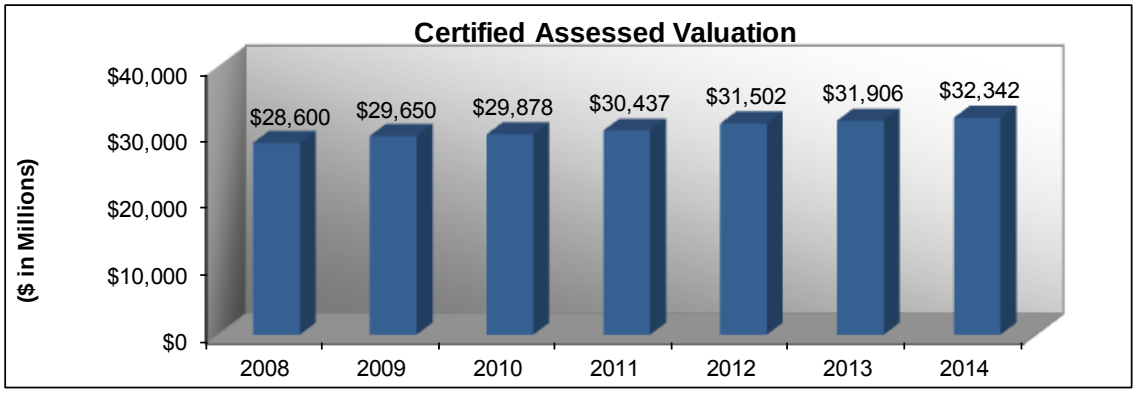
Certified Taxable Assessed Valuation

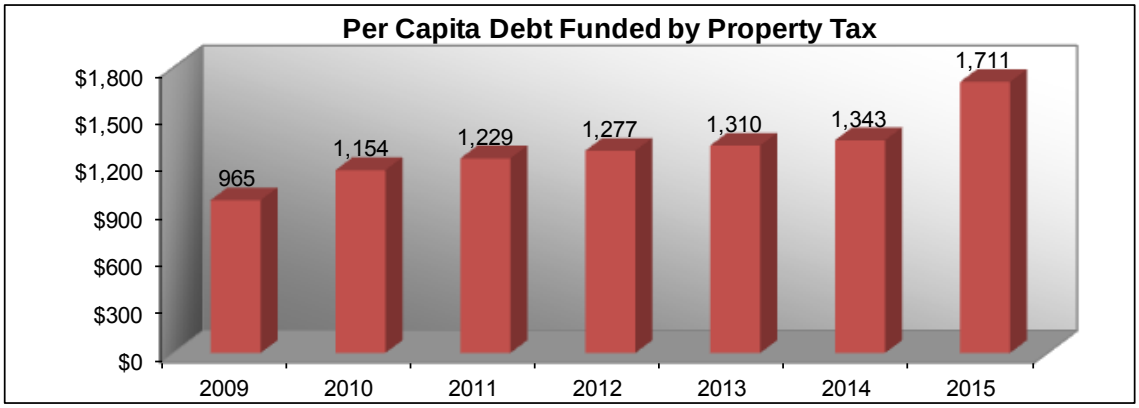
Fiscal Year Ended Aug 31	Estimated City Population		Certified Taxable Assessed Valuation*	Per Capita Certified Taxable Assessed Valuation	Funded Tax Debt	Per Capita Funded Tax Debt	Ratio Funded Debt to Certified Taxable Assessed Valuation
2003	594,054	‡	17,713,160,948	29,817	351,135,000	591	1.98%
2004	604,156	‡	18,155,131,668	30,050	372,365,000	616	2.05%
2005	614,261	‡	19,721,379,507	32,106	360,490,000	587	1.83%
2006	624,364	‡	21,045,610,783	33,707	334,505,000	536	1.59%
2007	616,029	‡	23,559,064,678	38,243	362,040,000	588	1.54%
2008	644,638	‡	25,842,360,340	40,088	617,640,000	958	2.39%
2009	654,826	‡	28,600,174,932	43,676	631,585,000	965	2.21%
2010	665,055	‡	29,650,666,918	44,584	767,620,000	1,154	2.59%
2011	675,324	‡	29,878,024,160	44,243	829,745,000	1,229	2.78%
2012	685,631	‡	30,437,436,391	44,393	875,245,000	1,277	2.88%
2013	665,568	‡	31,502,641,269	47,332	871,690,000	1,310	2.77%
2014	682,648	#	31,906,365,072	46,739	916,945,000	1,343	2.87%
2015	682,648	#	32,342,016,088	47,377	1,168,022,668	1,711	3.61%

*Certified Taxable Assessed Valuation refers to the valuation in effect at the time the budget is adopted. This valuation is subject to adjustments for protested assessments as provided by the Central Appraisal District.

US Census 2010 Actual

‡ US Census 2000 Actual





Note: Graphs above depict calendar year of valuation.

CITY OF EL PASO
SCHEDULE OF ASSESSED VALUATION AND TAX RATE

CALENDAR YEAR	ASSESSED VALUE AT TIME OF LEVY: Real Property AMOUNT	Real Property PERCENT	Personal Property AMOUNT	Personal Property PERCENT	TOTAL ASSESSED VALUE	TAX RATE	ALLOCATION OF TAX RATE: GENERAL FUND	SINKING FUND
1989	8,789,991,744	82.66%	1,843,583,523	17.34%	10,633,575,267	0.495427	0.406920	0.088507
1990	9,371,605,073	82.51%	1,986,765,547	17.49%	11,358,370,620	0.516160	0.412438	0.103722
1991	9,480,583,878	83.61%	1,858,199,464	16.39%	11,338,783,342	0.560247	0.446042	0.114205
1992	9,602,672,472	83.26%	1,930,114,989	16.74%	11,532,787,461	0.607468	0.466114	0.141354
1993	10,352,379,143	84.29%	1,929,368,217	15.71%	12,281,747,360	0.653229	0.466114	0.187115
1994	10,638,305,036	83.61%	2,085,774,596	16.39%	12,724,079,632	0.643796	0.480097	0.163699
1995	11,903,494,793	83.85%	2,292,148,507	16.15%	14,195,643,300	0.653229	0.480947	0.172282
1996	12,293,694,888	82.90%	2,535,140,475	17.10%	14,828,835,363	0.635926	0.474313	0.161613
1997	12,619,969,776	82.80%	2,620,753,710	17.20%	15,240,723,486	0.635926	0.484313	0.151613
1998	12,825,739,841	82.85%	2,654,935,888	17.15%	15,480,675,729	0.660234	0.487100	0.173134
1999	13,150,744,696	82.80%	2,731,797,207	17.20%	15,882,541,903	0.660234	0.487100	0.173134
2000	13,567,068,101	82.68%	2,841,081,574	17.32%	16,408,149,675	0.660213	0.487100	0.173113
2001	14,292,256,098	82.81%	2,967,016,152	17.19%	17,259,272,250	0.719833	0.542100	0.177733
2002	14,784,642,367	82.99%	3,030,427,427	17.01%	17,815,069,794	0.719833	0.542100	0.177733
2003	15,368,779,857	84.49%	2,820,246,208	15.51%	18,189,026,065	0.719833	0.542100	0.177733
2004	16,947,741,252	85.48%	2,879,856,855	14.52%	19,827,598,107	0.696677	0.524662	0.172015
2005	18,176,200,124	86.19%	2,911,679,293	13.81%	21,087,879,417	0.696677	0.508371	0.188306
2006	20,547,235,658	87.22%	3,011,829,020	12.78%	23,559,064,678	0.672326	0.481419	0.190907
2007	23,170,310,322	88.15%	3,114,201,621	11.85%	26,284,511,943	0.671097	0.453294	0.217803
2008	25,490,006,325	88.35%	3,359,949,875	11.65%	28,849,956,200	0.633000	0.429000	0.204000
2009	26,410,264,519	88.78%	3,338,697,287	11.22%	29,748,961,806	0.633000	0.422000	0.211000
2010	26,634,717,443	88.96%	3,306,986,336	11.04%	29,941,703,779	0.653700	0.428400	0.225300
2011	27,392,765,508	89.03%	3,374,524,819	10.97%	30,767,290,327	0.658404	0.429236	0.229168
2012	28,553,647,354	89.28%	3,426,697,392	10.72%	31,980,344,746	0.658404	0.442148	0.216256
2013	28,887,623,664	89.14%	3,520,190,301	10.86%	32,407,813,965	0.678378	0.445699	0.232679
2014	29,020,607,436	88.69%	3,700,301,826	11.31%	32,720,909,262	0.699784	0.460937	0.238847

Source: Tax Collection System: Certified Roll Jurisdiction Summary TC500rpt

Consolidated Tax Office
2014 Estimated Tax Parcel Analysis

Taxing Entity	Tax Parcels (#)	Total Parcels	Exempt Parcels	2014 Tax Values (#)	2014 Tax Rates ($/$100)	2014 Tax Levy ($)	Average Parcel Value ($)	Average Parcel Levy ($)	Fees* for Year ($)	% of Total
01- CITY OF EL PASO	217,917	227,981	10,064	32,720,678,301	0.699784	228,974,074	150,152	1,051	165,617	7.94%
03- EL PASO ISD	101,478	107,088	5,610	16,653,769,283	1.235000	195,914,759	164,112	1,931	77,123	3.70%
04- CITY OF SOCORRO	13,963	14,608	645	896,425,900	0.688558	6,172,413	64,200	442	10,612	0.51%
05- YSLETA ISD	62,734	65,827	3,093	6,911,134,091	1.360000	89,038,833	110,166	1,419	47,678	2.29%
06- EL PASO COUNTY	388,069	403,434	15,365	37,358,331,525	0.452694	169,118,852	96,267	436	294,932	14.14%
07- EP COMM COLLEGE	388,035	403,395	15,360	38,564,792,202	0.128122	49,409,906	99,385	127	294,907	14.14%
08- UNIVERSITY MED CTR	388,011	403,371	15,360	39,058,357,183	0.220682	86,194,693	100,663	222	294,888	14.14%
09- SOCORRO ISD	77,368	79,820	2,452	8,688,532,136	1.274794	109,326,475	112,301	1,413	58,800	2.82%
10- CLINT ISD	116,546	119,547	3,001	1,082,999,324	1.335050	14,314,574	9,292	123	88,575	4.25%
11- FABENS ISD	4,794	5,005	211	169,168,384	1.261900	2,076,466	35,288	433	3,643	0.17%
12- TOWN OF CLINT	751	851	100	42,822,598	0.465164	199,195	57,021	265	571	0.03%
14- HORIZON REG MUD	102,715	104,369	1,654	1,116,127,336	0.495000	5,524,700	10,866	54	78,063	3.74%
15- EMERG.SVCS.DIST.#1	89,333	90,414	1,081	1,693,268,661	0.100000	1,693,243	18,955	19	67,893	3.25%
16- ANTHONY ISD	1,869	2,057	188	181,169,149	1.214194	2,149,017	96,934	1,150	1,420	0.07%
17- TOWN OF ANTHONY	1,682	1,843	161	170,310,293	0.430497	733,181	101,255	436	1,278	0.06%
18- CANUTILLO ISD	14,399	15,077	678	1,680,463,225	1.530000	25,318,847	116,707	1,758	10,943	0.52%
19- SAN ELIZARIO ISD	6,023	6,196	173	204,538,473	1.160700	2,329,255	33,960	387	4,577	0.22%
20- TORNILLO ISD	2,697	2,802	105	62,840,776	1.303700	814,719	23,300	302	2,050	0.10%
22- HAC. D'NTE.WTR.DIST.	554	562	8	75,859,950	0.228766	173,542	136,931	313	421	0.02%
25- LWR. VALLEY WTR.AUTH.	31,764	32,894	1,130	1,476,023,459	0.196870	2,905,848	46,468	91	24,141	1.16%
27- EMERG.SVCS.DIST.#2	80,783	85,042	4,259	2,865,478,114	0.100000	2,865,476	35,471	35	61,395	2.94%
30- TORNILLO WTR. DIST.	2,471	2,546	75	66,830,441	0.100000	66,832	27,046	27	1,878	0.09%
31- CITY OF HORIZON	7,134	7,356	222	754,985,422	0.427998	3,231,323	105,829	453	5,422	0.26%
33- DOWNTOWN MGT. DIST.	507	617	110	327,360,934	0.120000	392,833	645,682	775	385	0.02%
34- PASEO DEL ESTE MUD #10	990	1,011	21	170,908,429	0.750000	1,281,814	6,500	1,295	752	0.04%
35- PASEO DEL ESTE MUD #1	21	39	18	12,501,649	0.750000	93,762	595,317	4,465	16	0.00%
36- PASEO DEL ESTE MUD #3	1,162	1,184	22	70,762,090	0.750000	530,717	60,897	457	883	0.04%
37- PASEO DEL ESTE MUD #11	411	424	13	44,365,233	0.750000	332,740	107,945	810	312	0.01%
38- VILLAGE OF VINTON	1,094	1,162	68	117,522,391	0.322980	379,574	107,424	347	831	0.04%
39- PASEO DEL ESTE MUD #2	384	397	13	57,404,848	0.750000	430,537	149,492	1,121	292	0.01%
44- EP COUNTY WC&ID #4	2,772	2,894	122	122,856,838	0.137586	169,034	44,321	61	2,107	0.10%
49- PASEO DEL ESTE MUD #5	207	214	7	17,110,418	0.750000	128,329	82,659	620	157	0.01%
50- PASEO DEL ESTE MUD #6	22	28	6	1,630,220	0.750000	12,227	74,101	556	17	0.00%
51- PASEO DEL ESTE MUD #7	125	130	5	14,716,200	0.750000	110,372	117,730	883	95	0.00%
52- PASEO DEL ESTE MUD #8	29	38	9	4,098,694	0.750000	30,740	141,334	1,060	22	0.00%
53- PASEO DEL ESTE MUD #9	11	16	5	768,294	0.750000	5,762	69,845	524	8	0.00%
55- PASEO DEL ESTE MUD #4	3	7	4	83,426	0.750000	626	27,809	209	2	0.00%
56- CITY OF SAN ELIZARIO	4,546	4,678	132	172,242,219	0.350000	602,857	37,889	133	3,455	0.17%
							Entity fees ----------		1,606,164	
* Per parcel fee ----------	$0.76						Fees from law firm----		480,000	23.01%
							Total fees ----------		2,086,164	100.00%
							10/14/2014			

Debt Administration

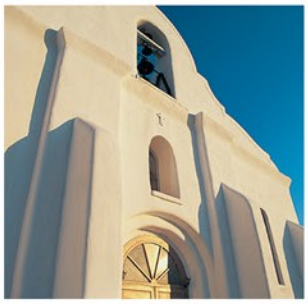
Debt financing is used to pay for large capital projects, such as a new fire station or a library. By using debt the City is able to leverage low interest rate financing in order to address community needs. The City is authorized to issue tax supported bonds up to 10% of assessed taxable values within the City limits. The total certified assessed valuation for year 2014 is $32,342,016,088 setting the debt limit at $3,234,201,609. Total obligations as of August 31, 2014 are $1,824,013,352, which represents 5.64% of the certified assessed valuation and is well below the established debt limit. The City has $1,616,401,718 in tax supported debt outstanding which equals 5.00% of the appraised value. On an annual basis, debt service payments shall not exceed 15% of the operating budget.

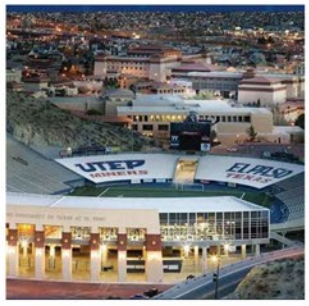
The estimated per capita debt for the City of El Paso for FY 2015 is $1,711. The property tax rate to provide debt service during the FY 2015 period is set at $0.238847 per $100 of assessed value. This represents an increase from the FY 2014 rate of $0.232679. Council has adopted a policy setting a maximum of 30 cents per $100 valuation. The City has received a rating of AA from Standards & Poors and a rating of AA- from Fitch Rating Services on general obligation bond issues.

TOTAL DEBT SERVICE REQUIREMENTS			
YEAR	PRINCIPAL	INTEREST	TOTAL
2015	47,305,041	54,339,011	101,644,053
2016	51,391,740	51,811,717	103,203,457
2017	51,905,416	49,991,915	101,897,331
2018	53,935,150	48,030,971	101,966,121
2019	51,314,028	45,963,881	97,277,909
2020	51,214,225	43,934,844	95,149,069
2021	52,587,181	41,818,238	94,405,419
2022	53,754,026	39,567,205	93,321,231
2023	72,975,862	37,175,263	110,151,125
2024	53,195,000	33,454,152	86,649,152
2025	52,110,000	30,966,451	83,076,451
2026	51,035,000	28,523,029	79,558,029
2027	51,655,000	26,090,587	77,745,587
2028	54,140,000	23,588,882	77,728,882
2029	53,705,000	20,967,855	74,672,855
2030	56,795,000	18,310,846	75,105,846
2031	59,560,000	15,534,964	75,094,964
2032	58,420,000	12,628,103	71,048,103
2033	45,390,000	9,735,254	55,125,254
2034	42,535,000	7,424,444	49,959,444
2035	27,460,000	5,247,233	32,707,233
2036	21,100,000	3,827,316	24,927,316
2037	16,795,000	2,797,613	19,592,613
2038	17,635,000	1,956,395	19,591,395
2039	10,250,000	1,070,150	11,320,150
2040	5,445,000	579,325	6,024,325
2041	1,370,000	320,088	1,690,088
2042	1,470,000	220,763	1,690,763
2043	1,575,000	114,188	1,689,188
TOTAL	$1,168,022,668	$655,990,683	$1,824,013,352

Debt Service Requirements by Issue

DESCRIPTION	ISSUE DATE	MATURITY DATE	INTEREST RATE	ORIGINAL PRINCIPAL	BALANCE ALL YEARS PRINCIPAL	INTEREST	TOTAL
Cert of Obligation 2005	15-Aug-05	15-Aug-26	2.950 to 4.970%	17,315,000	780,000	35,100	815,100
Cert of Obligation 2007	1-May-07	15-Aug-32	4.000 to 5.000%	35,000,000	31,270,000	15,195,975	46,465,975
Cert of Obligation 2009	15-Jan-09	15-Aug-34	3.000 to 5.500%	57,615,000	51,355,000	31,645,313	83,000,313
Cert of Obligation 2009A	15-Sep-09	15-Aug-19	4.000 to 5.000%	27,210,000	15,425,000	1,878,500	17,303,500
Cert of Obligation 2009B	15-Sep-09	15-Aug-34	4.781 to 6.163%	45,740,000	45,740,000	24,884,544	70,624,544
Cert of Obligation 2009C	17-Sep-09	15-Aug-34	6.163 to 6.163%	3,230,000	3,230,000	2,318,708	5,548,708
Cert of Obligation 2010A	1-Nov-10	15-Aug-15	3.000 to 3.000%	2,010,000	2,010,000	60,300	2,070,300
Cert of Obligation 2010B	1-Nov-10	15-Aug-36	3.220 to 6.700%	74,340,000	74,340,000	41,721,416	116,061,416
Cert of Obligation 2011	1-Sep-11	15-Aug-32	3.500 to 5.000%	32,775,000	32,775,000	17,385,113	50,160,113
Cert of Obligation 2012	20-Nov-12	15-Aug-38	3.000 to 4.000%	58,730,000	58,730,000	23,330,125	82,060,125
Cert of Obligation 2013	17-Oct-13	15-Aug-39	1.000 to 5.000%	65,395,000	65,395,000	45,810,425	111,205,425
Cert of Obligation 2014	30-Apr-14	15-Aug-38	1.375 to 5.000%	40,000,000	40,000,000	28,454,365	68,454,365
Cert of Obligation 2014A	26-Aug-14	15-Aug-40	4.000 to 5.000%	64,605,000	64,605,000	47,647,635	112,252,635
TOTAL CERTIFICATES OF OBLIGATION					**485,655,000**	**280,367,519**	**766,022,519**
GO Bonds 2006	15-Apr-05	15-Aug-31	3.625 to 5.000%	56,350,000	1,765,000	88,250	1,853,250
GOB Refunding 2007	15-Feb-07	15-Aug-32	4.000 to 5.000%	95,190,000	89,135,000	45,329,335	134,464,335
GOB Refunding 2007A	1-May-07	15-Aug-32	4.000 to 5.000%	40,000,000	34,275,000	16,539,338	50,814,338
GOB Pension 2007	15-Jun-07	15-Aug-35	5.512 to 6.018%	101,240,000	91,465,000	71,802,724	163,267,724
GOB Bonds 2008	15-Feb-08	15-Aug-33	3.500 to 5.000%	56,455,000	49,440,000	26,945,888	76,385,888
GOB Refunding 2011	1-Sep-11	15-Aug-21	2.000 to 3.000%	5,860,000	5,165,000	625,050	5,790,050
GOB Refunding 2012	1-Oct-12	15-Aug-28	2.000 to 4.000%	20,710,000	19,540,000	6,186,800	25,726,800
GOB Refunding 2013	30-Sep-13	15-Aug-28	1.250 to 5.000%	24,285,000	21,515,000	6,388,544	27,903,544
GOB Refunding 2014 -PENSION	16-Jan-14	15-Aug-34	0.622 to 5.177 %	110,610,000	110,610,000	61,473,118	172,083,118
GOB Refunding 2014	20-May-14	15-Aug-39	3.375 to 5.000%	88,515,000	88,515,000	28,387,529	116,902,529
GOB Refunding 2014 A	26-Aug-14	15-Aug-31	2.000 to 5.000%	49,360,000	49,360,000	25,827,623	75,187,623
TOTAL GENERAL OBLIGATIONS					**$560,785,000**	**$289,594,199**	**$850,379,199**
TOTAL TAX SUPPORTED DEBT					**$1,046,440,000**	**$569,961,718**	**$1,616,401,718**
Special Rev. Bonds, Series 2013A	29-Aug-13	15-Aug-38	6.780 to 7.250%	45,125,000	45,125,000	46,908,391	92,033,391
Special Rev. Bonds, Taxable Series 2013	29-Aug-13	15-Aug-43	7.25%	15,660,000	15,660,000	25,449,682	41,109,682
TOTAL SPECIAL REVENUE BONDS					**$60,785,000**	**$72,358,073**	**$133,143,073**
PID Revenue Bond 2007	15-Apr-07	15-Aug-20	4.79%	400,000	215,000	37,601	252,601
Airport - 2003	15-Sep-03	15-Aug-16	3.000 to 4.625%	18,000,000	2,550,000	176,738	2,726,738
Airport - 2011	1-Jun-11	15-Aug-33	3.250 to 5.000%	16,330,000	16,330,000	9,621,300	25,951,300
TOTAL REVENUE BONDS					**$19,095,000**	**$9,835,639**	**$28,930,639**
Motorola (IT)				20,063,362	18,185,300	2,116,130	20,301,430
TOTAL LEASE OBLIGATIONS					**$18,185,300**	**$2,116,130**	**$20,301,430**
Energy Conservation Notes				21,729,498	15,497,967	1,311,274	16,809,241
Fire Department Loans				10,045,000	8,019,401	407,850	8,427,251
TOTAL OTHER DEBT					**$23,517,368**	**$1,719,124**	**$25,236,492**





FINANCIAL SUMMARIES

- Expenditures
- Revenues
- Revenues by Source
- Financial Statements
- Consolidated Summaries
- Fund Summaries

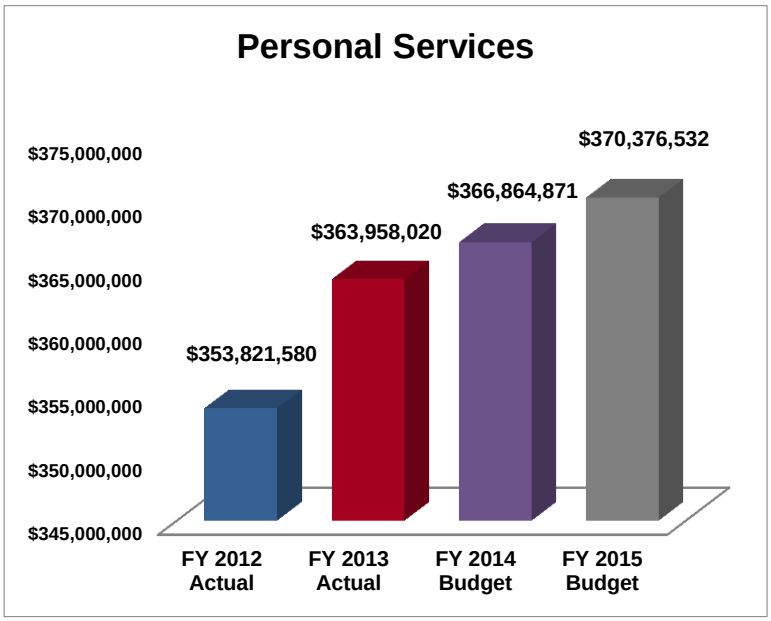
Financial Summaries

This section covers the City's expenditures and revenues summarized by department, source, function, category and fund for FY 2012 through FY 2015. The review of expenditures is presented by category: personal services, contractual services, materials and supplies, operating, non-operating, intergovernmental, other uses, and capital outlay. The discussion of revenues is presented by source: taxes, franchises, service, operating, non-operating, intergovernmental, and transfers in. In addition, statements for governmental and proprietary funds are provided for FY 2012 and FY 2013 followed by major fund summaries for FY 2012 through FY 2015.

Expenditures

Personal Services

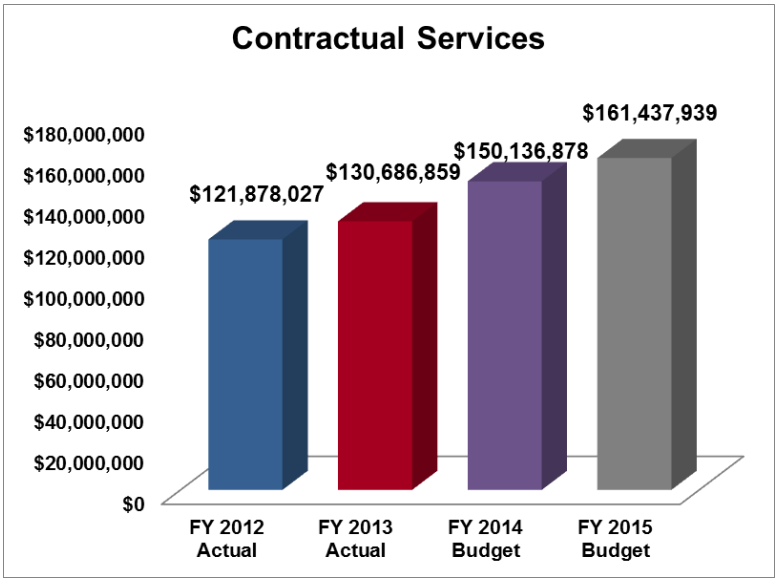
This category includes costs related to employee compensation such as salaries, wages, and fringe benefits. All Funds Personal Services costs increased 1% from $366.9 million adopted in FY 2014 to $370.4 million in FY 2015. The increase in salary costs is mainly attributable to the Fire and Police Departments' contractual obligations. The Fire Department's FY2015 Budget is under the FY2014 Adopted Budget by 0.06%. This is primarily due to the transfer of Hazmat services to be funded through the Environmental Services Department. The Fire Department will be opening Fire Station #5 near the Medical Center of the Americas this fiscal year. The Police Department has one academy scheduled to graduate 40 cadets in January 2015, and another academy to commence June 2015. Additionally, Environmental Services funding increased due to fully staffing the Socorro Road Animal Clinic.



This budget does not include any new across-the-board compensation increases for non-uniformed personnel, though it does fully fund the compression increases (Step 1 and 2) given in early 2014 which benefited nearly 3,750 employees with increases ranging from 1% to 3.5%.

General Fund Personal Services for FY 2015 are budgeted at $270.6 million and represent 73.1% of the total All Funds Personal Services budget.

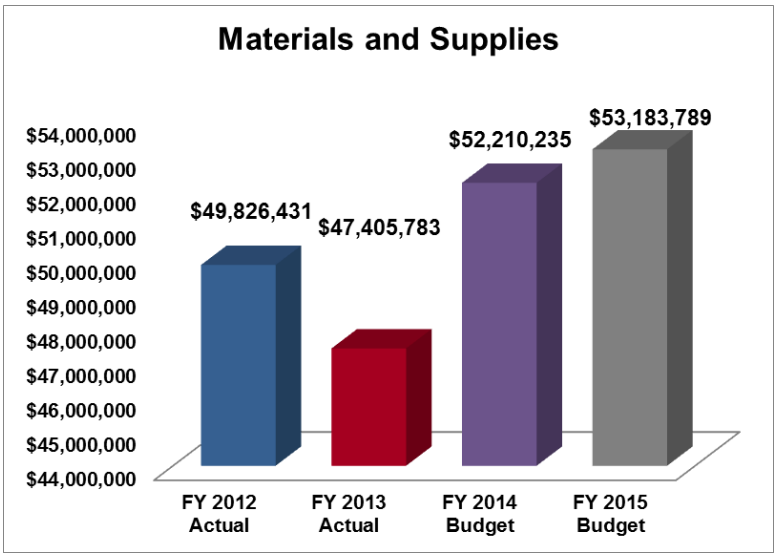
Contractual Services



This category includes costs that are derived from contractual agreements for services. Contractual service costs increased 7.5% from $150.1 million adopted in FY 2014 to $161.4 million in FY 2015. The variance is primarily due to an increase in funding for economic development incentives and the Customs and Border Protection P-3 Contract to help cover overtime costs and to facilitate a quicker crossing for vehicles entering the U.S. Municipal Clerk shows an increase in election contracts to prepare for upcoming elections and possible run-off elections. Sun Metro shows an increase due to the new Transit Operations Center and Mesa Brio RTS going online in October 2014. The Police department increase is due to contractual obligation for third party operation of municipal vehicle storage facility.

General Fund Contractual Services for FY 2015 are budgeted at $33.4 million and represent 20.7% of the All Funds Contractual Services budget.

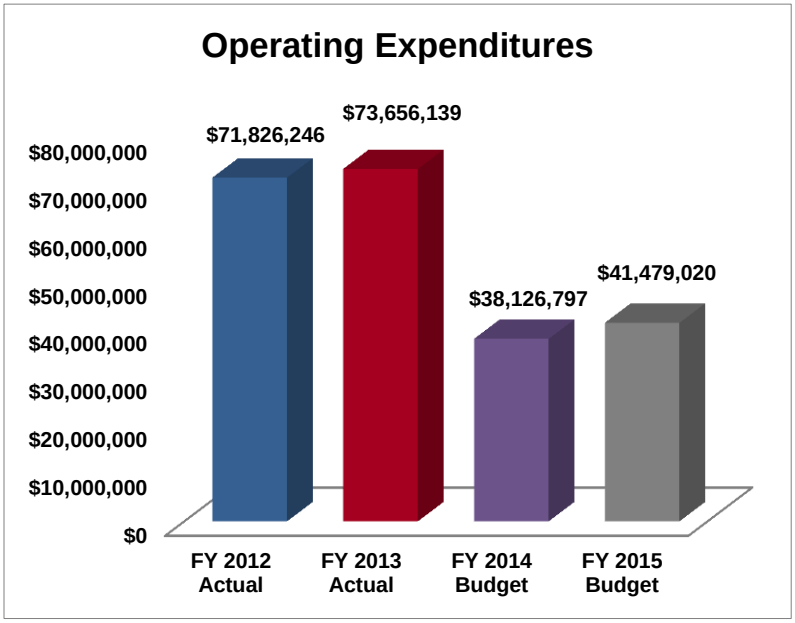
Materials and Supplies



This category includes costs of expendable items used by operating activities. Supplies and material costs increased 1.9% from $52.2 million adopted in FY 2014 to $53.2 million in FY 2015. The variance is primarily due to increases in land maintenance supplies, and building facilities maintenance supplies to maintain city parks and city buildings. Environmental Services shows an increase in clinical medical supplies, animal food, furniture, cleaning supplies and safety gear to cover the addition of the new Socorro Road Animal Clinic. Fire Department increases due to increase in immunizations for the Paramedicine Initiative and increase for the LifePak 12, EKG replacements, and AED replacements offset with reduction for repairs and rehabilitations, due to fiscal constraints. Additionally, the Airport Department includes increased funding due to increased costs for maintenance and landscaping for Butterfield Trail Industrial Park.

General Fund Materials and Supplies for FY 2015 are budgeted at $15.7 million which accounts for 29.6% of the total Material and Supplies All Funds budget.

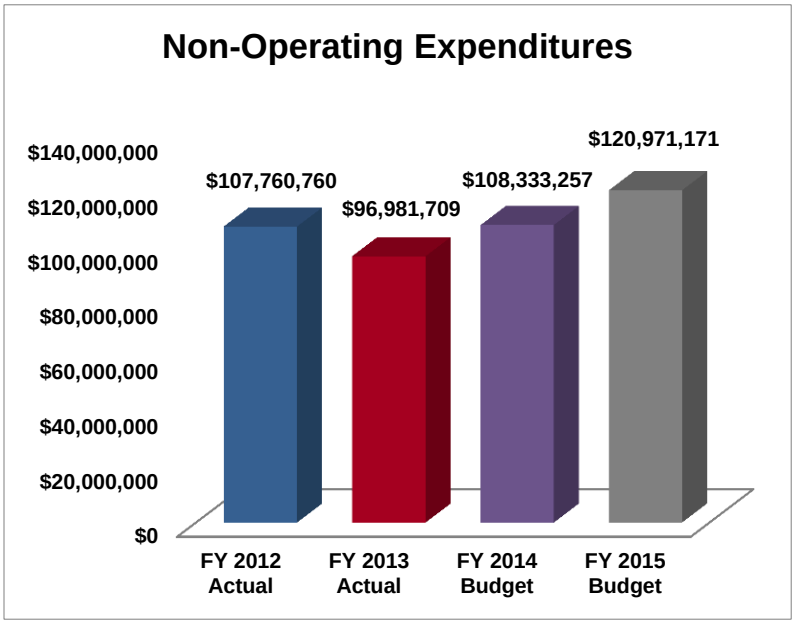
Operating Expenditures



This category includes items that support day-to-day operations of a department such as utilities, mileage reimbursement, travel, training expenses, and communication costs. Also included are indirect cost expenditures budgeted by enterprise funds to cover their share of overhead costs in the General Fund. The total budget for FY 2015 shows an increase of 8.8%, primarily due to increase in indirect cost expenditures related to the Animal Shelter operations. General Services shows increased utility costs to cover the ball park utility bills. Additionally, Police Department has increase due to state and county payments related to the red light camera fund.

About half, or 49.6%, of costs in this category are budgeted in the General Fund.

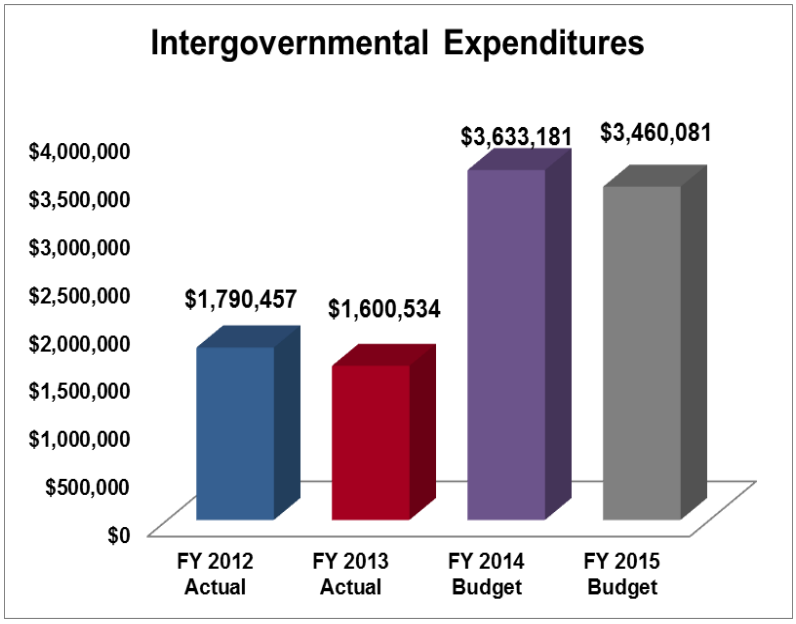
Non-Operating Expenditures



This category includes costs such as principal and interest expense, community service project allocations, housing rehabilitation costs and damages/settlement costs and represents 14.4% of the total All Funds budget. The budget for FY 2015 increased by 11.7% from $108.3 million to $121.0 million due to an increase in citywide debt service requirements and reduced funding for Community Development Block Grant (CDBG) from federal agencies. This category also increased as a result of bond interest due to payment of the new 2014 Series Bonds for the Airport's ConRAC Facility. Also included is bond interest increase due to 2014 Series of Certificates of Obligation for Sun Metro.

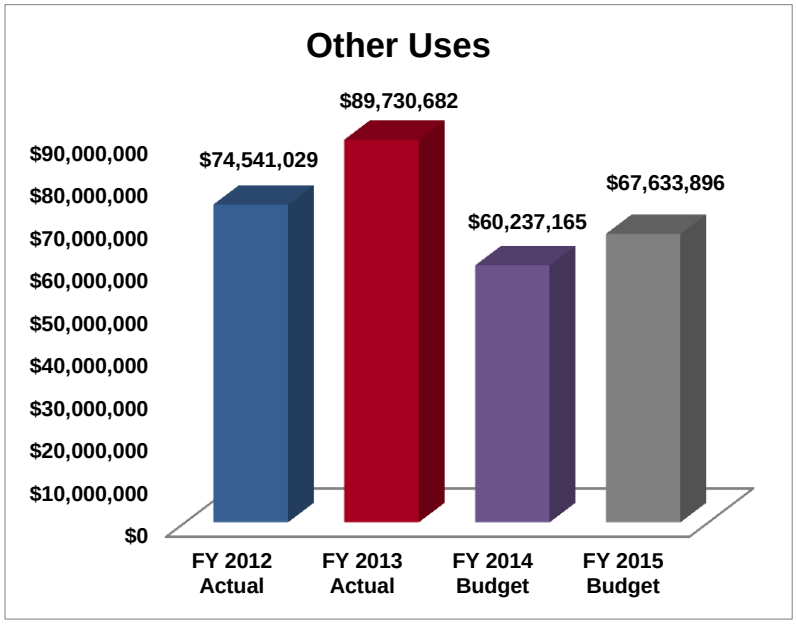
A small percentage (5.24%) of the category is budgeted under the General Fund.

Intergovernmental Expenditures



This category includes grant-matching funds in order to leverage federal and state funding. Nearly half (44.3%) of the category total is for costs budgeted under the General Fund dedicated for the grant match requirement for health and police grants. These costs decreased (4.8%) from $3.6 million in FY 2014 to an estimated $3.5 million in FY 2015. Police Department shows a decrease of city grant match funds based on the anticipated cash match obligation for state and federal grants.

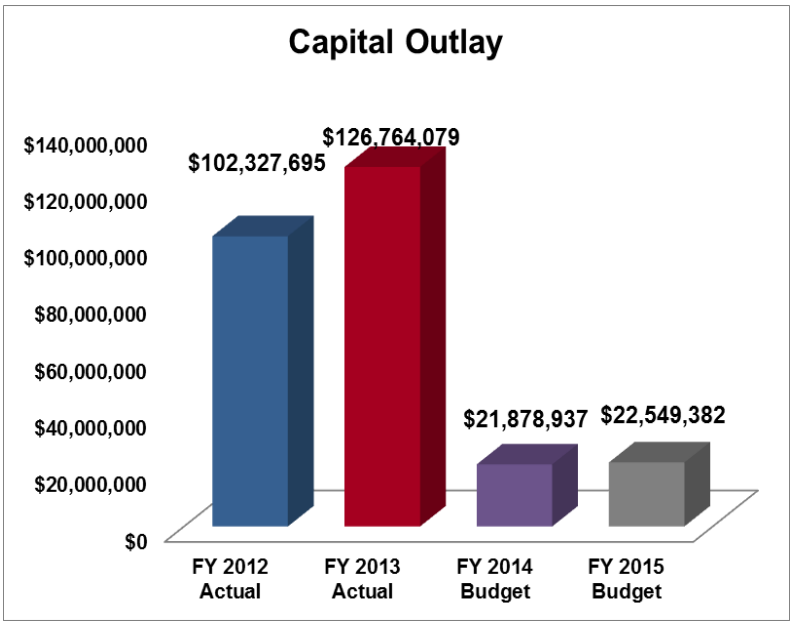
Other Uses



This category includes nonrecurring transfers that do not qualify as revenues or expenditures to the receiving or disbursing department. Other Uses increased 12.28% from $60.2 million in FY 2014 to an estimated $67.6 million in FY 2015, due to an increase in general fund transfer for economic incentives (380 agreements). Additionally, Environmental Services shows an increased transfer to the capital fund.

A small percentage (16.7%) of this category is budgeted under the General Fund.

Capital Outlay



This category includes construction, equipment, and land acquisition. Capital costs for FY 2015 are expected to increase by 3.1% from $21.9 million in FY 2014 to an estimated $22.5 million in FY 2015. The budget includes funding for vehicles and capital expenditures for the Socorro Road Clinic. Funding is also included for equipment upgrades and facility improvements. General Services shows a $2.8 million decrease to vehicle replacement program due to budget constraints.

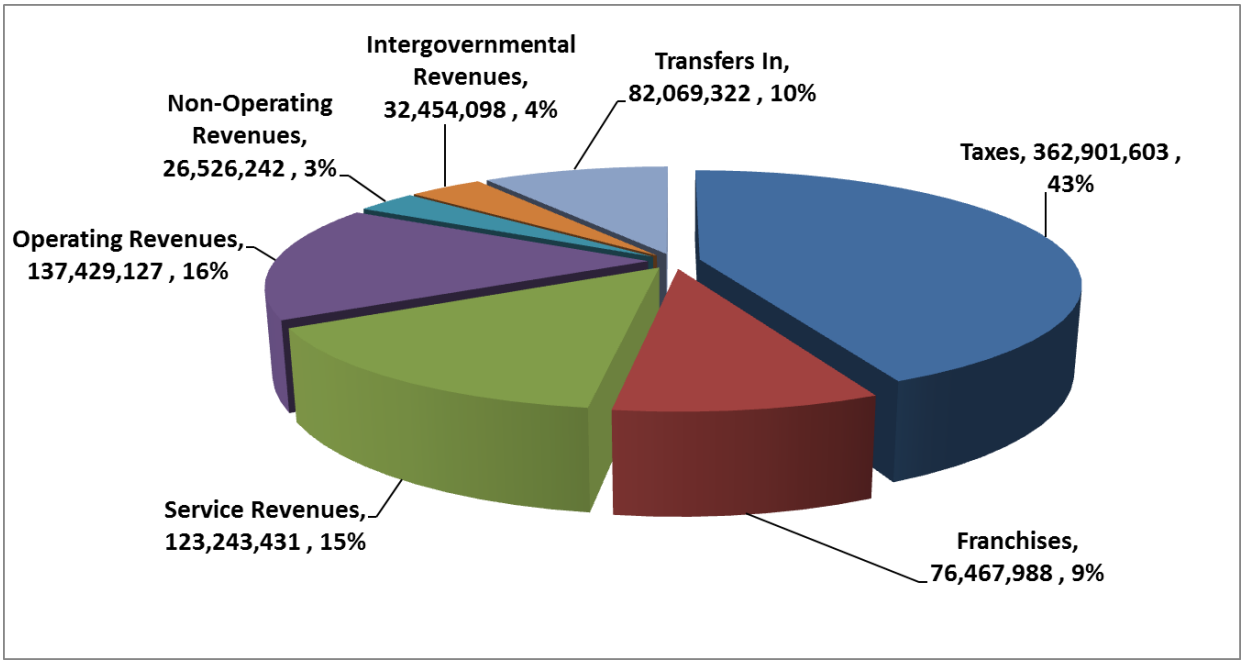
None of this category is budgeted under the General Fund.

Revenues

The following table and pie chart are two depictions of the City's major revenue sources shown at the All Funds level. The first identifies how the major revenues have changed over the last few years and the second shows each as a proportion of FY 2015 total revenues. The following pages highlight additional revenue sources within these classifications and provide general assumptions and analysis to explain these changes.

All Funds Revenue Trends

Revenue Source	*FY12 Actual*	*FY13 Actual*	*FY14 Adopted*	*FY15 Adopted*	*% Change FY 14-15*
Taxes	327,659,452	337,428,443	356,609,953	362,901,603	1.76%
Franchises	64,826,218	64,377,872	66,084,632	76,467,988	15.71%
Service Revenues	116,659,318	117,577,588	118,547,969	123,243,431	3.96%
Operating Revenues	117,484,954	120,867,549	134,992,870	137,429,127	1.80%
Non-Operating Revenues	25,505,162	38,820,649	28,921,649	26,526,242	-8.28%
Intergovernmental Revenues	64,564,338	48,529,885	33,034,981	32,454,098	-1.76%
Transfers In	131,682,997	184,891,387	63,229,267	82,069,322	29.80%
GRAND TOTAL	***848,382,439***	***912,493,372***	***801,421,321***	***841,091,810***	***4.95%***



Taxes

Real property taxes, sales taxes, mixed beverage taxes, bingo taxes, and penalties are the components of the tax revenue category for the General Fund. Taxes are used to fund a variety of activities within the General Fund and the Debt Service Fund.

Real Property Tax Revenues

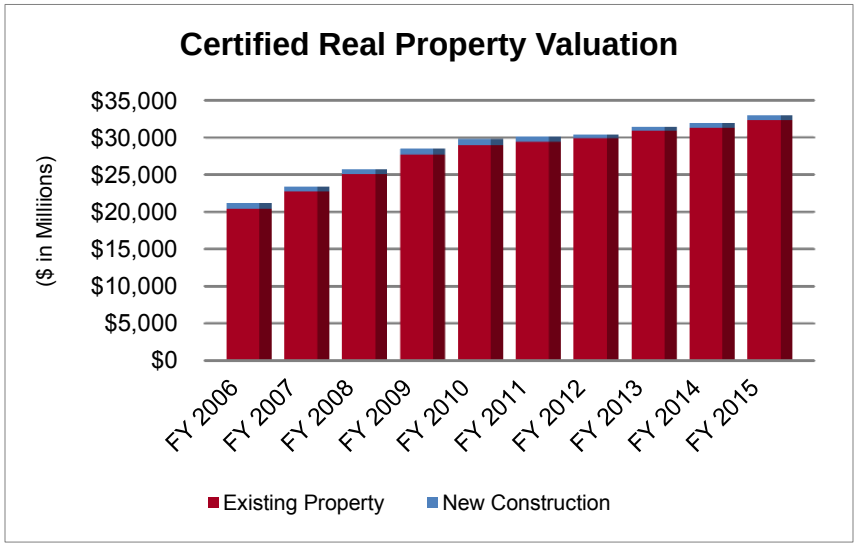
Property taxes are assessed on real and personal property within the City limits to partially fund general government activities, programs, and debt obligations. The total tax rate has two components: maintenance and operations and debt service. The general activities include maintenance and operating activities such as police and fire operations and the debt service portion funds principal and interest payments on tax supported debt owed by the City. The tax rate is based upon the property valuation for existing properties and new construction certified by the El Paso Central Appraisal District (CAD). The Central Appraisal District is mandated to reappraise property every three years: however, the Central Appraisal District conducted annual reappraisals from 2005 through 2009 to reflect housing market conditions when valuing a property. Calendar Year (CY) 2012 was a reappraisal year in which new construction, adjustments for zoning changes, and changes in property categoryistics were reappraised. The complete appraisal of all properties occurred in CY 2013.

Analysis and Assumptions

The certified real property valuation has increased steadily over the last 10 years due to increased appraisal values for existing property. As depicted in the Certified Real Property Valuation History table, valuation experienced double digit increases from 2007 to 2009 and has declined to levels with minimum growth in years 2010 to 2015.

Real property valuations are directly affected by real estate market conditions which invariably affects certified valuation. The El Paso Central Appraisal District (CAD) provides these values based on their expertise and analytical tools. The following chart provides a pictorial view of the total valuation of existing property and new construction from FY 2006 to FY 2015.

The FY 2015 valuation shows a slight increase in new construction and relatively flat growth in the values of existing property. For FY 2015, existing property valuations show a slight increase of 1.2% when compared to the FY 2014 valuation. The previously certified values for FY 2014 showed a 1.5% growth over the 2013 valuation. The City's existing property valuation increased by double digits from FY 2007 to FY 2009 but the existing property valuation only increased by 1.69% in FY 2011 and 1.72% in FY 2012.



FY13 real property valuations saw an increase of 3.50%, however, the original certified value included the disputed value from the City's largest taxpayer. The real property valuations for FY14 were adjusted

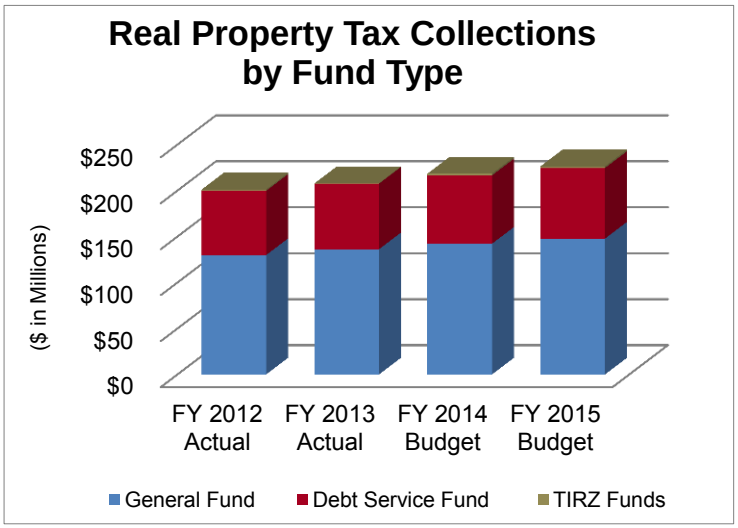
based on the settlement of the dispute which resulted in an increase of only 1.28%. The real property valuations for FY15 only increased modestly by 1.37% from FY14.

Certified Real Property Valuation History				
Fiscal Year	New Construction	Existing Property	Total	Variance
FY 2006	$625,010,603	$20,420,600,180	$21,045,610,783	6.71%
FY 2007	$656,957,689	$22,751,557,114	$23,408,514,803	11.23%
FY 2008	$786,921,921	$25,055,438,419	$25,842,360,340	10.40%
FY 2009	$873,905,578	$27,726,269,354	$28,600,174,932	10.67%
FY 2010	$720,140,809	$28,930,526,109	$29,650,666,918	3.67%
FY 2011	$458,898,537	$29,419,125,623	$29,878,024,160	0.77%
FY 2012	$512,267,938	$29,925,168,453	$30,437,436,391	1.87%
FY 2013	$635,928,288	$30,866,712,981	$31,502,641,269	3.50%
FY 2014	$585,380,272	$31,320,984,800	$31,906,365,072	1.28%
FY 2015	$654,006,624	$31,688,009,464	$32,342,016,088	1.37%

City management adopted an overall rate that generates $0.015/$100,000 more for maintenance and operations than FY 2014 while adopting a debt service rate that increased by $0.006/$100,000 to meet the City's long term obligations. The table below shows a four year history of the overall tax rate as well as its components – the Maintenance & Operating rate and the Debt Service rate.

Adopted Tax Rate Trends (Per $100,000 of valuation)			
	M&O Rate	Debt Service Rate	Tax Rate
FY2012	$0.429236	$0.229168	$0.658404
FY2013	$0.442148	$0.216256	$0.658404
FY2014	$0.445699	$0.232679	$0.678378
FY2015	$0.460937	$0.238847	$0.699784

The City's General Fund tax revenues are currently under pressure from two Transportation Reinvestment Zones (TRZ) and one Tax Increment Reinvestment Zone (TIRZ). A Transportation Reinvestment Zone is a specific contiguous zone around a planned transportation project that is established as an institutional arrangement to facilitate capture of the property tax increment arising from a planned project. The tax increments are then used to defray the capital costs of a project. Transportation Reinvestment Zones were authorized by the state legislature during the 2007 legislative session.



On May 25, 2010 City Council adopted Ordinance No. 017332 & No. 017333 to establish Transportation Reinvestment Zones Number Two and Three to promote transportation projects described by Section 222.104 of the Texas Transportation Code. TRZ Number Two provides the City's share of funding for two

of the projects identified in the 2008 Comprehensive Mobility Plan. The two projects identified in the establishment of Zone Number Two are Loop 375 at FM 659 (Zaragoza) and Loop 375 at the I-10/Americas Interchange. TRZ Number Three will provide the City's share of funding for Loop 375 NE which is also identified in the 2008 Comprehensive Mobility Plan. The impact of TRZ Number Two and Number Three on the FY 2015 budget is a total of $1.4 million from an incremental value of $193.5 million. The budget is also affected by a Tax Increment Reinvestment Zone (TIRZ). A TIRZ is a political subdivision of a municipality or county in the State of Texas created to implement tax increment financing. The TIRZ incremental value is $65.0 million reducing the City's General Fund tax revenues by $454,807 to promote redevelopment of the downtown area.

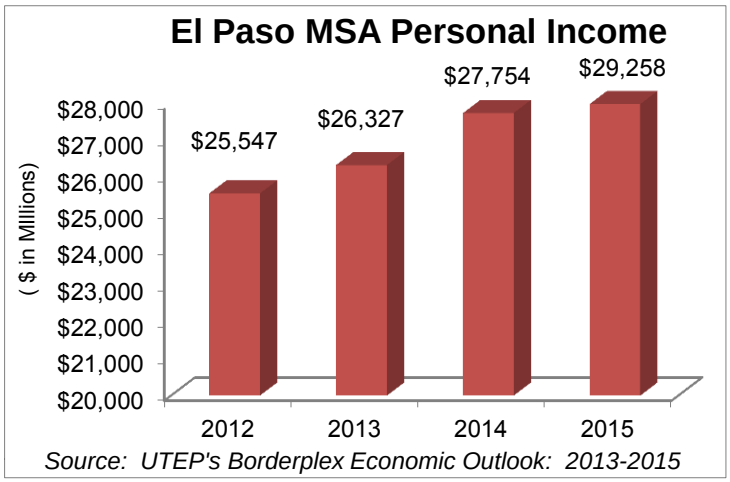
Real Property Tax Collections by Fund Type

	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY2015 Budget	Variance
General Fund	$129,843,804	$136,221,863	$142,206,210	$147,794,158	3.93%
Debt Service	69,886,787	71,355,901	74,284,023	76,761,833	3.34%
TIRZ	1,408,532	328,441	1,900,135	1,808,562	-4.82%
Total Collections	$201,139,123	$207,906,205	$218,390,368	$226,364,553	3.65%

Sales Tax

Sales tax is comprised of gross receipts from the retail sales of all items subject to taxation by the State of Texas which are sold within the City of El Paso. The sales tax rate is set at 8.25% and the City receives 1% of those taxes collected by the Texas Comptroller of Public Accounts. The State receives 6.25%, the County of El Paso receives 0.50%, and the City's Mass Transit system receives 0.50%. The funds that the City receives are deposited into the General Fund and used for day-to-day operations.

Sales tax is correlated to El Paso Metropolitan Statistical Area (MSA) Personal Income Growth, economic trends, retail trends, and traffic crossings at the International Bridges. An MSA is a U.S. Government classification for a free-standing urban population center with a population in the urban center of at least 50,000 residents and a total MSA population of 100,000 or more. The El Paso MSA includes El Paso County and the City of El Paso. Personal income in the County of El Paso has grown steadily over the last three years and is projected to increase by 5.40% to $29.2 billion in 2015 from $27.8 billion in 2014.



Source: UTEP's Borderplex Economic Outlook: 2013-2015

El Paso businesses rely significantly on shoppers crossing from Ciudad Juárez, Mexico and neighboring cities in Mexico to generate sales. The City of El Paso is in a unique position to collect revenues from international bridge crossings at three ports of entry. When estimating sales tax revenues the City considers the number of international bridge crossings. For several years City Council has approved pedestrian toll free days to encourage pedestrian crossings and to stimulate travel during public holidays between Ciudad Juárez, Mexico and the City of El Paso.

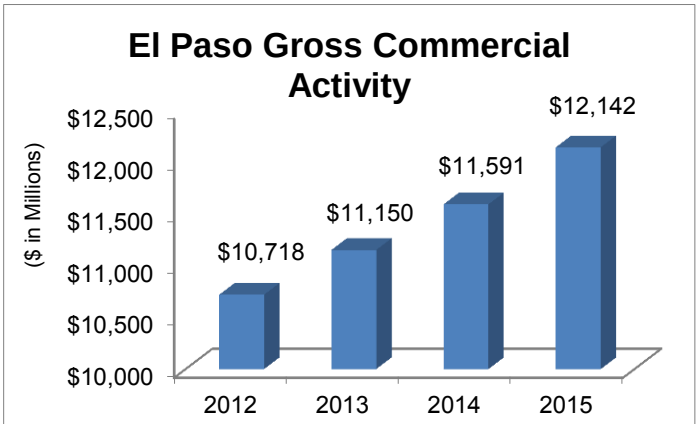
Analysis and Assumptions

The growth in sales tax revenue is a result of economic trends and an increase in pedestrian and automobile crossings into the City. The City has begun to experience a strong recovery from prior years when sales tax collections had been declining as a result of the economic recession. As seen in the chart below, FY 2014, sales tax collections were expected to increase by $8.3 million or 7.32% over FY 2013, due to an increase in personal income. This expected increase did not materialize during the year and as a result required a downward adjustment to the FY 2015 budget. The City of El Paso is estimating that sales tax collections will decrease by $329,420 or 0.27% from FY 2014.

Sales Tax Collections by Fund Type

	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY2015 Budget	Variance
General Fund	73,260,336	75,159,885	80,711,258	80,682,648	-0.04%
Sun Metro	36,294,778	37,476,150	40,355,629	40,324,134	-0.08%
Economic Development	1,892	427,481	269,315	0	-100%
Total Collections	$109,557,006	$113,063,516	$121,336,202	$121,006,782	-0.27%

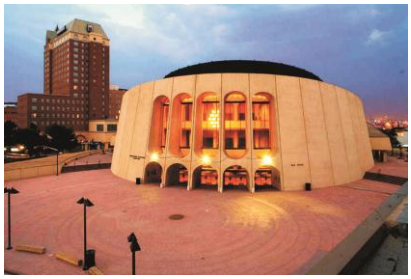
The General Fund portion of the sales tax collections increased by $1.9 million or 2.59% in FY 2013 compared to FY 2012. In FY 2014, the City adopted a budget of $80.7 million, an increase of 7.39% over FY 2013 Actuals. For FY 2015, sales tax collections are projected to decrease by 0.04% over FY 2014 to $80.7 million. This budget adjustment was necessary due to underperforming revenues during FY 2014. In an effort to create and retain jobs in the City of El Paso, the City offers sales tax incentive programs through the City Development department to selected private businesses that will make a measurable difference in achieving economic growth and development.



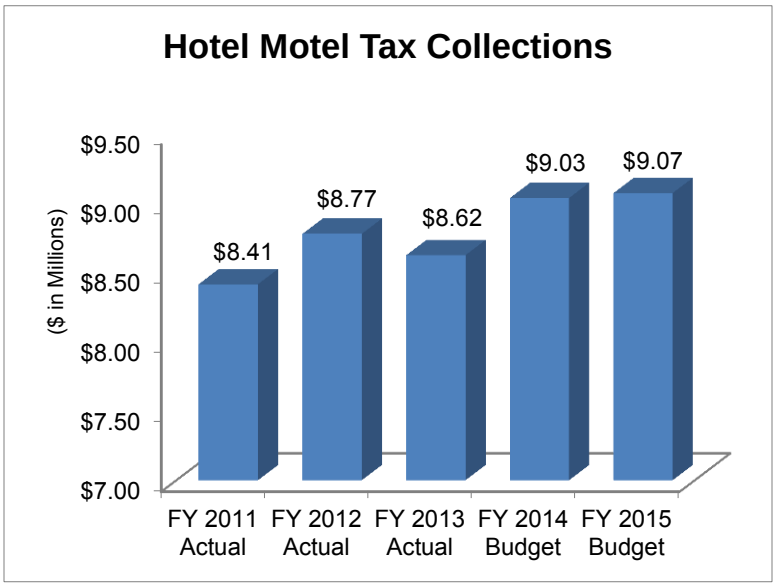
Source: UTEP's Borderplex Economic Outlook: 2013-2015

Hotel/Motel Occupancy Taxes

All non-exempt occupants residing in hotels or motels in the County of El Paso for a period of less than 30 days are charged 17.5% of the room cost. The rate includes 7% dedicated to the City to support and maintain a civic center and encourage tourism. The revenue generated from this source is used to fund the operation of the Destination El Paso, various programs in the Department of Museums and Cultural Affairs, and for Economic Development agreements approved by City Council. This source of revenue is tracked under a special revenue fund and may currently only be used to fund the civic center and tourism activities for the City of El Paso. On November 6, 2012 residents of El Paso approved a 2.0% increase to the tax which became effective on January 1, 2013. The election also included a proposition to authorize the City of El Paso to build a baseball stadium funded by a hotel room occupancy tax increase. The Pacific Coast League's new Triple-A baseball team, called the El Paso Chihuahuas, began play at the new stadium on April 28, 2014.



Analysis and Assumptions



Hotel and motel occupancy tax revenues have fluctuated a little over the last half decade. From FY 2011 to FY 2012 the hotel and motel market showed signs of improvement before decreasing in FY 2013. The estimates for the FY 2014 and FY 2015 budgets were derived using historical collections, occupancy rates, and input from subject matter experts that work closely with area tourism partners and hotels. While FY 2014 revenue was budgeted at a 4.77% increase over FY 2013, a more conservative estimate was made For FY 2015 as only 0.39% in growth was forecasted. In recent years, the City has aggressively pursued economic development opportunities which have required the use of collected revenues to revamp the downtown area and to fund events that attract visitors to the City. These funds are reported under Economic Development 380 tax rebate agreements.

Hotel/Motel Occupancy Tax					
	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY2015 Budget	Variance
Conv. & Perf Arts Center	$5,582,899	$5,448,660	$5,805,000	$5,827,537	0.39%
CVB Capital Improvements	3,189,370	3,170,116	3,225,000	3,237,875	0.40%
Total Collections	$8,772,269	$8,618,776	$9,030,000	$9,065,412	0.39%

Franchise Fees

The City receives a substantial amount of revenue from franchise and easement fees. Franchise fees are collected from both public and private utilities and assessed for the continued use of the public right-of-way. Electric, gas, telephone, water, cable, and telecommunications are among the utilities included in this source of revenue.

The two major franchise fees are discussed in detail in the following pages at the All Funds level for water and electric utilities revenue streams. Additionally, this revenue category accounts for the International Bridge revenue derived from crossings which is also discussed.

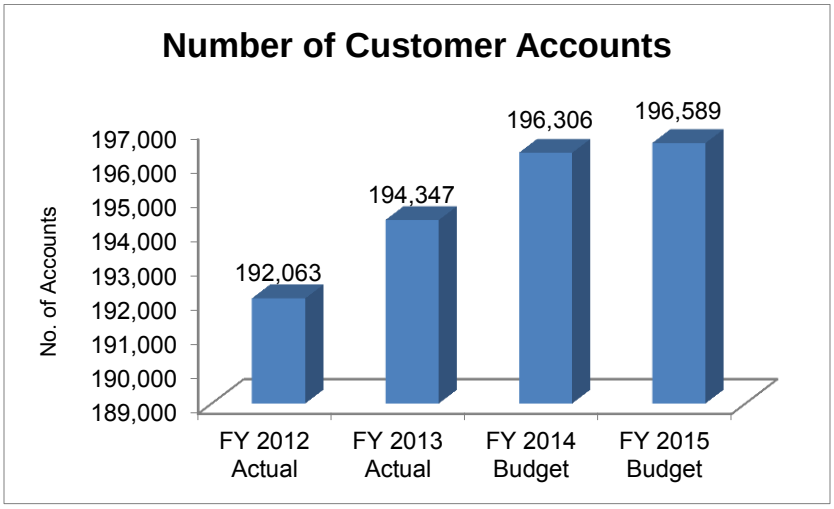
El Paso Water Utilities

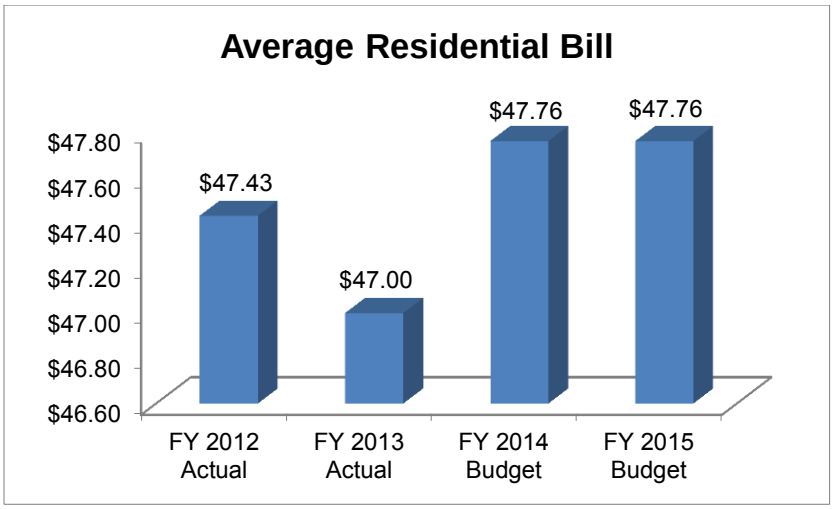
The El Paso Water Utilities (EPWU) is a component of the City of El Paso and is managed by the Public Service Board. The Public Service Board was established by City Ordinance to manage and operate the water and wastewater system in the City of El Paso. EPWU pays the City 10% of the total gross receipts received by the Board from the sale of water in lieu of property taxes. Payment to the City is made on a

monthly basis. In FY 2015 the City Council approved a franchise fee in the amount of $3,550,000 to compensate the City for the use of city streets and rights of way for utility lines and wear and tear on City streets. The City recommended to the water utility that this fee be charged only to non-residential meters.

Analysis and Assumptions

In FY 2013, the customer base grew by 1.19% or an additional 2,284 customers for a total base of 194,347. Revenue in the amount of $11.5 million collected in FY 2013 increased by $789,989 due to increased water consumption as a result of an above average dry and hot summer season. For FY 2014, revenues were expected to decrease by 0.9%, resulting in lower collections of $11.4 million while the customer base was expected to grow by 1,959 customers. For FY 2015, collections are projected to increase by 28.11% or $3.2 million due primarily to the franchise fee approved by City Council. Additionally, the average residential bill is projected to remain flat in FY 2015.





El Paso Water Utilities Collections					
	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget	Variance
General Fund	$10,755,558	$10,415,454	$11,436,200	$14,651,152	28.11%

AT&T Franchise

The City receives revenue on a rate per line for use of public right-of-ways and 1% of gross revenues for video programming services from the telecommunications provider. Payment is received from the provider, AT&T, on a quarterly basis.

Analysis and Assumptions

The number of lines that AT&T operates is a key indicator for this revenue source. These numbers are monitored by staff and used to project future revenues. However, the number of lines is proprietary information and cannot be disclosed.

In FY 2013, the City experienced a decrease in the amount of revenue collected of $237,428 or 3.65%. The decline in revenue can be attributed to a significant decrease in the number of landlines. Many households are abandoning landlines in favor of using cell phones. Collections are expected to continue declining in FY 2015 by another 18.68%, or $1.3 million from FY 2014.

AT&T Collections					
	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget	Variance
General Fund	$6,499,851	$6,262,423	$6,850,728	$5,571,021	-18.68%

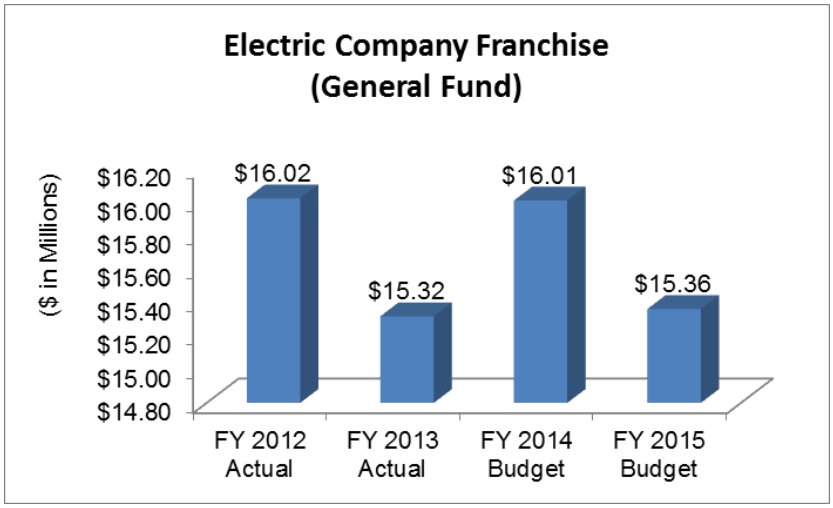
Electric Company Franchise Fee

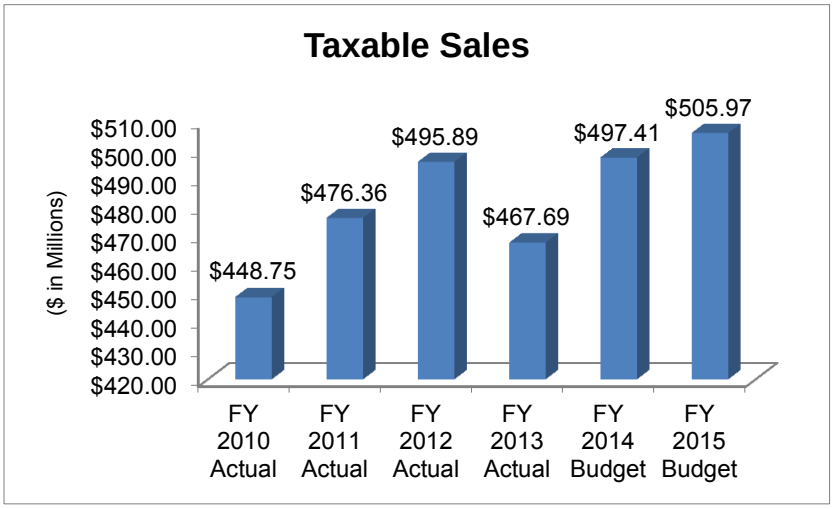
El Paso Electric is a public utility company which generates, transmits, and distributes electricity in West Texas and Southern New Mexico. In order for El Paso Electric to operate effectively and serve the El Paso area, it is necessary that power lines and infrastructure be located on City owned property with cross easements throughout the City. The City of El Paso and El Paso Electric have negotiated and agreed upon a franchise fee in consideration for the easement. The franchise fee of 4% of electrical energy taxable revenues is paid to the City by the electric utility for access to these properties. The rate is distributed as follows: 3.25% is deposited in the General Fund; and 0.75% is dedicated to the Impact Fund for economic development incentives to be used for new commercial users with high electric energy needs, the attraction of companies who will make significant investments of capital and human resources in the community, solar and other renewable energy rebates or incentives, or to increase the City's capacity in alternative energy research, development, manufacturing, and generation. El Paso Electric serves approximately 286,000 customers and the current agreement will expire July, 2030.

Analysis and Assumptions

Estimates for this revenue source are based on growth in the customer base, trends in taxable sales and collections while considering any actions or refunds approved by the Public Utility Commission of Texas. Taxable sales, as reported by the electric utility, fluctuate based on demand, weather, rates, and the fuel factor currently in effect.

In FY 2013 the City's General Fund revenues were decreased by $704,158. Taxable sales are anticipated to decrease from $497.41 million in FY 2014 to $505.97 million in FY 2015. Franchise fees payable to the City for FY 2015 are projected to decrease by $647,091 from the prior year or 4.04%.





Electric Company Franchise					
	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget	Variance
General Fund	16,021,028	15,316,869	16,007,679	15,360,588	-4.04%
Impact Fund	3,697,160	4,393,668	3,652,870	4,306,759	17.90%
Total Collections	$19,718,188	$19,710,537	$19,660,549	$19,667,347	0.03%

Gas Franchise Fees

The City currently has three franchise agreements in place with gas providers that use the City's streets for transmission and/or delivery of gas to its customers. The major providers are Texas Gas Services and Oneok. The City negotiated a new franchise agreement with Oneok effective November 27, 2008 which will be in effect until November 27, 2028. The Oneok agreement calls for a 4% franchise fee rate from the previous 2.5%, an increase of 1.50%, to be charged on the transportation of the commodity and 4% on the imputed value of gas at the delivery point if within the City limits. Texas Gas Service also has an agreement in place until February 22, 2030. The calculation of the franchise fee from Texas Gas Service was changed in FY 2014. The calculation is now done by multiplying the franchise rate by the actual

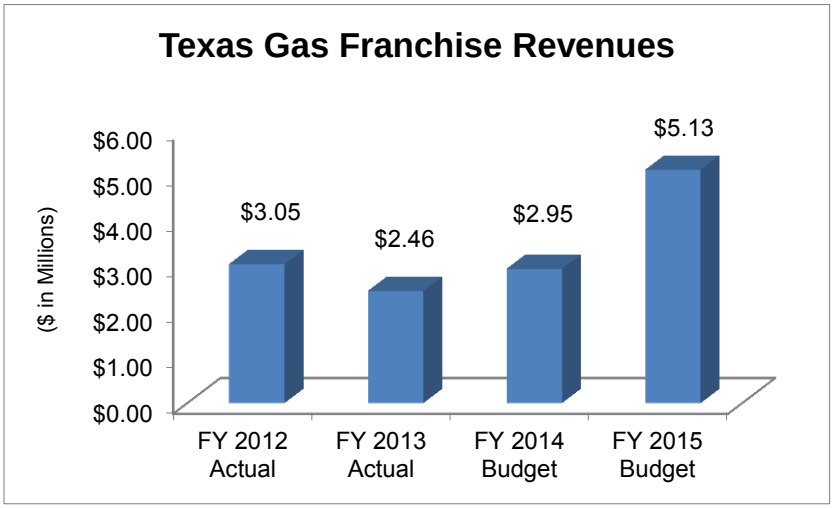
gross receipts from the sale and transport of gas to residential, commercial, industrial, irrigation, public authority, and transport customers within the City of El Paso. The franchise rate for FY 2015 is 4.5% and will increase to 5.0% in FY 2016.

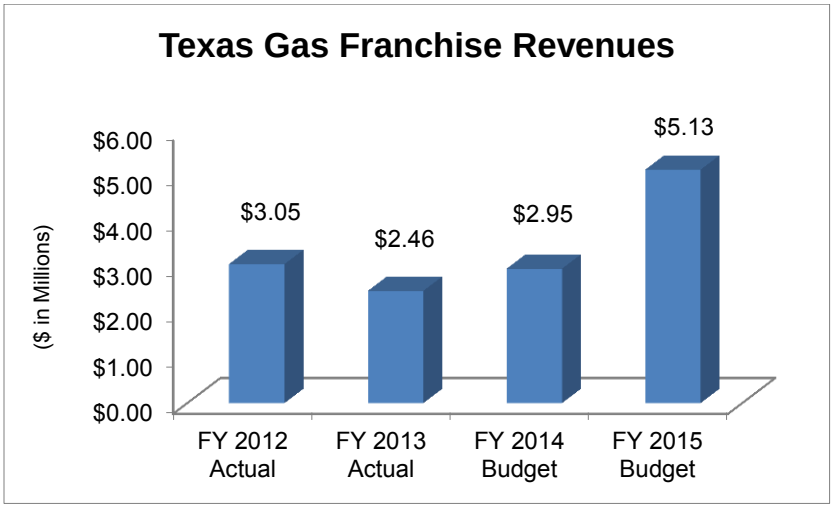
Analysis and Assumptions

In FY 2013 the City experienced a decrease of $636,232 from the two franchisees from FY 2012. For FY 2015 Texas Gas receipts are expected to increase by $2.2 million, or 73.66%, based on estimates as a result of the new terms related to the franchise agreement. All gas franchise payments are considered General Fund revenue.

Selected Gas Franchises

	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget	Variance
Texas Gas Service	$3,053,016	$2,464,527	$2,951,280	$5,125,326	73.66%
Oneok	1,313,824	1,266,081	1,200,000	1,312,273	9.36%
General Fund	$4,366,840	$3,730,608	$4,151,280	$6,437,599	55.08%





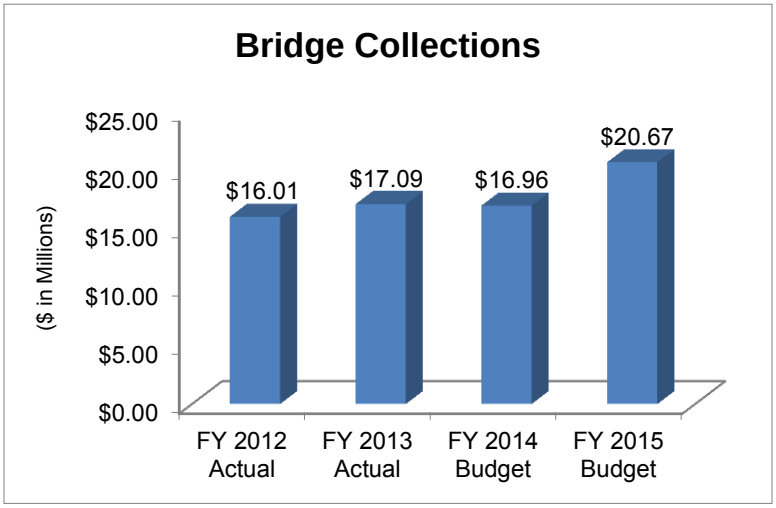
International Bridges Crossing Fees

The City of El Paso is in the unique position to generate General Fund revenue from the operation of three International Bridges. The City of El Paso borders Ciudad Juárez, Mexico and has bridges joining the two communities. The bridges allow for commercial and passenger vehicle crossings as well as pedestrian crossings for ease of accessibility between the sister cities. Fees are collected at the port of entry for vehicles and pedestrians heading south into the neighboring city. The City bridges are 1) the Stanton Bridge located downtown allowing southbound passenger vehicles and pedestrians as well as a dedicated lane allowing northbound traffic using the Centri-Card; 2) the Paso Del Norte bridge located downtown which allows for northbound passenger vehicles that do not pay but allows northbound and southbound pedestrians with southbound traffic paying a fee; and, 3) the Ysleta-Zaragoza Bridge located on the east side of the City which requires payment for southbound pedestrians, passenger, and commercial vehicles. The following table depicts the rates in effect for a particular fiscal year. Fee increases are approved by City Council. The passenger and commercial fees were each increased by $0.50 during FY 2014. This $0.50 increase will be used to fund the Public Private Partnership the City entered into with the Customs and Border Protection Agency. This partnership is expected to expedite wait times at the bridges.

International Bridges Crossing Rates

	FY 2012	FY 2013	FY 2014	FY 2015
Pedestrian	$0.50	$0.50	$0.50	$0.50
Passenger Vehicle	$2.50	$2.50	$2.50	$3.00
Commercial Vehicle	$3.50/axle	$3.50/axle	$3.50/axle	$4.00/axle
Empty Commercial Vehicle	$4.00 to $7.50	$4.00 to $7.50	$4.00 to $7.50	$4.00 to $7.50

Analysis and Assumptions



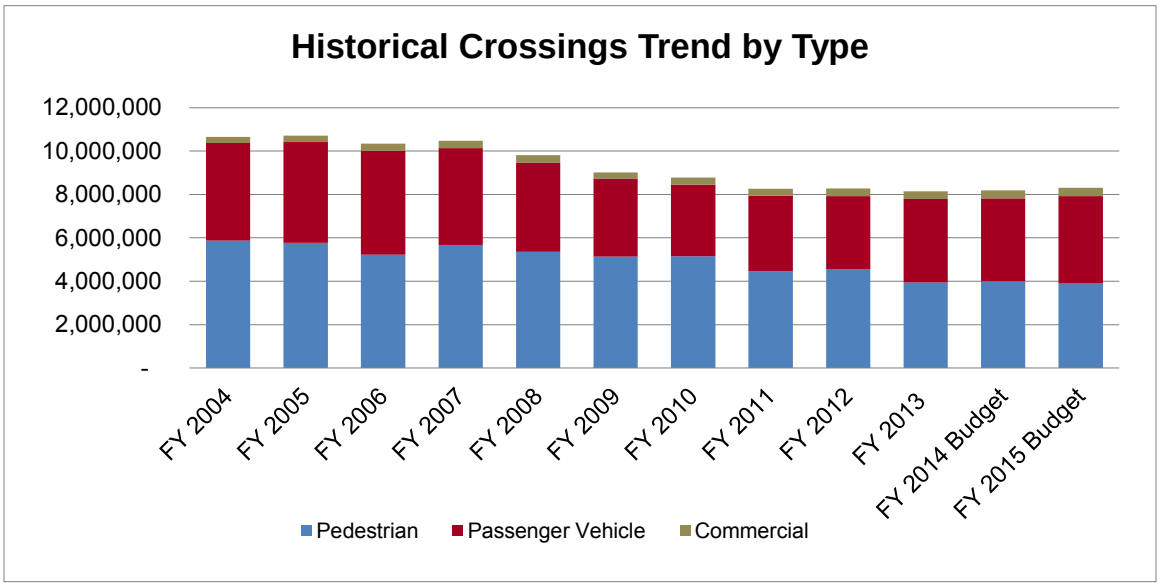
Factors considered in the estimation of future revenue streams are economic and market trends affecting both Cuidad Juárez, Mexico and the City, annual and monthly crossing trends, types of crossings, and the corresponding fees have charged. Collected revenues for FY 2013 increased by $1.08 million or 6.75% compared to FY 2012 collections. Pedestrian and passenger vehicle crossings are beginnning to improve slightly, particularly for commercial vehicles. For FY 2014, collections were expected to be $16.96 million, or a slight decrease of 0.76% from FY 2013. The FY 2015 estimate includes an additional revenue amount of $2.8 million that will be generated from the $0.50 increase to fund the Public Private Partnership with the Customs and Border Protection Agency.

International Bridges Revenue					
	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY2015 Budget	Variance
Crossing Revenue	$16,007,568	$17,086,988	$16,959,851	$20,670,221	21.88%

International Bridges Crossings					
	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY2015 Budget	Variance
Pedestrians	4,549,558	3,938,677	3,995,840	3,900,831	-2.38%
Passenger vehicles	3,373,646	3,847,156	3,828,334	4,019,756	5.00%
Commercial vehicles	351,076	356,567	369,690	381,411	3.17%
Total Crossings	8,274,280	8,142,400	8,193,864	8,301,998	1.32%

The economic recession and increased safety issues impacted the number of passenger vehicles and pedestrians using the bridge. Early in FY 2010, City Council approved seven toll free days to promote pedestrian and vehicle crossings in order to boost retail sales in the downtown area. In addition, City Council allowed for pedestrian traffic at the Zaragoza Bridge in order to meet the needs of both communities. The pedestrian crossings showed a increase of 2.11% in FY 2012 compared to FY 2011, while the passenger vehicle crossings showed a decline of 3.21% over the same period. The commercial activity has remained relatively stable over the last few years.. For FY 2013, passenger crossings to increased by 14.04%, while the pedestrian crossing declined by 13.43%. Revenue streams derived from bridge crossings for FY 2014 decreased by only 0.74% or $127,137. For FY 2014, City Council approved a reduced rate on Saturday's pedestrian crossing fee from 50 cents to 25 cents to promote increased retail and cultural activities in the downtown area. Commercial vehicle activity in FY 2014 increased by 3.68% over FY 2013. This improvement is due to the new initiative approved by City Council that will allow empty cargo trucks to cross into Mexico via the Zaragoza Bridge. This initiative not only generated additional revenue for the City but also alleviated congestion at the Bridge of the Americas during peak hours. The Bridge of the Americas is the only bridge in the region that does not charge a toll when crossing north or southbound and congestion mitigation has become a safety issue.

Historical Crossings Trend by Type			
Fiscal Year	Pedestrian	Passenger Vehicle	Commercial
FY 2004	5,877,801	4,487,025	292,859
FY 2005	5,766,031	4,644,191	302,111
FY 2006	5,229,074	4,789,201	318,627
FY 2007	5,666,248	4,471,795	330,173
FY 2008	5,355,550	4,111,920	342,273
FY 2009	5,138,953	3,590,222	291,807
FY 2010	5,150,718	3,304,466	325,870
FY 2011	4,455,679	3,485,357	323,608
FY 2012	4,549,558	3,373,646	351,076
FY 2013	3,938,677	3,847,156	356,567
FY 2014	3,995,840	3,828,334	369,690
FY 2015	3,900,831	4,019,756	381,411



Service Revenues

This source of revenue includes collection of a fee charged in exchange for a service received by a customer. It includes services provided by the Department of Public Health and ambulance services accounted for in the General Fund. It also includes revenues accounted for in enterprise funds for the Airport Department for use of the facility, fees charged by the Mass Transit Department for transportation services, and fees charged by the Environmental Services Department. Estimation for service revenues in general involves reviewing service demand trends and activity, fees charged for services, collectability for health related services, and economic factors affecting the population served. For discussion purposes, major revenues generated by an enterprise fund are discussed separately and are not isolated by category but rather discussed as a whole.

Ambulance Service

The City of El Paso provides life stabilization transport services throughout the City via the emergency medical services division of the Fire Department. The City sets the fee based on the cost of transportation and stabilization services. The ambulance fee is reviewed on an annual basis during the budget process. Texas state law dictates a "profit" cannot be made from services rendered to citizens.

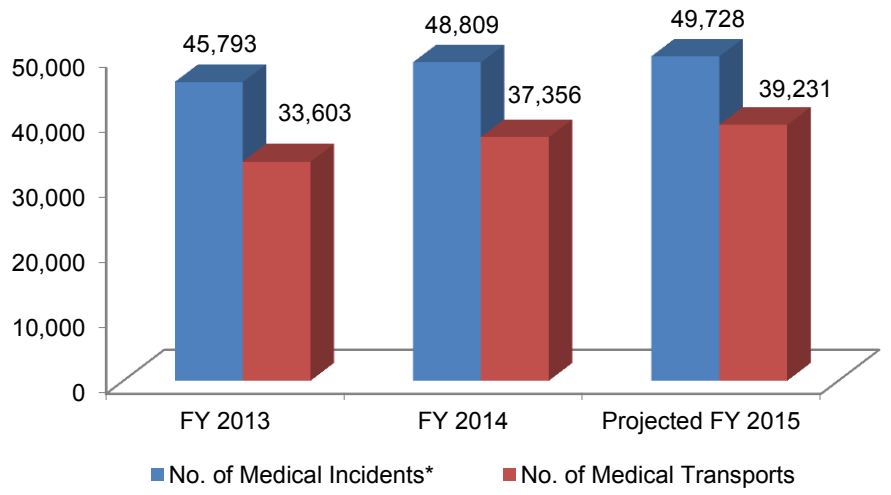
Analysis and Assumptions

Fees are determined by projecting the expected number of medical transports to hospitals. Medical transports have now been redefined as medical incidents. The fee schedule is primarily based on a flat fee implemented in the fiscal year which is reviewed annually and increased based on a Consumer Price Index. A third party administrator collects the revenue and guarantees a collection rate of 40%.

Ambulance revenue decreased from $10.8 million to $10.3 million in FY 2013, a decrease of $479,854 or 4.45%. The decrease in receipts is due to a change in the billing process and trends in collections. For FY 2014, ambulance collections were expected to decrease by $114,342, or 1.11% over FY 2013. During the FY 2012 budget process, a review of the cost to provide ambulance service was conducted resulting in an increase to the ambulance base charge from $550 to $775.

Ambulance Collections					
	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget	Variance
General Fund	$10,782,896	$10,303,042	$10,188,700	$10,562,066	3.66%

For FY 2015, the revenue stream is expected to stabilize and an increase of $373,366 or 3.66% is budgeted.



*This statistic has been redefined from the previous budget book to change from ambulances dispatched to number of medical incidents.

Airport Revenues

El Paso International Airport (EPIA) is located six miles east of downtown El Paso and just south of Ft. Bliss. EPIA provides passenger and air cargo service to a two-nation region, including West Texas, Southern New Mexico, and northern Mexico. The El Paso International Airport owns nearly 7,000 acres of land and benefits from the collection of rental revenue from multiple businesses such as golf courses, hotels, and business parks. In addition, the Airport owns one of the largest air cargo facilities along the U.S./Mexico border and benefits from a high level of air cargo activity supporting maquiladoras in neighboring Ciudad Juárez, Mexico. El Paso International Airport is one of very few airports in the country that operates on a budget surplus.

Passenger Statistics					
	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY2015 Budget	Variance
Enplaned	1,471,845	1,409,741	1,420,100	1,337,000	-5.85%
Deplaned	1,455,927	1,403,917	1,420,100	1,337,000	-5.85%
Total Passenger Count	2,927,772	2,813,658	2,840,200	2,674,000	-5.85%

Analysis and Assumptions

Factors considered when estimating future revenue streams from passenger, air cargo service, and retail services include real estate market trend analysis, economic trends, and negotiated contracts which range from airline contracts to commercial building rentals. In FY 2013, City Council approved a new Customer Facility Charge of $3.50 per day/rental car transaction to finance the construction of a new Consolidated Rental Car Facility. The revenue derived from this fee is estimated at $3 million per year. The remaining revenue accounts have remained relatively stable from FY 2012 to FY 2015 budget.

Selected Airport Revenues

	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY2015 Budget	Variance
Customer Facility Charge	$1,765,621	$3,405,024	$3,450,000	$3,300,000	-4%
Building Leases	1,498,077	1,652,737	1,510,000	1,498,000	-1%
Parking Lot Fees	5,767,272	6,236,539	6,324,745	6,573,545	4%
Scheduled Landing Fees	2,963,169	2,924,731	2,957,000	3,417,614	16%
Terminal Space Rental	5,553,346	5,689,482	5,449,000	5,449,000	0%
Airport Car Rentals	4,335,144	4,355,378	4,330,000	4,330,000	0%
Ground Rentals	7,294,851	7,316,861	7,323,441	8,011,743	9%
Golf Course Green Fees	1,004,957	1,079,555	1,035,649	1,044,325	1%
Cargo Landing Fees	965,553	750,684	777,900	908,174	17%
Passenger Facility Charges	5,535,166	5,465,342	6,139,498	5,510,551	-10%
Total Selected Revenues	$36,683,156	$38,876,333	$39,297,233	$40,042,952	2%

Mass Transit

The City of El Paso operates a mass transit system that provides public transportation within the City limits and service to El Paso County and the City of Sunland Park, New Mexico through Federal Transit Administration (FTA) funding and service agreements with the entities. The transit system provides both a fixed route and paratransit on-demand transportation service to residents. The system is funded mainly through a 0.50% sales tax, fares, and funding from the FTA. The transit system has completed various service improvements such as the building of transfer centers, investment in new buses, and the start of design for the Brio Mesa Rapid Transit System (RTS), the most ambitious project to date. To fund the service improvements the Mass Transit Board has authorized fee increases that are necessary to finance its operations. The last fee increase was approved during FY 2011. Effective January 1, 2011 the $1.25 fixed-route fare changed to $1.50 while the student and military fees were restructured.

Analysis and Assumptions

Factors considered in the estimation of future revenue streams are economic and market trends affecting both Cuidad Juarez and the City, annual and monthly ridership trends, and the corresponding fees charged. Additionally, subject matter experts are consulted when an increase in fees is proposed in order to determine the effect on ridership.

The Mass Transit Board authorized a $0.25 increase to all fares effective January 1, 2009 resulting in a revenue increase for FY 2009. Fare collections in FY 2010 declined from 2009 levels due to economic

events that affected the users in the El Paso area. After completion of major capital investments in the form of new bus shelters and newly constructed transfer centers, the Mass Transit Board authorized another $0.25 increase to the fixed route fare and restructured the student and military fees. Analytical tools and mass transit experts determined that for FY 2011 the rate increase would affect ridership negatively by about 0.3%, but actual fare box revenue generated a 5% increase with an overall 9.4% increase across all fare types. In FY 2012, bus service hours increased 29 hours a week by extending night hours and adding routes. With no fee increase in FY 2013, the revenues were relatively flat when compared to FY 2012. Ridership revenue estimates for FY 2014 were determined using the latest actual revenue collections and were expected to increase from FY 2013 levels. The budget for FY 2015 included a positive outlook on ridership increasing and includes an increase of over $680,000 in fare revenue, or 6.62%. Additionally, the Mesa BRIO, the first corridor in the Rapid Transit System, began operation in November of 2014 which is anticipated to be a large factor in the expected revenue increase. This positive outlook is due to the extension of night service, the proposed introduction of at least three park-and-ride locations and plans for increased routes for downtown, university, and community college riders as well as the opening of the first Rapid Transit Corridor on Mesa.

Mass Transit Fare Revenue by Type

Fare Type	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY2015 Budget	Variance
Fare Box Revenue	$8,217,176	$8,284,601	$8,720,415	$9,390,000	7.68%
Ticket Sales	515,004	567,393	607,818	613,000	0.85%
Trolley Token Sales	92,499	85,725	88,740	93,000	4.80%
Fare Box County Service	54,235	55,318	58,200	50,000	-14.09%
Fare Box City of Sunland Park	43,361	3,384	55,000	50,000	-9.09%
Total Fixed Route Revenue	$8,922,275	$8,996,421	$9,530,173	$10,196,000	6.99%
Sr. Citizen Bus Pass	$168,000	$151,775	$169,877	$150,000	-11.70%
LIFT Bus Revenue-Tickets	257,803	252,583	238,000	267,000	12.18%
LIFT Bus Revenue - Fare Box	256,010	277,350	269,178	270,000	0.31%
Total LIFT Bus Revenue	$681,813	$681,708	$677,055	$687,000	1.47%
Total Service Revenue	$9,604,088	$9,678,129	$10,207,228	$10,883,000	6.62%

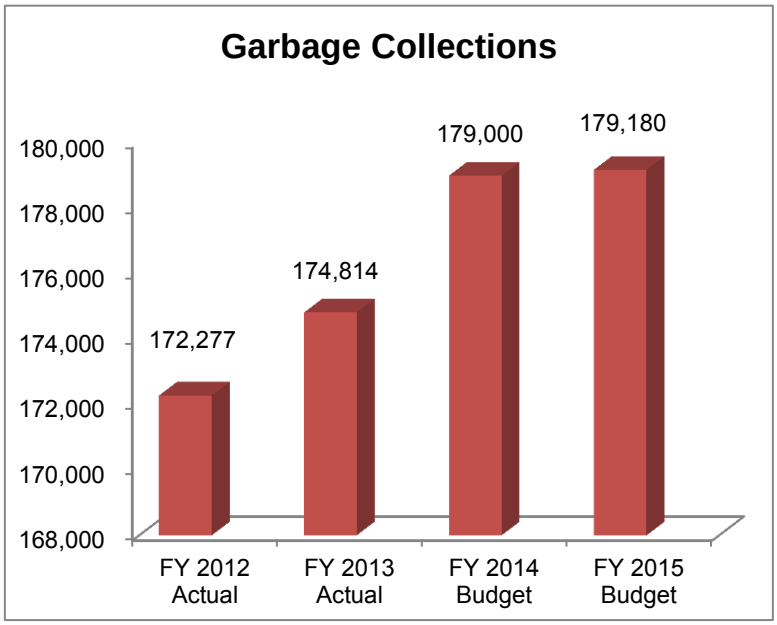
Mass Transit Statistics

Fare Type	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY2015 Budget	Variance
Ridership Fixed Route	16,589,851	16,459,000	17,282,000	17,000,000	-1.63%
Demand Response	194,111	250,838	257,408	280,000	8.78%
Sunland Park Ridership	136,113	130,254	133,510	140,000	4.86%
El Paso County Ridership	66,219	71,027	72,803	90,000	23.62%
Ticket Sales - Weekly Passes	396,283	321,695	362,540	315,000	-13.11%
Ticket Sales - Monthly Passes	32,582	25,302	29,546	25,000	-15.39%
Ticket - Demand Response	90,325	98,525	100,988	100,000	-0.98%
Tokens	65,549	61,033	63,003	70,000	11.11%

Solid Waste Services

The City of El Paso's Environmental Services Department operates as an enterprise fund and offers residential collection of refuse throughout the city. As a self-sustaining enterprise fund, a fee is paid by customers to recoup the cost of weekly curbside garbage collection and maintenance costs associated with the landfills that are owned and operated by the City. Revenue projections are based on the number of households receiving refuse collection service and the historical growth rate of the number of new residential homes built while adjusting for any change in the service fee.

For FY 2013, the number of customer accounts increased by 2,537 from FY 2012. During the same time period, revenue collections increased from $35.8 million to $36.2 million. The increase in collections can be tied to the increase in customer accounts. In FY 2014, collections were estimated at $36.6 million, an increase of $414,438 or 1.14% from 2013. For FY 2015, City Council approved an increase to the monthly residential garbage collection fee from $16.00 to $17.00. The bulk of the estimated revenue increase will be used for necessary capital equipment replacement. For FY 2015, collections are projected at $38.8 million, an increase of $2.15 million or 5.86% over FY 2014. Customer accounts are estimated to increase by 180, for a total of 179,180 in FY 2015.



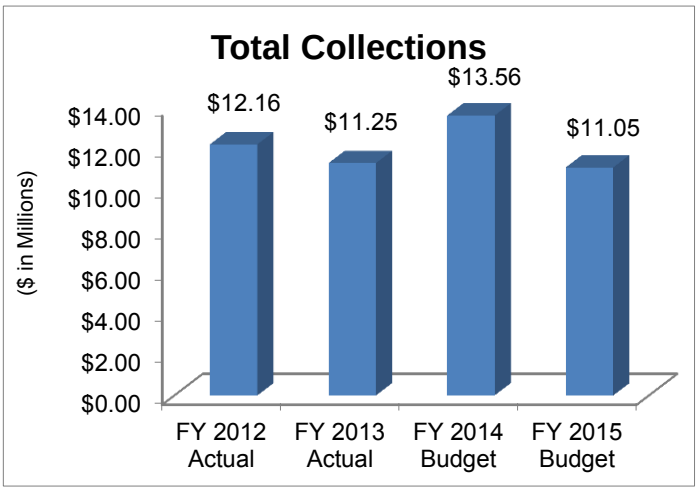
Solid Waste Collections					
	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget	Variance
Garbage Collection Billings	$35,799,260	$36,223,293	$36,637,731	$38,785,076	5.86%

Operating Revenues

This group includes major categories of revenue that are directly related to a fund or program's primary service activities. In the General Fund, services include construction and building permit fees, public safety fees, street rental, culture and recreation fees, municipal court fines, library fees, and public inspection fees. Estimation of these revenues is achieved through activity counts, a review of fees currently in place, service demand, and regional economic trends. Operating revenues make up 16.34% of the All Funds revenue with a total budget of $137.4 million. The two most substantial revenue sources in this category are 1) municipal court revenues derived from traffic violations and 2) building licenses and permits driven by building improvements, new developments and/or new construction.

Municipal Court Fines

The City of El Paso collects municipal fines for Class C misdemeanors and civil parking citations issued within the City limits. For the convenience of the public, there are five payment locations throughout the City.



In FY 2012, collections decreased by $340,718 or 2.72%. Periodically, the City offers an amnesty event and in FY 2013 an amnesty period was offered in the spring which was anticipated to generate $3.2 million over FY 2012 revenues. In FY 2014, no amnesty program was planned, however a list of individuals with outstanding warrants was published in the local newspaper, and contributed to an expected total collection estimated at $13.6 million, a increase of $2.31 million or 220.48% from FY 2013. In FY 2015, revenues were budgeted to be $2.51 less that the FY 2014 budget as a result of lower than expected actual collections during the fiscal year. Additionally, there is no amnesty period expected during FY 2015.

Selected municipal fines collected by the City show an overall decrease of 18.93% for the four major revenue sources in FY 2015 compared to FY 2014. The increase in FY 2013 can be attributed to the amnesty period which resulted in over $2 million in additional collections. The FY 2014 budget was expected to result in an increase of over $900,000, however, the actual collections were much less. For FY 2015 the budgets for these accounts have been adjusted downward by over $1.8 million to better reflect the actual collections being recognized. For FY 2015 there is no amnesty period included. n both FY 2011 and FY 2012 is due to reduced collections for moving violations forfeits and parking forfeits/fines. For FY 2013 collections were budgeted to increase by $2.8 million largely due to the amnesty initiative. In FY 2014 without an amnesty program, collections are expected to be down by 12.69% or $1.4 million.

Selected Municipal Fines

	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2015 Budget	Variance
Moving Violations	$2,814,505	$2,959,444	$3,115,767	$2,412,719	-22.56%
Liability Insurance Violations	1,915,169	2,328,926	2,249,200	1,540,613	-31.50%
Moving Violations Forfeits	2,420,480	2,212,366	2,948,960	2,162,929	-26.65%
Parking Forfeits/Fines	1,342,982	1,444,476	1,570,000	1,896,857	20.82%
Total Collections	$8,493,136	$8,945,212	$9,883,927	$8,013,118	-18.93%

Building Licenses and Permits Revenue

License and permit revenues include fees charged by the City for general construction permits. Estimates for construction permits are based on the City's projected growth, mortgage interest rates, and local economic conditions. Included in the FY 2015 budget process, City Council decided to proceed with recouping the cost of service from the development community in lieu of continuing to support through the use of General Fund revenue. As a result, several subdivision plan review and inspection fees were increased. Concurrently, the City has continued to experience an increase in commercial development which started in FY 2013 and is projected to continue well through FY 2015. The initial sign of such development is an increase in grading activity which has been steadily increasing through the past year. As a result of discussions in Development Assistance Center and Pre-application meetings, the City is projecting an 15.5% increase in commercial revenue for the current fiscal year. Also of note is the separation of Residential building permits from the individual disciplines. It was determined that all trades should be paid and pulled separately; resulting in variances at the account level for Electrical, Mechanical, Plumbing, and Residential Building Permits. While the City is increasing commercial projections, residential activity is also increasing. Below you will see a 8.79% decrease as a result of both dissolving the combination permit and the decrease in residential building activity. With an increase in Commercial development and decrease in Residential, it was decided to leave overall plan review permits at FY 2014 budget levels. Subdivision permits show a large increase as a result of the increase approved by City Council.

Selected Building and Permits Revenue

Permit Type	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY2015 Budget	Variance
Building Permits	$2,111,686	$1,931,489	$2,000,000	$2,310,000	15.50%
Demolition Permits	12,535	13,625	13,780	17,000	23.37%
Electrical Permits	710,935	1,330,860	1,067,950	1,530,000	43.27%
Grading Permits	132,925	187,875	201,400	190,000	-5.66%
Mechanical Permits	642,431	863,325	845,350	945,000	11.79%
Plan Review Fees	223,290	214,629	291,500	330,000	13.21%
Plumbing Permits	567,008	734,047	725,571	780,000	7.50%
Roofing Permits	424,710	367,015	487,600	400,000	-17.97%
Zoning Board Fees	25,000	31,575	27,560	24,000	-12.92%
Subdivision Permits	258,759	300,658	265,000	458,000	72.83%
Residential Building Permits	3,614,936	2,142,479	3,081,523	2,810,506	-8.79%
Total Selected Revenue	$8,724,215	$8,117,577	$9,007,234	$9,794,506	8.74%

Non-operating Revenues

Non-operating revenues by definition are revenues that are not directly related to a fund or a specific program. Included in this category are rents, leases, and investment interest. Other revenues accounted for in restricted funds are those attributed to the self insurance funds and program income earned in Housing and Urban Development activities. Self insurance funding is derived using actuarial tables to determine funding needs without adversely affecting the contribution made by activities/programs in the General Fund.

Investment Interest Revenue

Estimates are contingent on total available cash and prevailing interest rates. The City's policy towards its investment interest revenue is to maximize investment interest revenue only after preserving the safety and liquidity of the portfolio.

Investment Interest Revenue						
	FY2011 Actual	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY2015 Budget	Variance
General Fund	$117,620	$120,359	$400,000	$400,000	$100,000	0.00%
Other Funds	307,591	430,370	187,054	282,348	177,000	50.94%
Total	$425,211	$550,729	$587,054	$682,348	$277,000	6.60%

Intergovernmental Revenues

These revenues are derived from state/federal grants and from other governmental entities for joint programs managed by the City. Federal and state grant proceeds are based on grant awards if available or on estimates based on information provided by the grantors. In FY 2013 this source of revenue decreased by 27.02% for a total of $16.7 million from $61.7 million in FY 2012. The budget figures for FY 2013 for federal and state grant proceeds were based on grant awards normally budgeted as part of the budget process. The same policy was applied to the grant proceeds expected for FY 2014 with consideration given to lower funding for Community Development Block Grant programs. As the federal government continues to experience difficulty in achieving spending controls, municipal governments are expected to continue seeing declining funds for community programs. The inter-local tax collection revenue is derived from agreements for tax collection services provided by the City's Tax Office to all taxing entities within El Paso County. The revenue is based on the cost of providing the service times the number of parcels taxed under each taxing entity. The health agreements are agreements with the County of El Paso and five municipal entities for health services provided by the Department of Public Health. The municipal health agreements are based on the number of units times the cost for providing such service, and these agreements are negotiated on an annual basis.

Selected Intergovernmental Revenue					
	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY2015 Budget	Variance
Federal Grant Proceeds	$41,368,008	$21,379,914	$11,519,612	$10,113,742	-46.12%
State Grant Proceeds	17,981,564	21,011,912	15,696,669	15,773,433	-25.30%
Interlocal Tax Collection Agreements	1,212,255	1,439,201	2,155,958	1,527,000	49.80%
Health Agreements	1,154,621	1,211,873	1,444,621	1,552,766	19.21%
Total	$61,716,448	$45,042,900	$30,816,860	$28,966,941	-31.58%

Transfers In

This category classifies revenue transferred in from other sources and tracks indirect costs reimbursed to the General Fund. The calculation of the indirect costs is based on specific factors for each of the enterprise funds and other funds such as wear and tear on the streets caused by heavy duty vehicles used to provide services, while others are based on an agreement and/or policy.

Selected Transfers To the General Fund

	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY2015 Budget	Variance
Airport IDC	$1,759,000	$1,572,083	$1,272,979	$1,083,655	-14.87%
Mass Transit IDC	3,300,000	3,300,000	3,340,800	3,340,800	0.00%
Solid Waste Transfer	3,479,598	3,411,066	3,963,710	4,646,611	-100.00%
Capital Project Recovery	2,414,360	4,380,813	6,520,020	5,520,200	-15.33%
Indirect Cost Recovery	1,898,324	2,490,210	1,671,289	3,461,794	107.13%
Transfer-Intl. Bridges	9,334,585	9,549,240	10,247,741	11,776,675	-100.00%
Total	$22,185,867	$24,703,412	$27,016,539	$13,406,449	-50.38%

ALL SOURCES REVENUE DETAIL

Description	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
TAXES				
Real Property Tax Collections	$201,139,123	$206,017,272	$218,390,368	$226,364,553
Personal Property Tax Collection	36,229	32,529	32,529	59,323
Penalties Property Tax Collection	1,893,514	1,884,799	1,232,070	254,598
Special Fees/Delinquent Tax Collections	1,451,199	1,385,049	1,412,351	918,098
Sales Tax	109,557,006	113,063,516	121,336,202	121,006,782
Hotel Occupancy Tax	8,930,059	8,876,940	9,217,065	9,275,014
Hotel-Motel 2% Approved Venue	0	1,478,116	0	0
Mixed Beverage Tax	1,522,055	1,605,505	1,934,036	1,966,436
Bingo Tax	57,050	50,372	55,332	56,799
Hotel/Motel Tax Penalty/Interest	32,206	45,014	0	0
Motor Vehicle Rental Taxes	3,041,011	2,989,331	3,000,000	3,000,000
TOTAL TAXES	**$327,659,452**	**$337,428,443**	**$356,609,953**	**$362,901,603**
FRANCHISES				
Other Franchise Fees	$172,815	$175,823	$30,500	$2,245,405
Pipeline Easements	1,052,867	554,861	542,750	552,150
Bridge Revenues	0	2,815	0	0
Texas Gas Service	3,053,016	2,464,527	2,951,280	5,125,326
Time-Warner	4,025,592	3,795,503	3,969,428	3,788,245
El Paso Water Utilities	10,755,558	10,415,454	11,436,200	14,651,152
A T & T	6,655,360	6,435,953	6,995,528	5,715,821
Oneok	1,313,824	1,266,081	1,200,000	1,312,273
Electric Company	19,718,188	19,710,537	19,660,549	19,667,347
Telecom Franchises	2,071,430	2,469,330	2,338,546	2,740,048
Passenger Vehicle Crossings	16,007,568	17,086,988	16,959,851	20,670,221
TOTAL FRANCHISES	**$64,826,218**	**$64,377,872**	**$66,084,632**	**$76,467,988**
SERVICE REVENUE				
Customer Facility Charge	$1,765,621	$3,405,024	$3,450,000	$3,300,000
Airport Building Lease Revenue	1,498,076	1,652,737	1,510,000	1,498,000
Airport Parking Lot Fees	5,767,272	6,236,539	6,324,745	6,573,545
Airline Scheduled Landing Fees	2,963,169	2,924,731	2,957,000	3,417,614
Airline Nonscheduled Landing Fees	123,938	230,070	133,000	133,000
Fuel Flowage Fees	447,076	446,049	520,000	360,000
Aircraft Parking Fees	480,177	425,199	442,200	442,200
Term. Space Rental - Airline	5,553,346	5,689,482	5,449,000	5,449,000
Terminal Space Rental-Other	614,356	622,952	624,000	641,000
Airport Advertising Revenues	182,434	238,464	210,000	231,000
Airport Food And Beverage. Revenue	1,351,974	1,389,375	1,368,246	1,400,535
Airport Gift Shop/Newsstand Rev	563,240	556,569	565,000	565,000
Airport Vending Machine Rev.	6,050	259	500	500
Airport Car Rentals	4,335,143	4,355,378	4,330,000	4,330,000
Airport La Placita Revenues	139,249	88,103	23,200	70,600
Airport Taxi And Limousine Fee	21,650	27,900	35,500	35,500
Airport Phone/Telecommunication	203	57	1,000	1,000
Airport Equipment Parking Rent	102,572	95,603	88,400	87,400
Airport Loading Bridge Charges	33,150	25,525	14,400	14,400

Description	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
SERVICE REVENUE (CONT.)				
Airport Car Rental Parking Rev	114,907	114,312	114,000	134,820
Airport Cost Reimbursements	(1)	0	0	0
Airport Sec. Cost Reimbursement	162,826	138,716	145,000	145,000
Airport Util. Costs Reimbursement	375,936	335,141	363,000	356,000
Aircraft Tie Down Fees	3,120	3,120	3,120	3,120
T-Hangar Rental Fees	297,513	289,386	280,000	287,000
Ground Rentals	7,294,851	7,316,861	7,398,950	8,091,028
Other Airport Revenue	84,281	67,995	80,050	75,800
Airport Washrack Revenue	145	144	200	200
Airport Fingerprint Revenue	23,945	36,805	27,000	32,000
Golf Course Green Fees	1,004,957	1,079,555	1,035,649	1,044,325
Pro Shop Sales	160,312	164,632	168,625	154,969
Driving Range Fees	33,095	39,530	44,744	42,332
Cargo Scheduled Landing Fees	965,553	750,684	777,900	908,174
Fare Box Revenue	8,217,176	8,284,601	8,720,415	9,390,000
Ticket Sales	515,004	567,393	607,818	613,000
Trolley Token Sales	92,499	85,725	88,740	93,000
Lift Bus Revenue - Tickets	257,803	252,583	238,000	267,000
Senior Citizen Bus Pass	168,000	151,775	169,877	150,000
Lift Bus Revenue - Fare Box	256,010	277,350	269,178	270,000
Non-Transportation Revenue	118,219	141,957	162,800	162,800
Union Depot Office Lease Revenue	32,670	32,671	32,670	20,000
Reimbursed Damages	31,441	90,242	47,923	39,950
FTA Capitalized Maintenance	10,773,391	11,134,535	11,000,000	11,500,000
Fare Box County Service	54,235	55,318	58,200	50,000
Fare Box City of Sunland Park	43,361	3,384	55,000	50,000
Food Establishments. Site Assessment	98,143	82,701	92,000	92,000
Ambulance Service Revenue	10,825,473	10,396,558	10,263,700	10,637,066
Primary Care TB Clinic	33,408	24,013	0	0
County Food Safety	86,215	13,975	95,000	95,000
Overseas Immunizations	24,491	43,943	23,000	26,000
Animal Impoundment Fees	431,176	645,920	168,000	168,000
Dental Clinic Fees	210,749	221,303	300,000	450,000
STD Clinic Visit	145,207	137,955	135,000	135,000
Lab/TB-Mycology Tests	7,678	35,852	30,000	30,000
Milk And Dairy Lab Tests	26,032	27,743	25,000	25,000
Routine Immunizations	517,171	(108,569)	25,000	270,000
STD/HIV Lab Tests	23,954	19,509	25,000	5,000
Water Lab Tests	52,046	74,982	70,000	70,000
Animal Adoptions	0	0	5,000	5,000
Spay Neuter Clinic Socorro	0	0	0	360,000
Garbage Collection Billings	35,799,260	36,223,293	36,637,731	38,785,076
Landfill Fees	5,080,879	3,834,329	4,831,593	3,961,906
Recycling Revenues	926,979	855,015	933,530	933,530
Special Waste Removal Fees	141,757	60,696	160,728	160,728
Weed Removal Charges	139,824	291,855	178,858	178,858
Downtown Area Service Fee	(69)	0	0	0
Airport Indirect Cost Reimbursement	1,759,000	1,572,083	1,272,979	1,083,655
Mass Transit Indirect Cost Reimbursements	3,300,000	3,300,000	3,340,800	3,340,800
TOTAL SERVICE REVENUE	**$116,659,318**	**$117,577,587**	**$118,547,969**	**$123,243,431**

Description	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
OPERATING REVENUE (CONT.)				
POS City - Employee Deductions	$8,616,503	$8,044,901	$8,827,029	$9,160,893
POS Fire - Employee Deductions	1,713,779	97	1,785,004	1,889,721
POS Police - Employee Deduction	2,314,312	3,654,091	2,323,521	2,364,244
POS Retiree's Deductions	2,257,385	(2,188,633)	5,655,970	5,740,810
POS City - Employer Contributions	11,987,030	18,042,880	12,939,107	13,036,940
POS Fire - Employer Contributions	6,139,426	400	6,482,690	6,483,353
POS Police - Employer Contributions	7,773,798	12,386,506	8,207,469	8,111,374
Workers' Compensation Contributions	6,504,399	9,273,956	9,547,564	9,136,416
Unemployment Contributions	392,528	348,305	538,121	294,452
Group Life Insurance City Contributions	377,452	345,671	434,146	440,524
Group Dental Cty Contrbutions-Fire&Police	517,676	80,680	569,956	0
Group Dental Employee Deduct.-Fire&Police	75,065	61,423	76,320	76,320
Group Vision Cty Contributions-Fire&Police	75,000	0	78,019	735,489
Group Dental Deduct. - Active Cty	547	1	0	0
Workers Compensation Payback	1,094,193	882,276	0	300,000
Museums Admissions Revenue	0	42	42	0
Zoo Admission Revenue	1,774,182	1,939,942	1,927,911	2,338,145
General Admissions Revenue	656,473	612,611	628,950	628,950
Parking Fee Revenue	(189,621)	(173,733)	709,246	1,300,000
Meter Revenue	1,296,527	1,122,098	1,582,632	1,347,555
Patching Street Cuts	55,424	43,461	38,508	0
Street Lights	14,840	124,701	17,844	0
Anticipated Warrant Fees	329,086	228,446	274,400	209,737
Moving Violation Fines	2,814,505	2,959,444	3,115,767	2,412,719
Public Inspection Violations	46,600	38,952	51,250	33,700
Health Code Violations	35,415	34,156	22,540	9,486
Animal Violations	46,310	70,078	50,924	61,378
Liability Insurance Violations	1,915,169	2,328,926	2,249,200	1,540,613
Misdemeanors	413,556	379,361	431,200	301,277
Misdemeanor Warrants	28,657	35,945	64,008	22,697
Moving Warrants	520,909	607,543	536,560	398,222
Arrest Fees - Moving Violation	558,414	558,997	593,400	443,407
Parking Court Costs	62,740	56,305	73,110	77,042
City Court Costs	361,574	348,589	400,830	315,400
Undistributed	64,386	29,201	20,000	0
Overpayment Muni Court Tickets	14,702	48,766	10,000	12,008
Special Expense Fee	698,163	675,324	676,200	642,278
Municipai Court Building Security Fund	342,608	343,917	333,868	333,868
Moving Violation Forfeits	2,420,480	2,212,329	2,948,960	2,162,929
Parking Forfeits/Fines	1,342,982	1,444,476	1,570,000	1,919,857
Appellate Docket Fees	2,533	2,318	2,440	1,410
Recoveries - Professional Bond	6,106	683	3,724	75,000
Municipal Court Tech Fee Collection	456,583	457,513	444,933	444,933
Time Payment Fees - Municipal Court	313,265	350,961	330,780	330,780
City - FTA	40,389	64,211	60,180	39,051
Narcotics Reimbursement Fee	16,416	9,813	9,504	7,000
Teen Court Revenue	0	20	0	0
Judicial Salaries- City	67,219	67,186	63,700	56,011
Red Light Camera Violations	729,703	1,147,071	1,951,352	1,200,000

Description	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
OPERATING REVENUE (CONT.)				
Appeals Board Fees	45,380	1,620	0	1,620
Building Services Investigation Fees	18,038	13,551	12,000	5,000
Building Permits	2,111,685	1,931,489	2,000,000	2,310,000
Demolition Permits	12,535	24,260	13,780	17,000
Electrical Permits	710,935	1,330,860	1,067,950	1,530,000
Grading Permits	132,925	187,875	201,400	190,300
Mechanical Permits	642,431	863,325	845,350	945,000
Mobile Home Placement Permits	7,632	7,560	8,000	4,000
Plan Review Fees	223,290	214,629	301,500	345,000
TAS Plan Review Fees	6,570	14,000	7,500	20,000
Plumbing Permits	567,008	734,047	725,571	780,000
Roofing Permits	424,710	367,015	487,600	400,000
Sidewalk And Driveway Permits	24,882	30,379	0	27,630
Signs Permits	105,421	142,708	159,000	120,000
Zoning Board Fees	25,000	31,575	27,560	24,000
Other Permits And Licenses	426,509	416,133	464,873	479,876
Charitable Solicitation Permit	7,968	5,136	8,000	0
Foreign Trade Zone Permits	279,230	384,300	284,285	311,565
Parade Permits	8,640	10,680	9,000	7,500
Paving Cut Permits	7,820	8,372	8,000	13,500
Refuse Collection Permits	116,990	80,882	65,948	65,948
Subdivision Permits	258,759	300,658	265,000	458,000
Taxi Cab Operating Permits	51,933	53,182	53,450	53,450
Alarms Licenses	595,223	487,414	46,000	173,505
Alcoholic Beverage Licenses	133,809	117,002	120,428	125,405
Amplification Permits	11,903	9,156	8,000	6,500
Animal Permit And Registration	819,627	779,960	805,721	805,721
Cab Driver Licenses	759	414	276	300
Chauffeur Licenses	3,496	3,725	3,000	3,000
Food Establishment Licenses	741,908	802,111	751,000	905,000
Food Management School Fees	732,483	617,350	650,000	650,000
Home Improvement Contractor Fee	142,000	151,800	150,000	158,000
Sign Contractor Licenses	11,146	7,284	14,000	4,500
Zoning Home Occupation License	0	0	11,000	8,000
Penalties/Late Fees	61,269	56,963	53,702	60,000
Hazardous Chemicals Permits	(93)	(476)	144	0
Chartered Tour Limo Fees	14,673	14,731	15,612	15,612
Driverless Rental Fees	1,050	900	0	1,000
Storm Drain Permits/Fees	12,810	10,980	9,882	10,980
Professional/Occupational License	23,400	37,721	29,942	29,942
Special Privilege Permits	360	520	360	480
Residential Building Permits	3,614,936	2,142,479	3,081,523	2,810,506
Application Annual Process Fee	61,957	55,809	65,000	55,000
Condemnation Fee	2,263	1,105	1,500	1,000
Fire/Accident Investigation Fee	5,874	5,703	6,000	4,000
Temporary Late Fee Penalty	10,744	7,213	9,000	9,000
Plumb Inspection Net 3rd Party Payment	(32,472)	0	0	0
Taxicab Zone 12.88 Zone Permit	750	0	950	0
3rd Party Inspection Vision Consultant	62,190	38,482	0	0
3rd Party Inspection Code Comp Inc	20,136	(2,016)	0	0

Description	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
OPERATING REVENUE (CONT.)				
3rd Party Inspection ECM International	0	14,720	0	0
Hire El Paso First	0	0	0	75,000
Fire Inspections Fees	89,876	101,465	101,193	101,193
Hazmat Fees	345,208	597,495	378,990	578,990
Wrecker And Storage Fees	120,860	0	0	0
Taxi Inspection Fees	22,001	22,141	22,977	22,915
Vehicle For Hire Inspect Fee	1,344	0	1,500	1,500
False Alarm Penalty	78,850	83,725	89,575	89,575
Library Fees	212,677	202,848	241,000	134,333
Event Fees	147,374	109,207	103,363	68,900
Instructional Fees	474,652	550,329	476,403	469,098
Membership Fees	129,971	119,971	152,542	165,135
Child Care Services	434,043	461,424	476,450	585,250
Sales To The Public	4,541,460	5,018,177	3,059,813	3,038,342
Organized Sports Leagues Fees	956,149	983,653	1,037,500	1,064,530
Motor Pool Usage Fees	55,194	49,488	56,000	56,000
Equipment Maintenance Charges	7,769,454	8,316,506	9,661,229	9,661,229
Fuel And Lubricants Charges	8,601,270	8,554,402	10,047,369	10,047,369
Miscellaneous Charges-Sales To Departments	561,501	346,650	376,833	376,593
Indirect Cost Recovery	2,131,911	3,091,730	1,671,289	3,461,794
Environmental Fees	10,366,736	10,557,144	15,439,957	16,949,432
POS Cobra Deductions	55,140	53,864	73,120	73,120
Group Vision Deductions - Active Cty	30	0	0	0
Pension Fund Earnings	0	201	0	0
Pension Payback - Principal	0	1,119	0	0
Pension Payback - Interest Portion	0	22	0	0
NSF Check And Other Fees	0	83	83	0
Tax Office Certificates	25,373	28,412	18,000	26,000
TOTAL OPERATING REVENUE	**$117,484,954**	**$120,867,549**	**$134,992,870**	**$137,429,127**
NON-OPERATING REVENUE				
Reimbursed Expenditures	$10,935,904	$11,559,790	$10,486,340	$9,122,887
Investment Interest Revenue	550,727	406,258	682,348	277,000
Local Deferral Revenue	0	1,890	0	0
Facility Rentals Revenue	830,799	873,552	1,883,982	1,977,151
Property Lease Revenue	1,032,770	1,038,648	1,034,250	1,038,643
Gus And Goldie Royalty Revenue	0	450	2,500	2,500
Revenue Program Income Fthb-567	888,213	867,343	2,381,860	1,023,860
Revenue Program Income Single 568	625,849	534,579	773,712	1,000,918
Revenue Program Income Multi -569	683,124	625,662	760,000	1,714,000
Revenue Program Income CHDO-573	120,630	132,881	335,115	339,556
Donations	1,258,388	407,509	487,674	441,806
Non-Cash In Kind Contributions	0	0	272,321	0
Gains On Disp-Enterp Fix Asset	(180,003)	162,858	0	0
Public Information. Distribution Fee	25,740	29,357	27,189	27,500
Bank Fees/Credit Card Fees	44,221	45,163	84,487	85,000
Miscellaneous Non-Operating Revenues	5,929,541	4,832,904	2,731,550	3,397,524
Penalties And Interest	(3,482,141)	10,877,636	118,567	125,084
Photostats	293,979	312,278	365,894	404,062
Vending Machine Proceeds	40,733	62,718	58,532	35,200

Description	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
NON-OPERATING REVENUE (CONT.)				
Escheat To City Miscellaneous Revenues	818	0	549	0
Impact Fee/Annexation Fee	15,865	11,751	0	0
Parkland Dedication Fees	344,530	561,476	0	0
Annual Registration Fee-Lobby	3,500	2,745	2,470	3,000
Economic Development-City Fund	6,809	0	292,811	0
Passenger Facility Charges	5,535,166	5,465,342	6,139,498	5,510,551
Dividend Investment Revenue	0	7,859	0	0
TOTAL NON-OPERATING REVENUE	**$25,505,162**	**$38,820,649**	**$28,921,649**	**$26,526,242**
INTERGOVERNMENTAL				
Federal Grant Proceeds	$41,368,012	$21,379,914	$11,519,612	$10,113,742
State Grant Proceeds	17,981,563	21,011,912	15,696,669	15,773,433
Local Grant Proceeds	1,023,063	1,040,191	229,417	325,870
City Match Of Grant Proceeds	1,623,249	1,615,135	1,032,606	1,083,760
Interlocal Tax Collect Agreement	1,212,255	1,439,201	2,155,958	1,527,000
Civic Center Revenue	0	0	0	750,000
County Participation	522,500	448,013	448,496	556,126
Interlocal Agreements - Health	632,121	763,860	996,125	996,640
Program Income	201,575	831,659	956,098	1,327,527
TOTAL INTERGOVERNMENTAL	**$64,564,338**	**$48,529,885**	**$33,034,981**	**$32,454,098**
TRANSFERS IN				
Interfund Transfers (Sources)	$67,126,605	$76,723,380	$44,242,880	$63,762,053
Transfer from Bond Proceeds	0	36,127	0	0
Fund Balance Transfers (Sources)	0	0	829,980	6,224,139
City Contribution-Retiree Health	3,184,335	2,810,752	4,282,896	4,329,038
Original Issues Bond Proceeds	32,774,998	46,190,000	453,921	0
Refundings Bond Proceeds	5,860,000	20,710,000	0	0
Premium On Bonds Sold	3,162,848	5,893,167	0	0
BAB Tax Credit	0	0	0	2,117,054
Proceeds-Sale Of Used Equip	328,617	443,998	248,000	96,003
Proceeds From The Sale Of Land	32	171,423	2,323,987	0
Claims Settlement	96,931	46,052	22,380	0
Restitution	0	38,089	0	20,835
Insurance Recovery	0	5,500	0	0
Transfer From Capital Projects	2,419,490	4,394,367	6,520,020	5,520,200
Loan Proceeds	12,849,000	25,083,362	0	0
Loan Proceeds	3,880,141	2,345,170	4,305,202	0
TOTAL TRANSFERS IN	**$131,682,997**	**$184,891,387**	**$63,229,267**	**$82,069,322**
TOTAL REVENUE - ALL SOURCES	**$848,382,439**	**$912,493,372**	**$801,421,321**	**$841,091,810**

CITY OF EL PASO, TEXAS

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

GOVERNMENTAL FUNDS

For the Twelve Months Ended August 31, 2012

	General Fund	Community Development Block Grants	Debt Service	Capital Projects	Nonmajor Governmental Funds	Total Governmental Funds
REVENUES						
Property Taxes	$ 131,331,232	-	69,842,811	-	1,408,532	202,582,575
Penalties and Interest-Delinquent taxes	1,265,811	-	626,929	-	-	1,892,740
Sales Taxes	74,835,025	-	-	3,200,872	5,767,701	83,803,598
Franchise Fees	42,964,822	-	-	-	4,523,669	47,488,491
Charges for Services	21,253,301	1,636,633	1,295,599	835,974	10,439,081	35,460,588
Fines and Forfeitures	12,164,954	-	-	-	1,528,896	13,693,850
Licenses and Permits	12,393,974	-	-	-	86,376	12,480,350
Intergovernmental Revenues	1,844,376	15,135,988	-	18,284,159	36,087,441	71,351,964
County Participation	522,500	-	-	-	-	522,500
Interest	122,074	-	84,760	70,913	1,636	279,383
Rents and Other	1,493,881	-	-	-	871,178	2,365,059
Federal Tax Credit - Build America Bonds	-	-	2,281,309	-	-	2,281,309
Net Decrease in the Fair Value of Investment	(1,715)	(374)	(2,592)	(2,161)	(50)	(6,892)
TOTAL REVENUES	300,190,235	16,772,247	74,128,816	22,389,757	60,714,460	474,195,515
EXPENDITURES						
Current:						
General Government	29,660,382	-	-	-	556,968	30,217,350
Public Safety	198,528,377	-	-	-	15,825,144	214,353,521
Public Works	16,290,395	-	-	-	260,550	16,550,945
Facilities Maintenance	24,138,826	-	-	-	529,452	24,668,278
Public Health	5,623,896	-	-	-	12,321,648	17,945,544
Parks Department	11,208,025	254,440	-	-	40,196	11,502,661
Library	8,397,095	-	-	-	328,373	8,725,468
Non Departmental	5,967,334	-	-	-	-	5,967,334
Culture and Recreation	5,971,567	-	-	-	13,185,494	19,157,061
Economic Development	6,996,848	-	-	-	6,039,455	13,036,303
Environmental Code Compliance	2,270,643	53,415	-	-	79,087	2,403,145
Community and Human Development	485,398	16,467,760	-	-	2,779,125	19,732,283
Debt Service:						
Principal	1,440,551	-	33,163,773	-	-	34,604,324
Interest Expense	412,702	-	43,085,580	-	-	43,498,282
Payment to Refunding Bond Escrow Agent	-	-	762,138	-	-	762,138
Fiscal Fees	-	-	142,885	460,528	-	603,413
Capital Outlay	632,978	-	-	81,981,266	9,691,369	92,305,613
TOTAL EXPENDITURES	318,025,017	16,775,615	77,154,376	82,441,794	61,636,861	556,033,663
Excess(Deficiency) of revenues over expenditure	(17,834,782)	(3,368)	(3,025,560)	(60,052,037)	(922,401)	(81,838,148)
OTHER FINANCING SOURCES(USES):						
Transfers In	17,873,183	-	2,364,511	36,241	131,612	20,405,547
Transfers Out	(111,874)	-	-	(2,364,511)	(55,979)	(2,532,364)
Face Amount of Bonds Issued	-	-	-	32,775,000	-	32,775,000
Face Amount of Refunding Bonds Issued	-	-	5,860,000	-	-	5,860,000
Premium on Issuance of Bonds	-	-	292,444	2,870,404	-	3,162,848
Payment to Refunding Bond Escrow Agent	-	-	(6,090,257)	-	-	(6,090,257)
Proceeds from Sale of Capital Assets	-	3,368	-	197,633	8,101	209,102
Loan Proceeds	-	-	-	12,849,000	-	12,849,000
TOTAL OTHER FINANCING SOURCES(USES)	17,761,309	3,368	2,426,698	46,363,767	83,734	66,638,876
Net change in fund balances	(73,473)	-	(598,862)	(13,688,270)	(838,667)	(15,199,272)
Fund balances - beginning of year	42,333,144	-	6,199,618	22,550,387	22,787,607	93,870,756
Fund balances - end of period	$ 42,259,671	-	5,600,756	8,862,117	21,948,940	78,671,484

Note: Excerpt from the FY 2012 City of El Paso Comprehensive Annual Financial Report.

CITY OF EL PASO, TEXAS

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET ASSETS(DEFICIT)
PROPRIETARY FUNDS
For the Twelve Months Ended August 31, 2012

	Business-type Activities - Enterprise Funds					
	El Paso International Airport	Environmental Services	Mass Transit	International Bridges	Total	Governmental Activities - Internal Service Funds
OPERATING REVENUES:						
Charges of Rentals and Fees	$ 35,607,915	52,600,876	30,638	137,057	88,376,486	-
Charges of Tolls	-	-	-	16,007,566	16,007,566	-
Charges of Fares and Fees	321,806	46,563	9,596,084	-	9,964,453	-
Sales to Departments	-	-	-	-	-	16,986,523
Premium Contributions	-	-	-	-	-	51,984,402
General Revenues	105,768	1,013,180	73,637	7,224	1,199,809	3,972,764
Total Operating Revenues	36,035,489	53,660,619	9,700,359	16,151,847	115,548,314	72,943,689
OPERATING EXPENSES:						
Personnel Services	16,354,960	18,822,966	36,420,197	2,469,603	74,067,726	5,145,312
Contractual Services	48,500	558,811	137,970	-	745,281	-
Professional Services	437,413	22,402	920,036	3,378	1,383,229	1,231,842
Outside Contracts	5,682,087	3,459,435	4,486,651	990,157	14,618,330	3,445,395
Fuel and Lubricants	314,093	3,489,143	4,218,771	9,588	8,031,595	8,696,771
Materials and Supplies	992,289	5,263,874	4,130,879	136,896	10,523,938	3,121,095
Communications	252,065	233,235	178,505	24,668	688,473	15,179
Utilities	1,990,673	37,148	611,694	80,040	2,719,555	23,371
Operating Leases	47,050	67,615	550,903	-	665,568	77,601
Travel and Entertainment	135,446	52,857	52,739	5,293	246,335	2,429
Benefits Provided	678	-	33,012	-	33,690	49,947,166
Maintenance and Repairs	726,134	292,302	378,455	37,813	1,434,704	1,258,504
Landfill and Transfer Station Utilization	-	1,306,983	-	-	1,306,983	-
Other Operating Expenses	425,386	2,272,883	1,330,552	36,170	4,064,991	16,946
Depreciation	14,856,438	8,189,024	9,157,630	149,986	32,353,078	35,698
Total Operating Expenses	42,263,212	44,068,678	62,607,994	3,943,592	152,883,476	73,017,309
Operating Income (Loss)	(6,227,723)	9,591,941	(52,907,635)	12,208,255	(37,335,162)	(73,620)
NONOPERATING REVENUES (EXPENSES):						
Interest Revenue	185,075	85,348	-	14,594	285,017	59,916
Net Decrease in the Fair Value of Investm	(4,103)	(2,082)	-	(446)	(6,631)	(1,832)
Interest Expense	(1,179,561)	(1,110,040)	(1,040,609)	(575,304)	(3,905,514)	-
Federal Tax Credit - Build America Bonds	-	-	248,596	-	248,596	-
Gain(Loss) on Sale of Equipment and Lanc	9,831	110,586	(181,403)	530	(60,456)	-
Passenger Facility Charge	5,535,166	-	-	-	5,535,166	-
Customer Facility Charge	1,765,621	-	-	-	1,765,621	-
Sales Tax	-	-	36,294,778	-	36,294,778	-
FTA Subsidy	-	-	10,773,391	-	10,773,391	-
Total NonOperating Revenues (Expenses)	6,312,029	(916,188)	46,094,753	(560,626)	50,929,968	58,084
Income (Loss) Before Capital Contributions and Transfers	84,306	8,675,753	(6,812,882)	11,647,629	13,594,806	(15,536)
Capital Contributions	972,555	914,630	4,919,486	-	6,806,671	-
Transfers Out	(1,759,000)	(3,479,598)	(3,300,000)	(9,334,585)	(17,873,183)	-
Change in net assets	(702,139)	6,110,785	(5,193,396)	2,313,044	2,528,294	(15,536)
Total Net Assets(Deficit)-beginning	221,486,083	21,270,831	99,070,069	5,676,464	347,503,447	5,236,791
Total Net Assets-ending	$ 220,783,944	27,381,616	93,876,673	7,989,508	350,031,741	5,221,255

Note: Excerpt from the FY 2012 City of El Paso Comprehensive Annual Financial Report.

CITY OF EL PASO, TEXAS

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES (DEFICIT)

GOVERNMENTAL FUNDS

For the Year Ended August 31, 2013

	General Fund	Community Development Block Grants	Debt Service	Capital Projects	Downtown Development Corporation	Nonmajor Governmental Funds	Total Governmental Funds
REVENUES							
Property Taxes	$ 137,639,441	-	67,591,174	-	-	2,161,217	207,391,832
Penalties and Interest-Delinquent taxes	1,268,806	-	615,923	-	-	-	1,884,729
Sales Taxes	76,812,161	-	-	3,185,459	-	7,645,692	87,643,312
Franchise Fees	41,360,418	-	-	-	-	5,199,782	46,560,200
Charges for Services	24,762,092	2,642,880	1,119,778	2,891,059	-	12,793,395	44,209,204
Fines and Forfeitures	12,553,686	-	-	-	-	1,948,465	14,502,151
Licenses and Permits	11,795,247	-	-	-	-	90,139	11,885,386
Intergovernmental Revenues	1,899,257	266,345	-	5,913,977	-	28,081,228	36,160,807
County Participation	448,013	-	-	-	-	-	448,013
Interest	(32,936)	(11,224)	(379,738)	(85,307)	-	(291)	(509,496)
Rents and Other	1,579,820	10,825,068	-	-	-	423,270	12,828,158
TOTAL REVENUES	310,086,005	13,723,069	68,947,137	11,905,188	-	58,342,897	463,004,296
EXPENDITURES							
Current:							
General Government	32,956,034	182,030	-	46,926	-	1,305,541	34,490,531
Public Safety	203,630,493	-	-	20,000	-	13,523,944	217,174,437
Public Works	15,834,323	-	-	690,988	-	332,786	16,858,097
Facilities Maintenance	24,503,102	-	-	-	-	-	24,503,102
Public Health	5,926,955	-	-	-	-	12,658,346	18,585,301
Parks Department	11,810,348	223,018	-	-	-	37,045	12,070,411
Library	8,393,380	-	-	-	-	1,269,130	9,662,510
Non Departmental	9,257,893	(700)	-	72,879	-	-	9,330,072
Culture and Recreation	6,023,531	-	-	339,983	-	14,975,052	21,338,566
Economic Development	8,782,543	-	-	2,094,196	-	5,180,733	16,057,472
Environmental Code Compliance	2,178,796	(1,944)	-	-	-	32,863	2,209,715
Community and Human Development	331,949	10,632,653	-	-	-	619,611	11,584,213
Debt Service:					-		
Principal	2,298,669	-	34,174,525	-	-	-	36,473,194
Interest Expense	587,217	-	43,985,197	-	-	-	44,572,414
Fiscal Fees	-	-	239,157	430,903	1,648,169	-	2,318,229
Capital Outlay	809,471	2,688,012	-	117,072,966	-	4,588,215	125,158,664
TOTAL EXPENDITURES	333,324,704	13,723,069	78,398,879	120,768,841	1,648,169	54,523,266	602,386,928
Excess(Deficiency) of revenues over expenditures	(23,238,699)	-	(9,451,742)	(108,863,653)	(1,648,169)	3,819,631	(139,382,632)
OTHER FINANCING SOURCES(USES):							
Transfers In	18,946,861	-	2,345,170	15,261,965	-	238,611	36,792,607
Transfers Out	(712,350)	-	-	(2,345,170)	(12,288,225)	(2,500,000)	(17,845,745)
Federal Tax Credit - Build America Bonds	-	-	2,419,854	-	-	-	2,419,854
Face Amount of Bonds Issued	-	-	-	46,190,000	60,785,000	-	106,975,000
Face Amount of Commercial Paper Issued	-	-	-	-	-	-	-
Face Amount of Refunding Bonds Issued	-	-	20,710,000	-	-	-	20,710,000
Premium on Issuance of Bonds	-	-	2,002,146	3,891,021	4,288,891	-	10,182,058
Discount on Issuance of Bonds	-	-	-	-	-	-	-
Payment to Refunding Bond Escrow Agent	-	-	(22,914,230)	-	-	-	(22,914,230)
Proceeds from Sale of Capital Assets	-	-	-	171,423	-	-	171,423
Loan Proceeds	-	-	-	25,083,362	-	-	25,083,362
TOTAL OTHER FINANCING SOURCES(USES)	18,234,511	-	4,562,940	88,252,601	52,785,666	(2,261,389)	161,574,329
Net change in fund balances	(5,004,188)	-	(4,888,802)	(20,611,052)	51,137,497	1,558,242	22,191,697
Fund balances - beginning of year	42,259,671	-	5,600,756	8,862,117	-	21,948,940	78,671,484
Fund balances (deficit) - end of period	$ 37,255,483	$ -	$ 711,954	$ (11,748,935)	$ 51,137,497	$ 23,507,182	$ 100,863,181

Note: Excerpt from the FY 2013 City of El Paso Comprehensive Annual Financial Report

CITY OF EL PASO, TEXAS

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET POSITION
PROPRIETARY FUNDS
For the Year Ended August 31, 2013

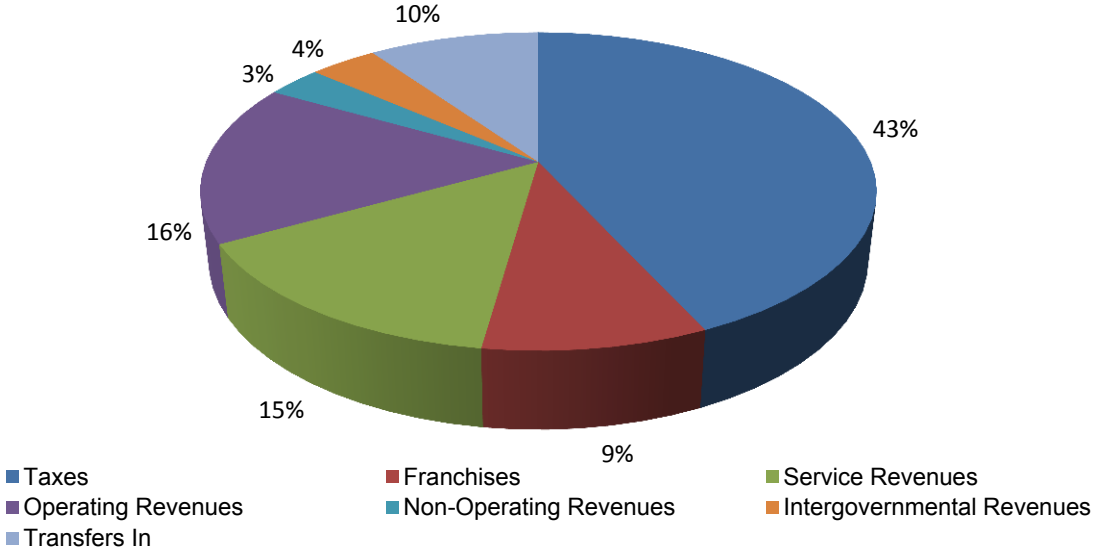
	Business-type Activities - Enterprise Funds					
	El Paso International Airport	Environmental Services	Mass Transit	International Bridges	Total	Governmental Activities - Internal Service Funds
OPERATING REVENUES:						
Charges of Rentals and Fees	$ 35,753,931	$ 52,035,335	$ 66,931	$ 141,822	$ 87,998,019	$ -
Charges of Tolls	-	-	-	17,086,988	17,086,988	-
Charges of Fares and Fees	477,816	5	9,682,424	-	10,160,245	-
Sales to Departments	-	51,220	-	-	51,220	17,266,631
Premium Contributions	1,408	5,183	59	-	6,650	52,905,952
General Revenues	51,769	1,189,877	3,471,880	357,769	5,071,295	1,692,494
Total Operating Revenues	36,284,924	53,281,620	13,221,294	17,586,579	120,374,417	71,865,077
OPERATING EXPENSES:						
Personnel Services	16,835,530	20,507,743	33,628,330	2,475,252	73,446,855	5,403,738
Contractual Services	28,650	463,663	69,529	195,000	756,842	-
Professional Services	278,248	43,590	361,777	920	684,535	3,139,022
Outside Contracts	5,805,058	3,498,845	9,457,613	913,826	19,675,342	3,116,857
Fuel and Lubricants	305,943	3,492,725	5,688,801	6,221	9,493,690	8,768,512
Materials and Supplies	1,047,944	5,745,431	3,609,456	103,404	10,506,235	3,325,712
Communications	288,002	183,795	165,172	20,122	657,091	15,015
Utilities	1,859,741	61,814	490,647	92,854	2,505,056	21,141
Operating Leases	39,653	34,349	539,384	345,927	959,313	43,642
Travel and Entertainment	136,998	81,125	42,062	7,392	267,577	7,715
Benefits Provided	1,852	-	32,384	-	34,236	43,870,841
Maintenance and Repairs	556,529	247,504	424,826	32,694	1,261,553	1,259,890
Other Operating Expenses	440,882	2,354,805	1,974,790	35,941	4,806,418	18,130
Depreciation	15,362,687	9,537,438	9,222,842	581,505	34,704,472	10,826
Total Operating Expenses	42,987,717	46,252,827	65,707,613	4,811,058	159,759,215	69,001,041
Operating Income (Loss)	(6,702,793)	7,028,793	(52,486,319)	12,775,521	(39,384,798)	2,864,036
NONOPERATING REVENUES (EXPENSES):						
Interest Revenue	(42,885)	(116,859)	(37,967)	(6,107)	(203,818)	(9,558)
Gain(Loss) on Sale of Equipment and Land	162,858	-	-	-	162,858	-
Passenger Facility Charge	5,465,342	-	-	-	5,465,342	-
Customer Facility Charge	3,405,024	-	-	-	3,405,024	-
Sales Tax	-	-	37,476,151	-	37,476,151	-
FTA Subsidy	-	-	11,134,535	-	11,134,535	-
Total NonOperating Revenues (Expenses)	7,913,786	(1,136,294)	47,702,821	(492,195)	53,988,118	(9,558)
Income (Loss) Before Capital Contributions and Transfers	1,210,993	5,892,499	(4,783,498)	12,283,326	14,603,320	2,854,478
Capital Contributions	164,769	983,723	3,244,238	-	4,392,730	-
Transfers Out	(1,572,084)	(2,413,448)	(3,300,000)	(11,661,330)	(18,946,862)	-
Change in net position	(196,322)	4,462,774	(4,839,260)	621,996	49,188	2,854,478
Total Net Position (Deficit)-beginning, as restated	220,244,527	27,381,616	93,876,673	7,989,508	349,492,324	5,221,255
Total Net Position-ending	$ 220,048,205	$ 31,844,390	$89,037,413	$ 8,611,504	$ 349,541,512	$ 8,075,733

Note: Excerpt from the FY 2013 City of El Paso Comprehensive Annual Financial Report

All Funds Revenue Summary by Source

Revenue Source	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Taxes	$327,659,452	$337,428,443	$356,609,953	$362,901,603
Franchises	64,826,218	64,377,872	66,084,632	76,467,988
Service Revenues	116,659,318	117,577,588	118,547,969	123,243,431
Operating Revenues	117,484,954	120,867,549	134,992,870	137,429,127
Non-Operating Revenues	25,505,162	38,820,649	28,921,649	26,526,242
Intergovernmental Revenues	64,564,338	48,529,885	33,034,981	32,454,098
Transfers In	131,682,997	184,891,387	63,229,267	82,069,322
GRAND TOTAL	**$848,382,439**	**$912,493,372**	**$801,421,321**	**$841,091,810**

All Funds Revenue Summary by Source for FY 2015



Taxes	*Property, Sales, Hotel/Motel, Mixed Beverage, Bingo*
Franchises	*Franchise & Easement Fees (Electric, Gas, Telephone & Water Utilities, Cable Vision)*
Service Revenues	*Fare Box Revenue, Ground & Terminal Space Rental, landing Fees, Parking Lot Fees, Ambulance & Health Services, Public Inspection Permits, Sanitation Services, Alcoholic Beverages Licenses, Food Establishment Fees*
Operating Revenues	*Admissions Revenue, Municipal Court Fines, Licenses & Permits, Public Safety Revenues, Self-Insurance Contributions*
Non-Operating Revenues	*Investment Interest Revenue, Rents & Lease Revenue*
Intergovernmental Revenues	*County, State, & Federal Grants*
Transfers In	*Bridge Revenue, Interfund & Intrafund Transfers, Bond Proceeds*

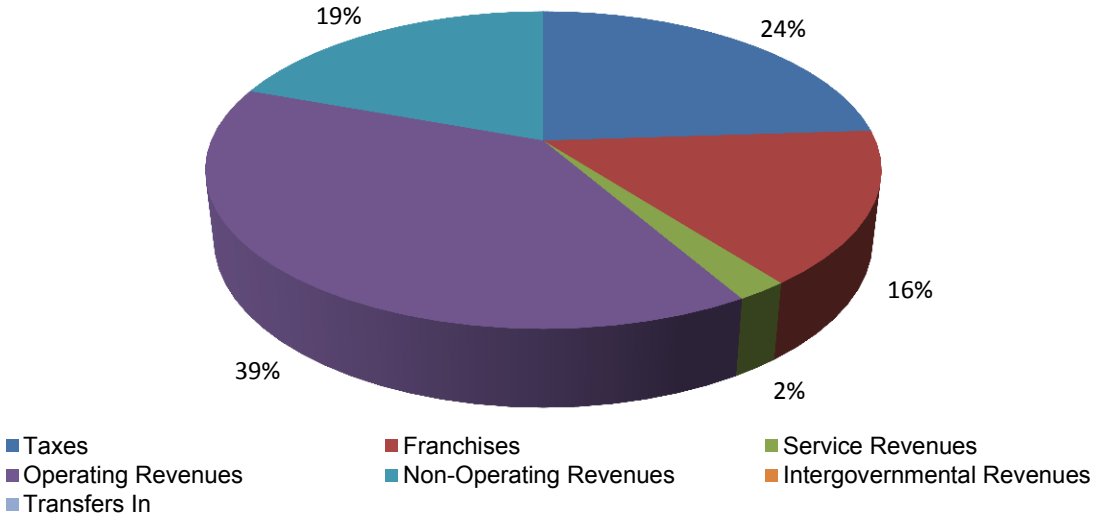
All Funds Appropriations Summary by Department

Departments	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Aviation	98,674,854	80,337,243	49,025,295	51,573,208
Capital Improvement Program	68,911,262	54,429,376	453,921	0
City Attorney	4,579,973	4,614,865	4,273,597	4,197,587
City Development	12,421,033	14,404,342	16,070,281	20,135,234
City Manager	2,925,117	2,641,348	2,878,517	2,841,762
Community and Human Development	20,162,234	14,254,632	13,592,439	13,373,991
Department of Transportation	15,737,618	16,521,783	19,062,614	18,503,721
Destination El Paso	11,657,865	14,689,987	12,730,781	13,613,317
Engineering and Construction Management	3,798,303	2,995,085	5,195,303	5,177,145
Environmental Services	50,918,541	61,083,205	69,130,144	80,261,307
Fire	98,011,269	100,818,951	98,145,675	97,545,192
General Services	55,148,596	46,962,243	50,263,574	48,977,853
Human Resources	47,486,117	45,671,259	63,744,162	64,112,187
Information Technology	10,698,414	28,613,661	11,597,641	11,945,139
International Bridges	13,851,023	17,218,520	17,845,679	21,330,041
Library	11,925,191	10,936,016	8,678,313	8,904,570
Mass Transit - Sun Metro	67,532,642	70,119,146	66,004,768	67,628,475
Mayor and Council	1,316,844	1,490,581	1,346,740	1,297,190
Metropolitan Planning Organization	1,762,322	1,780,251	1,543,142	1,784,243
Municipal Clerk	5,585,542	5,539,633	6,388,160	6,848,568
Museum and Cultural Affairs	5,047,179	4,698,483	4,348,989	4,600,938
Non-Departmental	111,153,928	163,309,438	113,880,110	128,977,689
Office of the Comptroller	2,478,593	1,955,731	2,326,631	2,271,072
Parks and Recreation	12,954,899	12,358,549	12,153,475	12,614,909
Police	121,851,606	126,098,934	122,544,041	124,043,176
Public Health	18,185,450	18,736,277	19,291,913	18,752,544
Purchasing and Strategic Sourcing	709,766	779,235	933,846	1,141,359
Tax	1,965,940	1,652,405	2,159,017	2,148,012
Zoo	6,320,103	6,072,626	5,812,553	6,491,381
Grand Total	**883,772,224**	**930,783,805**	**801,421,321**	**841,091,810**

All Funds Appropriations Summary by Portfolio

Portfolio	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
General Government	167,461,979	217,727,491	186,123,126	201,426,415
Community Development & Tourism	179,163,358	157,751,878	122,412,126	131,307,548
Chief Financial Office	15,852,713	33,001,032	17,017,135	17,505,582
Health & Safety	294,552,408	312,277,000	315,499,933	327,450,787
Transportation & Public Works	226,741,766	210,026,404	160,369,001	163,401,478
Grand Total	**883,772,224**	**930,783,805**	**801,421,321**	**841,091,810**

All Funds Appropriations Summary by Portfolio for FY 2015

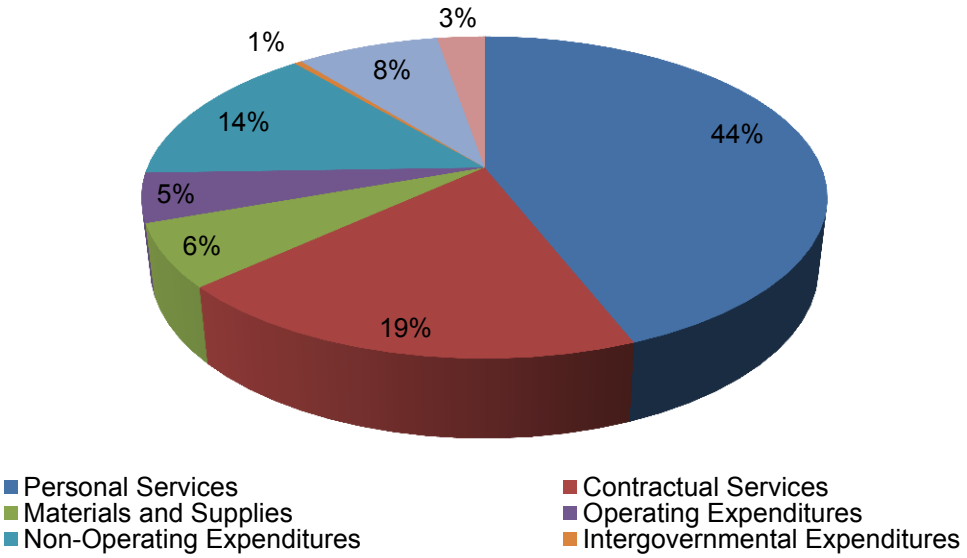


General Government:	*City Attorney, City Manager, Human Resources, Mayor & Council, Non-Departmental*
Community Development & Tourism:	*Aviation, City Development, Community & Human Development, Destination El Paso, Library, Museum & Cultural Affairs, Parks & Recreation, Zoo*
Chief Financial Office:	*Information Technology, Office of the Comptroller, Purchasing & Strategic Sourcing, Tax*
Health & Safety:	*Environmental Services, Fire, Municipal Clerk, Police, Public Health*
Transportation & Public Works:	*Department of Transportation, Engineering & Construction Management, General Services, International Bridges, Mass Transit - Sun Metro, Metropolitan Planning Organization*

All Funds Appropriations Summary by Category

Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Personal Services	353,821,579	363,958,020	366,864,871	370,376,532
Contractual Services	121,878,027	130,686,859	150,136,878	161,437,939
Materials and Supplies	49,826,431	47,405,783	52,210,235	53,183,789
Operating Expenditures	71,826,246	73,656,139	38,126,797	41,479,020
Non-Operating Expenditures	107,760,760	96,981,709	108,333,257	120,971,171
Intergovernmental Expenditures	1,790,457	1,600,534	3,633,181	3,460,081
Other Uses	74,541,029	89,730,682	60,237,165	67,633,896
Capital Outlay	102,327,695	126,764,079	21,878,937	22,549,382
Grand Total	**883,772,224**	**930,783,805**	**801,421,321**	**841,091,810**

All Funds Appropriations by Category for FY2015

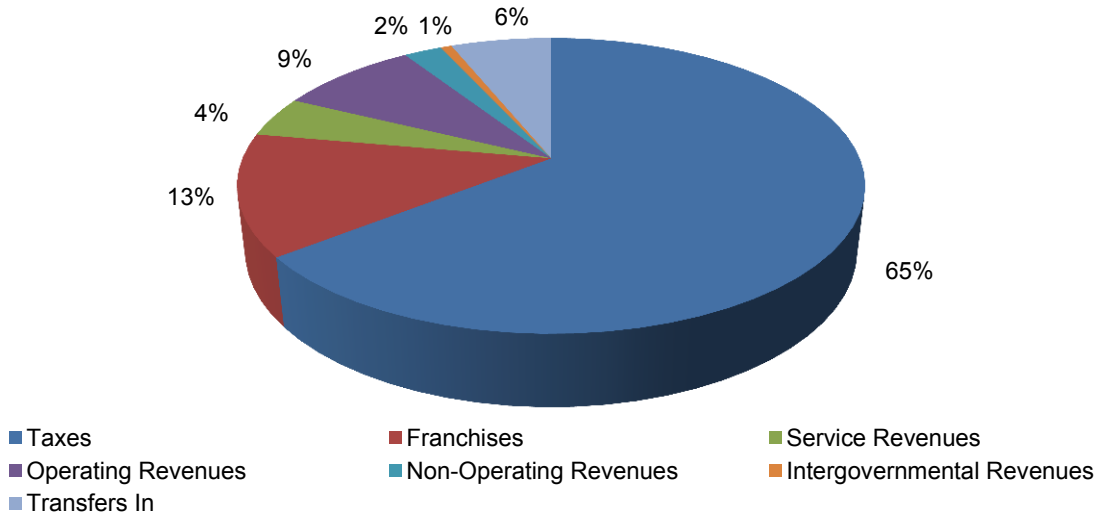


General Fund Revenue Summary by Source

Revenue Source	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Taxes	207,432,068	215,720,408	227,583,786	231,732,060
Franchises	43,069,299	41,360,418	44,059,942	47,854,734
Service Revenues	16,912,693	16,500,352	15,637,202	15,944,471
Operating Revenues	29,240,540	29,779,748	30,217,895	30,824,340
Non-Operating Revenues	3,888,740	4,875,425	8,096,950	8,399,641
Intergovernmental Revenues	2,366,876	2,347,270	3,000,579	2,470,834
Transfers In	15,228,543	18,551,871	22,659,515	22,290,566
GRAND TOTAL	**318,138,759**	**329,135,492**	**351,255,869**	**359,516,646**

Variance in Actual FY 2012 to Actual FY 2013:
Taxes: Increase due to property tax rate increase and sales tax collections
Franchises: Decrease due to El Paso Electric and Texas Gas receipts
Service Revenues: Decrease due to ambulance service collections
Operating Revenues: Increase due to electric permit activity increase
Non-Operating Revenues: Increase due to police overtime reimbursements
Intergovernmental Revenues: Increase in interlocal tax collection agreement and decrease in health interlocal
Transfers In: Increase in transfer from capital projects

General Fund Revenue Summary by Source for FY 2015



General Fund Appropriations Summary by Department

Departments	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
City Attorney	4,348,075	4,094,424	3,972,007	3,956,898
City Development	6,996,848	8,810,314	8,339,422	9,378,447
City Manager	2,925,117	2,528,273	2,878,517	2,841,762
Community and Human Development	485,398	331,949	463,234	472,546
Department of Transportation	12,491,190	12,850,214	13,263,070	12,896,288
Engineering and Construction Management	3,799,205	2,980,995	4,945,303	5,177,145
Environmental Services	2,270,643	2,178,796	0	0
Fire	87,571,304	92,328,221	96,234,593	94,289,099
General Services	25,997,740	26,817,030	25,014,885	26,321,958
Human Resources	1,830,304	1,863,989	1,923,231	1,939,493
Information Technology	10,294,244	14,260,870	10,857,641	11,800,139
Library	8,397,095	8,568,701	8,678,313	8,904,570
Mass Transit - Sun Metro	(42)	0	0	0
Mayor and Council	1,293,430	1,396,046	1,346,740	1,257,190
Municipal Clerk	4,531,963	5,024,933	5,058,023	5,529,068
Museum and Cultural Affairs	2,245,319	2,303,421	2,332,765	2,367,009
Non-Departmental	6,087,484	9,733,745	20,831,538	25,917,633
Office of the Comptroller	2,247,793	1,821,384	2,076,232	2,059,069
Parks and Recreation	11,208,024	11,810,348	11,867,024	12,318,613
Police	110,957,074	112,257,082	118,251,212	118,671,303
Public Health	5,744,145	5,937,519	6,052,614	6,096,059
Purchasing and Strategic Sourcing	722,351	760,814	933,846	1,141,359
Tax	1,965,940	1,652,405	2,159,017	2,148,012
Zoo	3,726,248	3,725,581	3,776,642	4,032,986
Grand Total	**318,136,892**	**334,037,054**	**351,255,869**	**359,516,646**

Variance in Actual FY 2012 to Actual FY 2013:

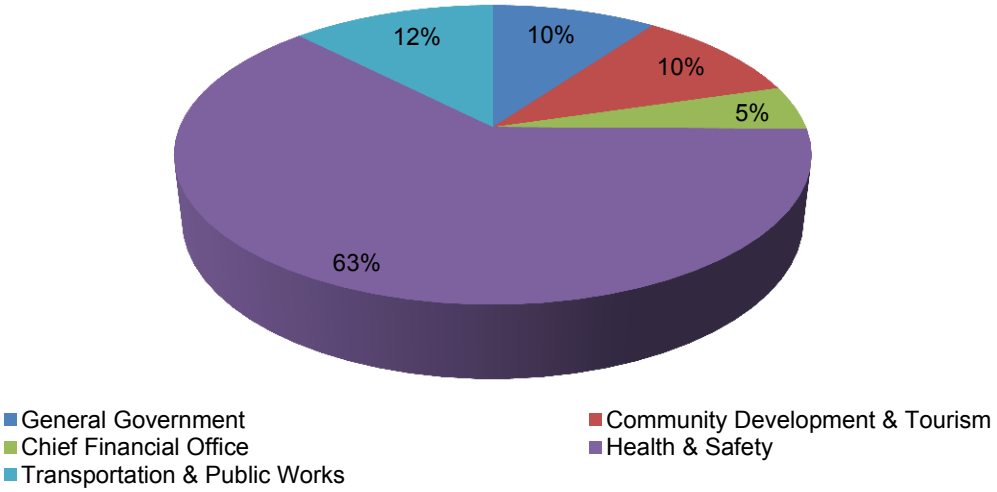
City Development: Increase due to reorganization of the cities inspection and permitting process.
Fire: Increase due to collective bargaining obligations and sick leave vacation payout.
Information Technology: Increase due to re-organization for project management.
Non-Departmental: Increase due to City Hall relocation expenditures.

General Fund Appropriations Summary by Portfolio

Portfolio	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
General Government	16,484,410	19,616,477	30,952,033	35,912,976
Community Development & Tourism	33,058,932	35,550,314	35,457,400	37,474,171
Chief Financial Office	15,230,328	18,495,473	16,026,736	17,148,579
Health & Safety	211,075,129	217,726,551	225,596,442	224,585,529
Transportation & Public Works	42,288,093	42,648,239	43,223,258	44,395,391
Grand Total	**318,136,892**	**334,037,054**	**351,255,869**	**359,516,646**

Variance in Actual FY 2012 to Actual FY 2013:
General Government: Increase due to City Hall relocation expenditures. Increase due to General Fund subsidy for economic incentives and transportation reinvestment zones debt service.
Community Development & Tourism: Increase due to reorganization of the cities inspection and permitting process. Increase cost for DMD expense and Project Arriba.
Chief Financial Office: Increase due to relocation expenses for Tax office and IT re-organization.
Health & Safety: Increase due to contractual obligations for Police and Fire uniform employees. Increase in interest payment for 2nd vehicle replacement lease.
Transportation & Public Works: Increase due to fewer reimbursements for damaged infrastructure. Increase for additional debt costs.

General Fund Appropriations by Portfolio for FY2015

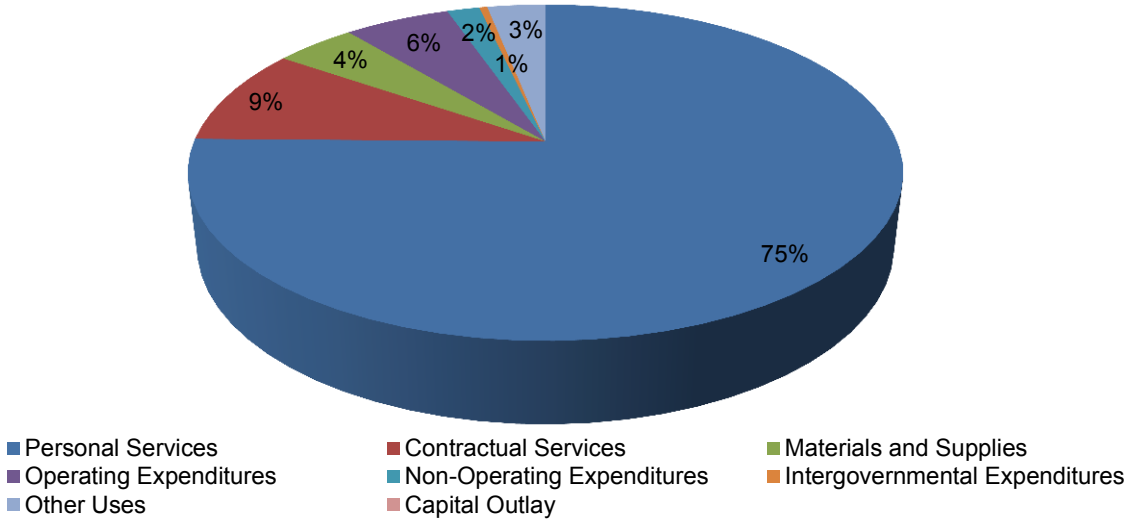


General Fund Appropriations Summary by Category

Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Personal Services	251,803,126	261,171,677	269,734,481	270,574,669
Contractual Services	27,357,518	30,601,697	33,082,447	33,438,651
Materials and Supplies	14,134,299	14,340,526	15,248,880	15,743,423
Operating Expenditures	19,549,592	20,641,065	19,670,797	20,573,017
Non-Operating Expenditures	3,034,057	4,401,703	5,177,732	6,338,788
Intergovernmental Expenditures	1,511,938	1,358,565	1,611,222	1,531,066
Other Uses	113,385	712,350	6,580,310	11,317,032
Capital Outlay	632,978	809,471	150,000	0
Grand Total	**318,136,893**	**334,037,054**	**351,255,869**	**359,516,646**

Variance in Actual FY 2012 to Actual FY 2013:
Personal Services: Increase is due to contractual obligations for Police and Fire uniform employees. **Contractual Services:** Increase due to City Hall relocation expenditures. Increase of city-wide software and maintenance contracts.
Materials and Supplies: Increase due to gasoline expense and land/building maintenance supplies. **Operating Expenditures:** Increase in Depreciation expense. Increase in phone and paging services. **Non-Operating Expenditures:** Increase is due to interest payment for the 2nd vehicle replacement lease for Fire.
Intergovernmental Expenditures: Decrease in city grant match for Community Development.
Other Uses: Increase due to General Fund subsidy for economic incentives and transportation reinvestment zones debt service.
Capital Outlay: Increase due to relocation of the Tax office to Wells Fargo building. Increase in data processing equipment.

General Fund Appropriations by Category for FY2015

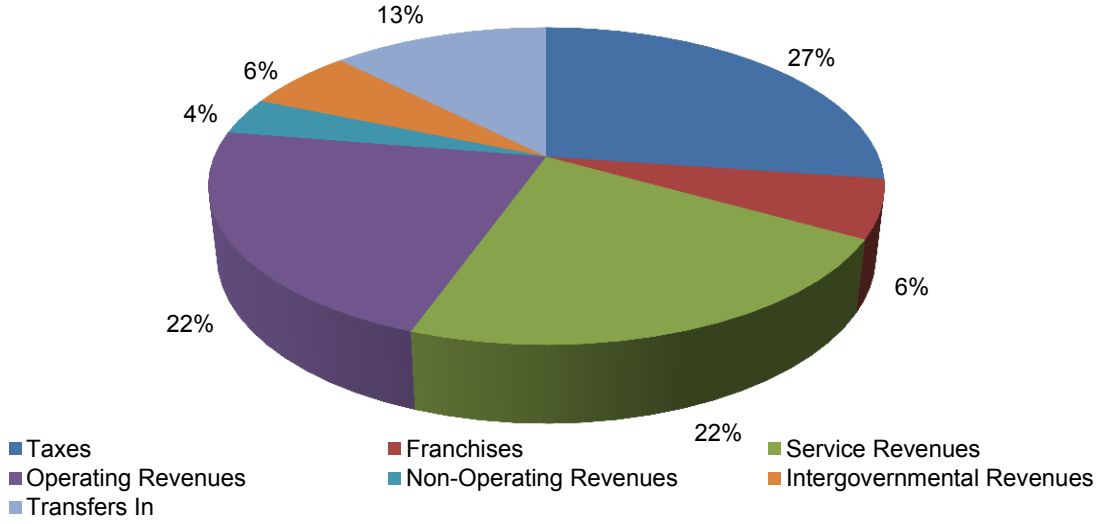


Non-General Fund Revenue Summary by Source

Revenue Source	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Taxes	120,227,384	121,708,035	129,026,167	131,169,543
Franchises	21,756,919	23,017,454	22,024,690	28,613,254
Service Revenues	99,746,625	101,077,235	102,910,767	107,298,960
Operating Revenues	88,244,414	91,087,801	104,774,976	106,604,787
Non-Operating Revenues	21,616,422	33,945,224	20,824,699	18,126,601
Intergovernmental Revenues	62,197,462	46,182,615	30,034,402	29,983,264
Transfers In	116,454,454	166,339,516	40,569,752	59,778,756
GRAND TOTAL	**530,243,680**	**583,357,880**	**450,165,453**	**481,575,164**

Variance in Actual FY 2012 to Actual FY 2013:
Taxes: Increase in sales tax collections
Franchises: Increase in International Bridge passenger crossings
Service Revenues: Increase in Aviation customer facility charges
Operating Revenues: Increase due to self insurance fund employee and employer contributions
Non-Operating Revenues: Increase due to program income from CDBG grants
Intergovernmental Revenues: Decrease due to federal grant proceeds
Transfers In: Increase due to bond and loan proceeds

Non-General Fund Revenue Summary by Source for FY 2015



Non-General Fund Appropriations Summary by Department

Departments	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Aviation	98,674,854	80,337,243	49,025,295	51,573,208
Capital Improvement Program	68,911,262	54,429,376	453,921	0
City Attorney	231,898	520,441	301,590	240,689
City Development	5,424,185	5,594,028	7,730,859	10,756,787
City Manager	0	113,075	0	0
Community and Human Development	19,676,836	13,922,683	13,129,205	12,901,445
Department of Transportation	3,246,428	3,671,569	5,799,544	5,607,433
Destination El Paso	11,657,865	14,689,987	12,730,781	13,613,317
Engineering and Construction Management	(902)	14,090	250,000	0
Environmental Services	48,647,898	58,904,409	69,130,144	80,261,307
Fire	10,439,965	8,490,730	1,911,082	3,256,093
General Services	29,150,856	20,145,213	25,248,689	22,655,895
Human Resources	45,655,813	43,807,270	61,820,931	62,172,694
Information Technology	404,170	14,352,791	740,000	145,000
International Bridges	13,851,023	17,218,520	17,845,679	21,330,041
Library	3,528,096	2,367,315	0	0
Mass Transit - Sun Metro	67,532,684	70,119,146	66,004,768	67,628,475
Mayor and Council	23,414	94,535	0	40,000
Metropolitan Planning Organization	1,762,322	1,780,251	1,543,142	1,784,243
Municipal Clerk	1,053,579	514,700	1,330,137	1,319,500
Museum and Cultural Affairs	2,801,860	2,395,062	2,016,224	2,233,929
Non-Departmental	105,066,444	153,575,693	93,048,572	103,060,056
Office of the Comptroller	230,800	134,347	250,399	212,003
Parks and Recreation	1,746,875	548,201	286,451	296,296
Police	10,894,532	13,841,852	4,292,829	5,371,873
Public Health	12,441,305	12,798,758	13,239,299	12,656,485
Purchasing and Strategic Sourcing	(12,585)	18,421	0	0
Zoo	2,593,855	2,347,045	2,035,911	2,458,395
Grand Total	**565,635,332**	**596,746,751**	**450,165,452**	**481,575,164**

Variance in Actual FY 2012 to Actual FY 2013:

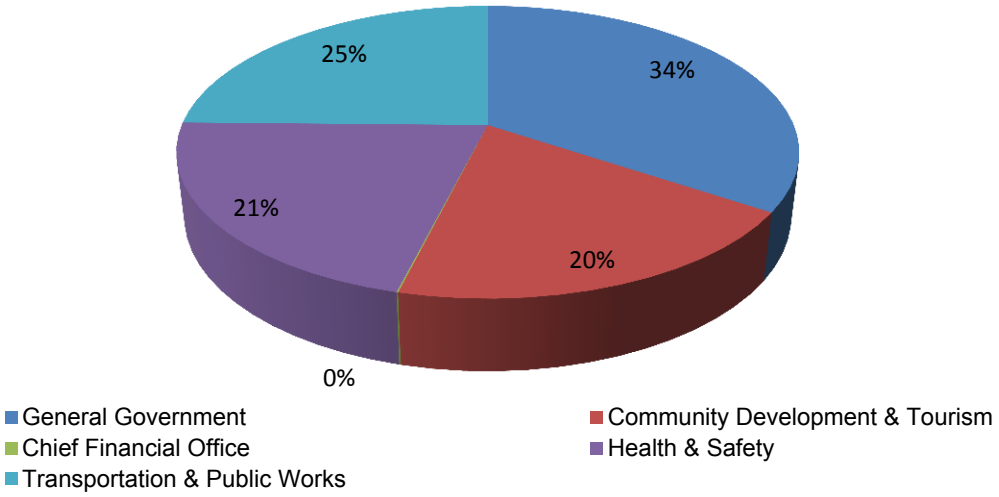
Community and Human Development: Decrease due to 10% reduction at the National level in the CDBG program resulted in reduced capital expenditures.
Environmental Services: Increase due to transfer from Operational Fund to Capital.
General Services: Decrease is due to reduction in construction and equipment capital outlay expenses. **Information Technology**: Increase in Public Safety and data processing equipment.
Non-Departmental: Increase due primarily to the recording of bond issuance proceeds.

Non-General Fund Appropriations Summary by Portfolio

Portfolio	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
General Government	150,977,569	198,111,014	155,171,093	165,513,439
Community Development & Tourism	146,104,426	122,201,564	86,954,726	93,833,377
Chief Financial Office	622,385	14,505,559	990,399	357,003
Health & Safety	83,477,279	94,550,449	89,903,491	102,865,258
Transportation & Public Works	184,453,673	167,378,165	117,145,743	119,006,087
Grand Total	**565,635,332**	**596,746,751**	**450,165,452**	**481,575,164**

Variance in Actual FY 2012 to Actual FY 2013:
General Government: Increase due to the recording of bond issuance proceeds.
Community Development & Tourism: Decrease due to 10% reduction at the National level in the CDBG program.
Chief Financial Office: Increase in Public Safety and data processing equipment.
Health & Safety: Increase is due to transfer from Operational Fund to Capital.
Transportation & Public Works: Decrease due to reduction in construction and equipment capital outlay expenses.

Non-General Fund Appropriations by Portfolio for FY 2015

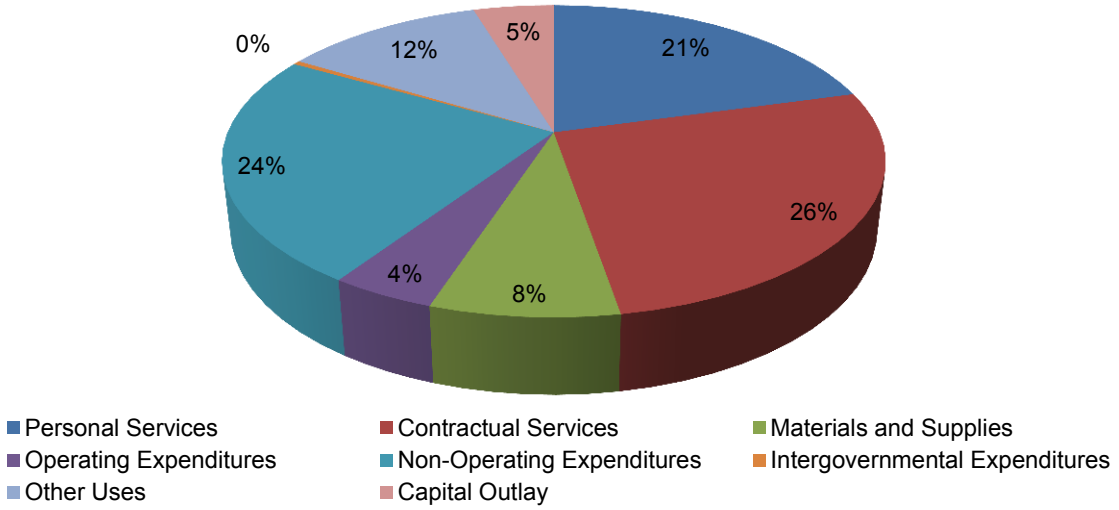


Non-General Fund Appropriations Summary by Category

Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Personal Services	102,018,454	102,786,343	97,130,390	99,801,863
Contractual Services	94,520,509	100,085,162	117,054,431	127,999,288
Materials and Supplies	35,692,132	33,065,257	36,961,355	37,440,366
Operating Expenditures	52,276,654	53,015,074	18,456,000	20,906,003
Non-Operating Expenditures	104,726,703	92,580,006	103,155,525	114,632,383
Intergovernmental Expenditures	278,519	241,969	2,021,959	1,929,015
Other Uses	74,427,644	89,018,332	53,656,855	56,316,864
Capital Outlay	101,694,717	125,954,608	21,728,937	22,549,382
Grand Total	**565,635,332**	**596,746,751**	**450,165,452**	**481,575,164**

Variance in Actual FY 2012 to Actual FY 2013:
Personal Services: Increase in Fire due to second SAFER grant award, added 43 FTE's to support expanded services provided by Environmental Services**.**
Contractual Services: Increase due to outsourcing paratransit and safety services to LIFT.
Materials and Supplies: Loss of Homeland Security Grant accounts for the reduction in funding.
Operating Expenditures: Increase due to increased utilities cost for new RTS and re-implementation of PeopleSoft.
Non-Operating Expenditures: Decrease in debt service principal and interest payments.
Intergovernmental Expenditures: Decrease in city grant match.
Other Uses: Increase due to the recording of bond issuance proceeds.
Capital Outlay: Increase in Public Safety and data processing equipment.

Non-General Fund Appropriations by Category for FY2015



General Fund

	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Fund Balance	$42,333,144	$42,335,011	$37,433,449	$37,433,449
Revenues				
Taxes	$207,432,068	$215,720,408	$227,583,786	$231,732,060
Franchises	43,069,299	41,360,418	44,059,942	47,854,734
Service Revenues	16,912,693	16,500,352	15,637,202	15,944,471
Operating Revenues	29,240,540	29,779,748	30,217,895	30,824,340
Non-Operating Revenues	3,888,740	4,875,425	8,096,950	8,399,641
Intergovernmental Revenue	2,366,876	2,347,270	3,000,579	2,470,834
Transfers In	15,228,543	18,551,871	22,659,515	22,290,566
Total	**$318,138,759**	**$329,135,492**	**$351,255,869**	**$359,516,646**
Appropriations/Expenditures				
Personal Services	$251,803,125	$261,171,677	$269,734,481	$270,574,669
Contractual Services	27,357,518	30,601,697	33,082,447	33,438,651
Materials and Supplies	14,134,299	14,340,526	15,248,880	15,743,423
Operating Expenditures	19,549,592	20,641,065	19,670,797	20,573,017
Non-Operating Expenditures	3,034,057	4,401,703	5,177,732	6,338,788
Intergovernmental Expenditures	1,511,938	1,358,565	1,611,222	1,531,066
Other Uses	113,385	712,350	6,580,310	11,317,032
Capital Outlay	632,978	809,471	150,000	0
Total	**$318,136,892**	**$334,037,054**	**$351,255,869**	**$359,516,646**
Revenues & Financing Sources Over (Under) Expenditures	$1,867	($4,901,562)	$0	$0
Ending Fund Balance	**$42,335,011**	**$37,433,449**	**$37,433,449**	**$37,433,449**

Note: The fund balance excludes funds set aside for claims, inventory, and $16,000,000 cash reserve that is mandated by the City Charter to be maintained as a separate accounting entity and is to be used for catastrophic emergencies and must be re-paid with-in the same fund year.

Community Development Block Grant

	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Revenue				
Taxes	$0	$0	$0	$0
Franchises	0	0	0	0
Service Revenues	0	0	0	0
Operating Revenues	0	168	0	0
Non-Operating Revenues	(1,358,325)	13,251,101	4,490,014	4,430,920
Intergovernmental Revenue	13,076,039	11,144,384	9,085,331	8,915,211
Transfers In	3,368	1,022	0	0
Total	**$11,721,082**	**$24,396,675**	**$13,575,345**	**$13,346,131**
Appropriations/Expenditures				
Personal Services	$2,781,619	$2,378,107	$2,227,800	$2,296,736
Contractual Services	226,552	166,324	234,537	180,245
Materials and Supplies	42,878	36,125	54,266	64,762
Operating Expenditures	764,473	693,277	787,731	575,389
Non-Operating Expenditures	7,468,664	7,761,224	6,138,979	6,326,031
Intergovermental Expenditures	0	0	0	0
Other Uses	0	0	0	0
Capital Outlay	5,758,796	2,688,012	4,132,032	3,902,968
Total	**$17,042,982**	**$13,723,069**	**$13,575,345**	**$13,346,131**

Note: This grant is a reimbursable grant, therefore revenues do not coincide with expenditures.

Debt Service

	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Fund Balance	$6,199,618	$5,600,754	$1,268,825	$1,268,825
Revenue				
Taxes	$70,469,740	$68,207,089	$74,239,551	$76,721,534
Franchises	0	0	0	0
Service Revenues	0	0	0	0
Operating Revenues	1,295,597	1,119,778	1,347,080	1,345,555
Non-Operating Revenues	2,363,477	177,143	2,281,308	0
Intergovernmental Revenue	0	0	0	0
Transfers In	11,789,085	25,057,316	4,904,451	13,580,114
Total	**$85,917,899**	**$94,561,326**	**$82,772,390**	**$91,647,203**
Appropriations/Expenditures				
Personal Services	$0	$0	$0	$0
Contractual Services	156,575	17,110	60,000	69,000
Materials and Supplies	0	0	0	0
Operating Expenditures	(13,690)	222,047	0	0
Non-Operating Expenditures	79,521,483	75,739,868	82,712,390	91,449,273
Intergovernmental Expenditures	0	0	0	0
Other Uses	6,852,395	22,914,230	0	128,930
Capital Outlay	0	0	0	0
Total	**$86,516,763**	**$98,893,255**	**$82,772,390**	**$91,647,203**
Revenues & Financing Sources Over (Under) Expenditures	($598,864)	($4,331,929)	$0	$0
Ending Fund Balance	**$5,600,754**	**$1,268,825**	**$1,268,825**	**$1,268,825**

Note: Pending adjustments to transfer any excess to the general fund and any other year-end closing entries.

Nonmajor Governmental Funds

	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Revenue				
Taxes	$10,261,994	$12,839,336	$11,205,987	$10,886,000
Franchises	4,523,669	5,199,782	4,491,589	5,145,478
Service Revenues	539,621	(102,492)	0	250,000
Operating Revenues	8,457,975	9,846,746	24,126,226	25,334,718
Non-Operating Revenues	5,291,718	4,901,941	3,525,484	3,618,736
Intergovernmental Revenue	39,373,008	26,832,770	17,100,813	17,059,815
Transfers In	139,713	239,403	4,649,090	8,899,618
Total	**$68,587,698**	**$59,757,486**	**$65,099,189**	**$71,194,365**
Appropriations/Expenditures				
Personal Services	$18,609,249	$20,012,654	$17,153,428	$18,411,783
Contractual Services	15,330,400	20,926,101	23,867,156	29,062,931
Materials and Supplies	7,338,730	3,622,908	2,491,374	2,816,986
Operating Expenditures	4,668,482	4,265,528	3,339,520	4,981,198
Non-Operating Expenditures	7,919,701	4,407,840	4,181,483	4,294,604
Intergovernmental Expenditures	0	0	0	0
Other Uses	1,007,517	2,500,000	11,884,743	9,975,445
Capital Outlay	9,827,176	4,618,214	2,231,485	1,651,418
Total	**$64,701,255**	**$60,353,245**	**$65,149,189**	**$71,194,365**

Fund Balance Variance: The FY 2012 and FY 2013 figures include grants received and capital projects completed utilizing the grant awards. In FY 2014 and FY 2015 budgets are established as grants are awarded and capital projects are approved by Council.

Airport Operating

	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Fund Balance	$221,486,082	$219,572,497	$221,253,603	$221,253,603
Revenue				
Taxes	$0	$0	$0	$0
Franchises	1,052,867	554,861	542,750	552,150
Service Revenues	36,512,712	38,840,413	38,483,920	39,820,777
Operating Revenues	281,880	388,158	288,285	339,065
Non-Operating Revenues	5,771,677	5,708,895	6,318,798	5,972,850
Intergovernmental Revenue	972,555	164,769	200,500	200,500
Transfers In	52,169,578	36,361,253	3,191,042	4,687,866
Total	**$96,761,269**	**$82,018,349**	**$49,025,295**	**$51,573,208**
Appropriations/Expenditures				
Personal Services	$17,508,982	$15,012,128	$17,200,903	$17,109,709
Contractual Services	6,220,502	6,158,918	7,201,014	7,412,279
Materials and Supplies	2,027,742	1,904,959	2,615,947	2,855,327
Operating Expenditures	19,284,444	19,528,023	5,079,324	4,780,787
Non-Operating Expenditures	1,463,607	1,351,866	2,472,188	4,077,951
Intergovernmental Expenditures	0	0	0	0
Other Uses	52,169,577	36,361,114	13,665,619	14,736,410
Capital Outlay	0	20,235	790,300	600,745
Total	**$98,674,854**	**$80,337,243**	**$49,025,295**	**$51,573,208**
Revenues & Financing Sources Over (Under) Expenditures	($1,913,585)	$1,681,106	$0	$0
Ending Fund Balance	**$219,572,497**	**$221,253,603**	**$221,253,603**	**$221,253,603**

Fund Balance Variance: The minor fund balance variances are related to increases in passenger travel

Mass Transit - Sun Metro General Operations

	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Fund Balance	$99,070,069	$93,043,996	$88,018,778	$88,018,778
Revenue				
Taxes	$36,294,778	$37,476,151	$40,355,629	$40,324,133
Franchises	30,638	29,651	26,100	40,000
Service Revenues	20,559,099	20,990,743	21,435,898	22,595,800
Operating Revenues	(189,624)	(173,725)	0	500,000
Non-Operating Revenues	(116,197)	3,489,590	3,600,000	3,600,000
Intergovernmental Revenue	4,919,486	3,244,238	587,141	568,542
Transfers In	8,431	37,280	0	0
Total	**$61,506,611**	**$65,093,928**	**$66,004,768**	**$67,628,475**
Appropriations/Expenditures				
Personal Services	$36,442,540	$33,569,264	$30,696,563	$30,796,238
Contractual Services	6,143,894	10,464,391	12,378,435	13,558,689
Materials and Supplies	8,712,783	9,719,379	11,037,630	10,869,637
Operating Expenditures	14,342,240	15,148,500	5,119,515	5,573,996
Non-Operating Expenditures	1,880,893	916,911	2,265,666	2,735,900
Intergovernmental Expenditures	0	0	2,021,959	1,929,015
Other Uses	0	0	0	0
Capital Outlay	10,334	300,701	2,485,000	2,165,000
Total	**$67,532,684**	**$70,119,146**	**$66,004,768**	**$67,628,475**
Revenues & Financing Sources Over (Under) Expenditures	($6,026,073)	($5,025,218)	$0	$0
Ending Fund Balance	**$93,043,996**	**$88,018,778**	**$88,018,778**	**$88,018,778**

Fund Balance Variance: The decrease in fund balance represents increased investment in preparation for the opening of the Mesa Rapid Transit Corridor and the new Operations and Maintenance Center.

Environmental Services

	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Fund Balance	$21,270,831	$27,986,432	$34,456,442	$34,456,442
Revenues				
Taxes	$0	$0	$0	$0
Franchises	5,120	5,120	4,400	2,205,405
Service Revenues	42,135,193	41,113,468	42,915,440	44,553,098
Operating Revenues	11,494,548	11,640,274	1,076,484	1,076,487
Non-Operating Revenues	77,676	343,505	132,776	132,776
Intergovernmental Revenue	1,190,085	1,544,701	1,517,475	1,454,954
Transfers In	207,517	10,692,001	15,154,983	24,892,458
Total	**$55,110,139**	**$65,339,069**	**$60,801,558**	**$74,315,178**
Appropriations/Expenditures				
Personal Services	$16,385,344	$18,548,007	$20,028,036	$21,410,109
Contractual Services	7,902,564	8,115,308	10,259,676	11,116,177
Materials and Supplies	4,253,748	4,195,363	6,074,138	6,183,253
Operating Expenditures	12,285,142	11,661,397	3,748,172	4,651,049
Non-Operating Expenditures	4,029,024	1,889,977	2,954,251	3,305,056
Intergovernmental Expenditures	278,519	241,969	0	0
Other Uses	2,480,570	12,978,448	10,005,622	14,573,633
Capital Outlay	779,627	1,238,590	7,731,663	13,075,901
Total	**$48,394,538**	**$58,869,059**	**$60,801,558**	**$74,315,178**
Revenues & Financing Sources Over (Under) Expenditures	$6,715,601	$6,470,010	($0)	$0
Ending Fund Balance	**$27,986,432**	**$34,456,442**	**$34,456,442**	**$34,456,442**

Fund Balance Variance: The increase in FY 2013 is a result of an increase in rates and the accumulation of reserves for future capital acquisitions.

International Bridges

	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Fund Balance	$5,676,464	$8,540,339	$9,124,069	$9,124,069
Revenue				
Taxes	$0	$0	$0	$0
Franchises	16,144,625	17,228,040	16,959,851	20,670,221
Service Revenues	0	0	75,509	79,285
Operating Revenues	0	0	233,560	0
Non-Operating Revenues	351,254	351,527	351,250	351,250
Intergovernmental Revenue	0	0	0	0
Transfers In	219,019	222,683	225,509	229,285
Total	**$16,714,898**	**$17,802,250**	**$17,845,679**	**$21,330,041**
Appropriations/Expenditures by Character				
Personal Services	$2,471,717	$2,402,754	$2,284,385	$2,324,230
Contractual Services	1,341,928	1,463,575	1,544,825	4,522,805
Materials and Supplies	179,934	134,417	514,876	492,777
Operating Expenditures	269,023	711,582	135,790	146,894
Non-Operating Expenditures	27,134	26,232	46,000	59,000
Intergovernmental Expenditures	0	0	0	0
Other Uses	9,553,074	11,883,243	13,008,204	13,454,843
Capital Outlay	8,213	596,717	311,599	329,492
Total	**$13,851,023**	**$17,218,520**	**$17,845,679**	**$21,330,041**
Revenues & Financing Sources Over (Under) Expenditures	$2,863,875	$583,730	($0)	$0
Ending Fund Balance	**$8,540,339**	**$9,124,069**	**$9,124,069**	**$9,124,069**

Fund Balance Variance: The increase in FY 2013 fund balance is a result of an increase in passenger traffic.

Internal Services

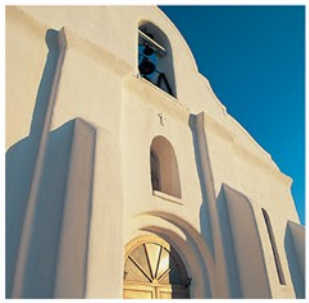
	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Fund Balance	($724,455)	($1,231,491)	($1,838,873)	($1,838,872)
Revenue				
Taxes	$0	$0	$0	$0
Franchises	0	0	0	0
Service Revenues	0	0	0	0
Operating Revenues	17,009,775	17,288,710	20,165,307	20,165,306
Non-Operating Revenues	15,558	25,422	20,069	20,069
Intergovernmental Revenue	0	0	0	0
Transfers In	0	0	0	0
Total	**$17,025,333**	**$17,314,132**	**$20,185,376**	**$20,185,375**
Appropriations/Expenditures				
Personal Services	$4,067,625	$4,247,847	$4,809,280	$5,044,708
Contractual Services	587,763	512,023	$606,736	$631,736
Materials and Supplies	12,809,677	13,077,120	$14,122,074	$14,097,074
Operating Expenditures	67,304	72,883	$101,040	$101,040
Non-Operating Expenditures	0	0	$0	$0
Intergovernmental Expenditures	0	0	$0	$0
Other Uses	0	0	$402,192	$166,764
Capital Outlay	0	11,641	$144,053	$144,053
Total	**$17,532,369**	**$17,921,514**	**$20,185,375**	**$20,185,375**
Revenues & Financing Sources Over (Under) Expenditures	($507,036)	($607,382)	$1	$0
Ending Fund Balance	**($1,231,491)**	**($1,838,873)**	**($1,838,872)**	**($1,838,872)**

Fund Balance Variance: The increased deficit of fund balance in FY 2013 was due to increased maintenance costs on city vehicles. The internal service rates were adjusted in FY 2014 and maintained in FY 2015 in an order to address recover the deficit.

Self-Insurance Restricted Funds

	FY 2012 Actual	FY 2013 Actual	FY 2014 Adopted	FY 2015 Adopted
Beginning Fund Balance	$6,631,438	$7,138,490	$10,567,016	$10,567,015
Revenue				
Taxes	$0	$0	$0	$0
Franchises	0	0	0	0
Service Revenues	0	0	0	0
Operating Revenues	49,894,263	50,977,692	57,538,036	57,843,656
Non-Operating Revenues	2,897,845	766,953	0	0
Intergovernmental Revenue	0	0	0	0
Transfers In	3,184,335	2,816,252	4,282,894	4,329,038
Total	**$55,976,443**	**$54,560,897**	**$61,820,930**	**$62,172,694**
Appropriations/Expenditures				
Personal Services	$1,081,280	$1,155,891	$1,109,632	$1,257,304
Contractual Services	54,371,192	49,953,078	60,568,085	60,822,176
Materials and Supplies	9,742	17,958	29,650	39,150
Operating Expenditures	7,177	5,444	10,600	11,100
Non-Operating Expenditures	0	0	0	0
Intergovernmental Expenditures	0	0	0	0
Other Uses	0	0	42,964	42,964
Capital Outlay	0	0	60,000	0
Total	**$55,469,391**	**$51,132,371**	**$61,820,931**	**$62,172,694**
Revenues & Financing Sources Over (Under) Expenditures	$507,052	$3,428,526	($1)	$0
Ending Fund Balance	**$7,138,490**	**$10,567,016**	**$10,567,015**	**$10,567,015**

Fund Balance Variance: The increase in FY 2013 is a result of increased contribution rates by the City and employees



THE CITY OF EL PASO
TEXAS

BUDGET DETAIL

- General Government
- Development & Tourism
- Public Safety & Community Services
- Transportation & Public Works

GENERAL GOVERNMENT

- City Attorney
- City Manager
- Human Resources
- Information Technology
- Mayor & Council
- Non-Departmental
- Office of the Comptroller
- Purchasing & Strategic Sourcing
- Tax

City Attorney

City Attorney

Mission Statement

The City Attorney's Office provides timely, cost-efficient, quality legal services to support the City Council, City Manager, and City staff in fulfilling their missions and implementing policy set by Council; and to advance, advocate, and safeguard the interests of the City in accordance with applicable law.

Budget Summary	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Personal Services	2,930,424	2,728,423	2,942,741	2,804,992
Contractual Services	1,057,870	1,206,989	631,519	715,885
Materials/Supplies	22,519	21,371	29,800	68,800
Operating Expenditures	38,722	59,264	57,137	56,952
Non-Operating/Intergovt. Exp	462,734	394,362	400,000	400,000
Internal Transfers	0	137,400	137,400	150,958
Capital Outlay	67,704	67,056	75,000	0
Total Appropriation	**4,579,973**	**4,614,865**	**4,273,597**	**4,197,587**

Source of Funds	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government	4,348,075	4,094,424	3,972,007	3,956,898
Community Development Block Grants	84,237	80,773	94,190	89,290
Debt Service	0	0	0	0
Capital Projects	67,704	67,056	75,000	0
Nonmajor Governmental Funds	23,633	118,669	132,400	151,399
Fiduciary Funds	0	0	0	0
Proprietary Funds	56,324	253,943	0	0
Total Funds	**4,579,973**	**4,614,865**	**4,273,597**	**4,197,587**

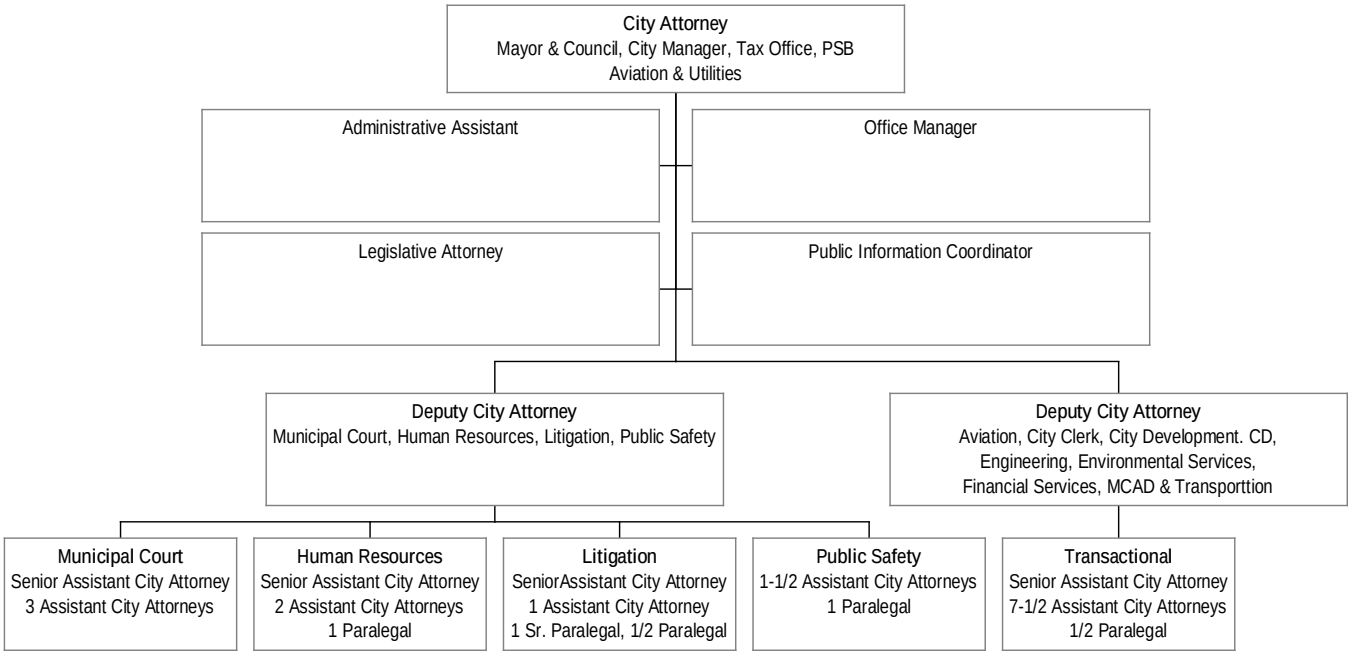
Positions	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
General Fund	33.20	33.32	34.24	34.00
Non-General Fund	5.80	6.68	6.76	7.00
Total Authorized	**39.00**	**40.00**	**41.00**	**41.00**

City Attorney

Division Summary

	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government				
Attorneys and Paralegals	2,354,431	1,907,795	2,361,263	2,199,488
Trial Operating Expenses - Damages Settlements	588,041	435,152	513,419	513,419
Outside Counsel Services	897,955	1,179,640	523,400	536,958
Legal Secretarial Staff	362,967	433,853	418,569	457,909
Legal Support Staff	84,978	77,454	87,714	101,326
Legal Operating Expenses	59,703	60,530	67,642	147,798
Legal CD Administration	0	0	0	0
Sub Total	4,348,075	4,094,424	3,972,007	3,956,898
Community Development Block Grants				
Legal CD Administration	84,237	80,773	94,190	89,290
Capital Projects				
City Attorney Capital Outlay	67,704	67,056	75,000	0
Nonmajor Governmental Funds				
Lobbyist	23,419	118,669	132,400	151,399
Outside Counsel Services	200	0	0	0
Legal Operating Expenses	14	0	0	0
Sub Total	23,633	118,669	132,400	151,399
Proprietary Funds				
Attorneys and Paralegals	65,767	241,768	0	0
Legal Secretarial Staff	(9,443)	12,175	0	0
Sub Total	56,324	253,943	0	0
All Funds Total	**4,579,973**	**4,614,865**	**4,273,597**	**4,197,587**

OFFICE OF THE CITY ATTORNEY



DEPARTMENT MISSION

The City Attorney's Office provides timely, cost-efficient, quality legal services to support the City Council, City Manager, and City staff in fulfilling their missions and implementing policy set by Council; and to advance, advocate, and safeguard the interests of the City in accordance with applicable law.

SIGNIFICANT CHANGES

General Fund

Expenditure Changes	Dollars
Personal Services	
Decreased Intergovernmental Affairs Coordinator and applied attrition as part of reduction to meet budget target.	($143,188)
Contractual Services	
Increases in temporary services contracts for document retrieval and file validation contract, and data process services for legal library.	$70,367
Materials and Supplies	
Increase in publications and subscriptions for legal library.	$39,000
Operating Expenditures	
Increase in seminars and continuing education for attorney certifications.	$5,156
Other Uses	
Increase internal for Federal and State lobbyist	$13,558

Non-General Fund

Revenue Changes	Dollars
Reduction in investment interest revenue	($75,000)
Increase in interfund transfers	$18,999

Expenditure Changes	Dollars
Personal Services	
Increase in health contributions.	$6,522
Contractual Services	
Increase for state lobbyist contract	$13,999
Operating Expenditures	
Decrease in grant funds, reduction in allocation by Housing and Urban Development (HUD).	($5,341)
Capital Outlay	
Transferred legal library books to General Fund.	($75,000)

City Attorney

Goals, Objectives & Performance Measures

Function:

Legal Services including general counsel, litigation, and municipal court prosecution of City Code violations and Class C misdemeanor offenses.

Serves Council's Strategic Policy:

To deliver services timely and efficiently.
To ensure long-term financial stability and sustainability of the City Government.

Goal:

To provide timely, cost efficient and high quality legal services.

Objectives:

To provide quality legal services, produce quality legal documents, and manage projects in a timely and responsive manner.

To develop and maintain experienced, qualified, and committed attorneys and support staff.

To improve communication with City staff.

Performance Measures	FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Prepare initial response within ten (10) working days of the receipt of a claim.	96%	96%	95%
Prepare routine ordinances, resolutions, contracts, leases and agreements within ten (10) working days of the request for a document.	98%	98%	95%
Prepare complaint for prosecution within ten (10) working days of the request.	95%	89%	95%

City Manager

City Manager

Mission Statement

Provides professional recommendations to, and implements the policies and direction of Council. Ensures high quality services, fosters economic and fiscal sustainability; and enhances the City's reputation as a high performing organization that operates in a manner consistent with its mission and values.

Budget Summary	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Personal Services	2,686,397	2,466,935	2,717,422	2,627,819
Contractual Services	146,987	73,711	106,928	119,226
Materials/Supplies	28,933	22,911	23,370	25,100
Operating Expenditures	62,800	52,637	30,797	69,617
Non-Operating/Intergovt. Exp	0	814	0	0
Internal Transfers	0	0	0	0
Capital Outlay	0	24,340	0	0
Total Appropriation	**2,925,117**	**2,641,348**	**2,878,517**	**2,841,762**

Source of Funds	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government	2,925,117	2,528,273	2,878,517	2,841,762
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	0	24,340	0	0
Nonmajor Governmental Funds	0	0	0	0
Fiduciary Funds	0	0	0	0
Proprietary Funds	0	88,735	0	0
Total Funds	**2,925,117**	**2,641,348**	**2,878,517**	**2,841,762**

Positions	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
General Fund	33.63	30.98	32.78	32.78
Non-General Fund	0.30	0.30	4.82	4.82
Total Authorized	**33.93**	**31.28**	**37.60**	**37.60**

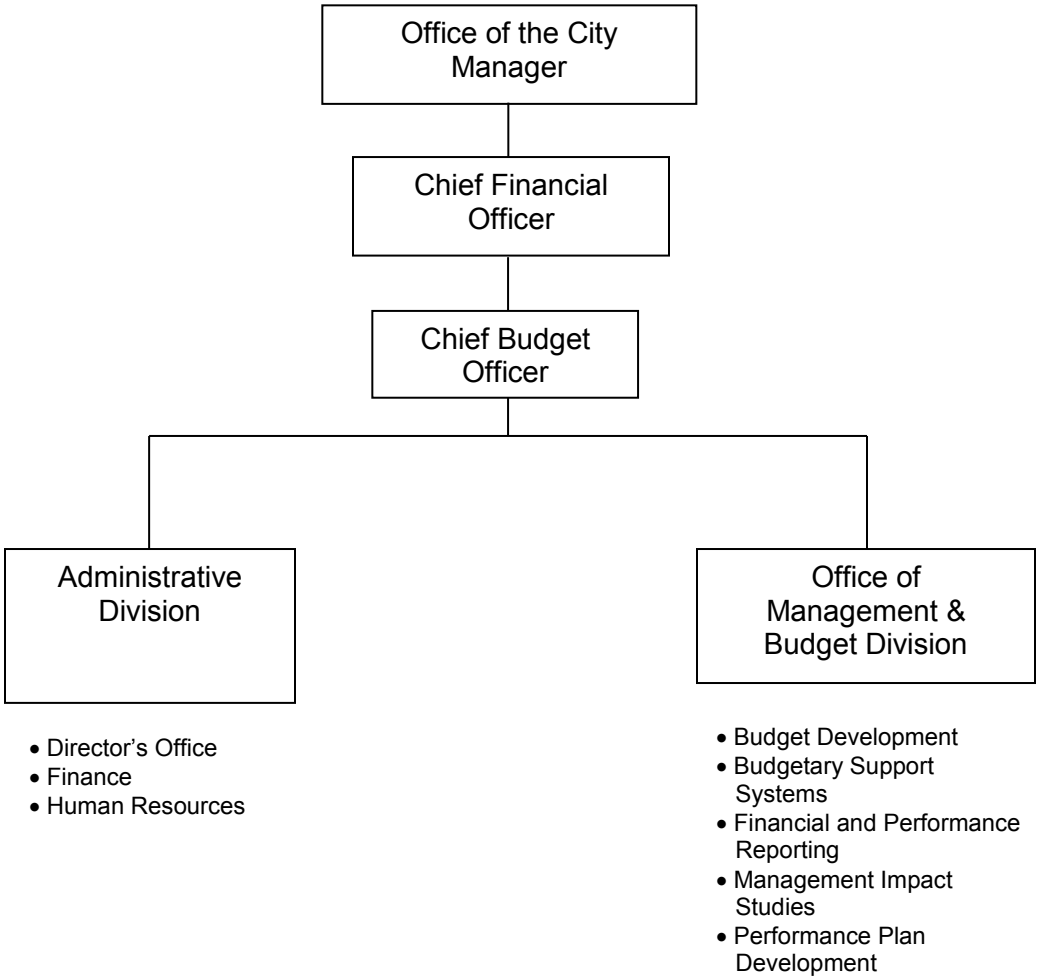
City Manager

Division Summary

	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government				
Office of Management and Budget	1,062,572	959,772	1,149,550	1,161,595
City Manager	1,217,967	859,424	987,999	975,090
Public Information Office	228,095	285,949	297,389	244,249
Internal Audit	416,483	423,128	443,579	460,828
Sub Total	2,925,117	2,528,273	2,878,517	2,841,762
Capital Projects				
Public Information Office	0	24,340	0	0
Proprietary Funds				
City Manager	0	72,498	0	0
Public Information Office	0	0	0	0
Internal Audit	0	16,237	0	0
Sub Total	0	88,735	0	0
All Funds Total	**2,925,117**	**2,641,348**	**2,878,517**	**2,841,762**

OFFICE OF MANAGEMENT & BUDGET

OFFICE OF MANAGEMENT & BUDGET



*OMB Division Only-City Manager's Office, Public Information Office & Internal Audit Pending Completion

DEPARTMENT MISSION

The mission of the Office of Management and Budget is to provide budget development and implementation, management improvement, and forecasting services to Mayor and Council, Executive Management and City Departments so they can make informed decisions and improve service delivery.

BUDGET HIGHLIGHTS

The Office of Management and Budget has completed a lot during FY2014. FY2014 has provided many opportunities to assist our stakeholders with critical information to make informed decisions and improve services for the City's customers.

We met all the deadlines for FY2015 budget development. OMB has developed citizen input opportunities by spearheading the 2014 Citizen Survey and providing public input instrument allowing citizens to comment on the budget. Additionally, OMB continued to utilize the Council Budget Amendment application to address Council member recommendations or questions during the budget process. The Budgetary Support Systems Program provides essential services by processing a tremendous volume of budget transfers and overrides on a monthly basis. The team provides consulting, technical support and data processing management services to our City departments. The Financial and Performance Reporting Program provides timely, accurate information on financial and operational performance. The monthly/quarterly projections are reviewed and revised with departments to provide critical background for informed decisions. The goal is to give projections that closely align with the actual year end expenditures. The Management Impact Studies Program has been active and productive in FY2014. Various studies were completed including the El Paso Police Department Desk Audit, Public Services Board Structure, and the 2014 Citizen Survey. The Performance Plan Development Program has seen thirteen City Departments through the development of their Strategic Business Plans and Corporate Review with approval from the City Manager and the Corporate Review Committee. Each of these departments represents their FY2015 budgets for the first time in the new format. There are only three departments that have not gone through the City's performance management process over the past two years.

OMB continues to strive to provide the information for all stakeholders so that the City's decisions are in the best interest of our customers and align with the Mayor and Council's Strategic Goals as well as the expectations of our citizens.

In FY2015 we will continue to be an office from where departments can receive usable information and advice for many of their decisions and not just ones related to budget. We revamped our FY2016 Budget Process calendar with goal to make it more productive, process driven and time efficient. Our goal is to have most of the budget changes finished with the proposed phase. We are also working on design for user friendly reports for the departments, and developing training related to budget matters such as budget analysis, year-end projections, and personnel budgeting and so on.

ISSUE STATEMENTS

Issue 1

The increasing debt service rate combined with the trend in increasing operating expenditures for Police, Fire, and new expenditures associated with the Quality Of Life Bond projects, along with slow revenue growth, will, if not addressed, result in:

- An increasing structural imbalance between revenues and expenditures
- Decreases in other General Fund City services
- Decreased funding for the Capital Improvement Program

Issue 2

The lack of training guides and written policies and procedures, will, if not addressed, result in:

- Inconsistent and inaccurate information to departments
- Inefficient and ineffective processes
- An inability to report accurate and timely financial and operational information

Issue 3

The lack of trust in performance and financial information, will, if not addressed, result in:

- Reduced OMB credibility with Council, the public and City departments
- Furthered perception that City government is not transparent

Issue 4

OMB's expanded responsibility for management studies and performance management implementation and execution, will, if not addressed, result in:

- Confusion about the role of OMB
- Increased turnover with loss of continuity for departments and increased training costs
- Inaccurate financial and performance information being supplied to decision makers
- Lost opportunities for identifying and implementing cost savings, revenue enhancements and service improvements

STRATEGIC RESULTS

Strategic Result 1:

By the end of FY2016, the City will realize improvements from management studies provided by OMB, as evidenced by:

- 60% of management studies recommendations will be implemented by departments;
- 95% of management studies recommendations will result in cost savings, revenue enhancements, or service improvements.

Strategic Result 2:

By the end of FY 2015, financial information will be accurate as evidenced by:

- 90% of General Fund and Debt Service expenditures in the City's Proposed General Fund & Debt Service budgets will have been included in the 1st year of the Five Year Financial Forecast;
- 90% of revenues in the City's Proposed General Fund & Debt Service budgets will have been included in the 1st year of the Five Year Financial Forecast ;
- 70% reduction in PeopleSoft processing errors;
- 90% of department reported 2nd quarter year-end revenue projections are within 95% of actual year-end revenues;
- 90% of department reported 2nd quarter year-end expenditure projections are within 95% of year-end actual revenues;
- 90% of department reported 3rd quarter year-end revenue projections are within 98% of actual year-end revenues; and,
- 90% of department reported 3rd quarter year-end expenditure projections are within 98% of actual year-end expenditures.

Strategic Result 3:

By the end of FY 2017, decision makers and citizens will have the information they need to make decisions, as evidenced by:

- 80% of Mayor & Council responding to a survey say they receive the information they need from OMB to make informed decisions;
- 95% of Department Heads and Business Managers responding to a survey say they receive the information they need from OMB to make informed decisions during budget development;
- 75% of citizens rank their level of satisfaction with the transparency of City financial and operational information as 8 or above (on a scale of 1 to 10);
- 99% of Key Results performance information is available quarterly to decision makers and has supporting documentation; and
- 5% or less structural imbalance exists in the City's financial position (as indicated by the gap between projected revenue and projected expenditures in the Five Year Financial Forecast).

DEPARTMENT ORGANIZATION

1. **ADMINISTRATIVE SERVICES DIVISION**
   (Applies only to the City Manager Department, not OMB's Division)
   1.1. Office of the Director
   1.2. Finance
   1.3. Human Resources

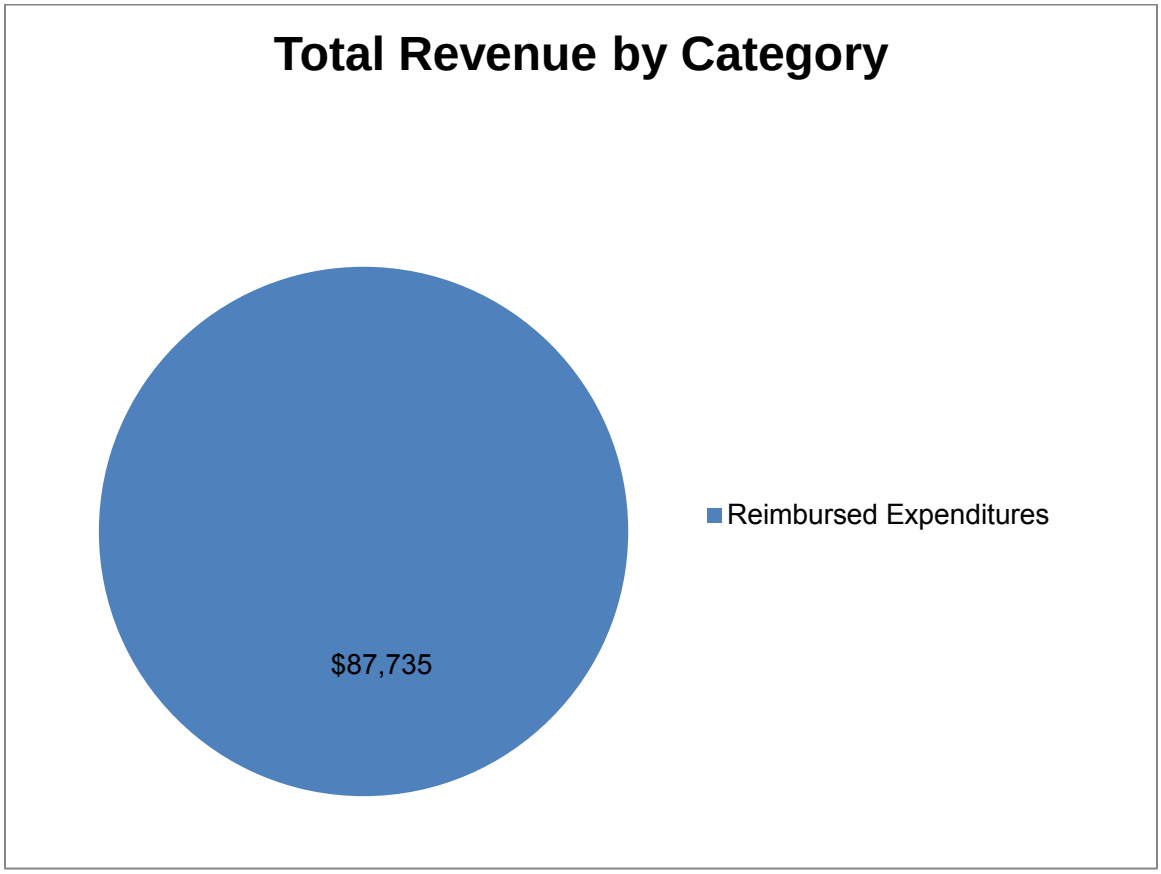
2. **OFFICE OF MANAGEMENT & BUDGET DIVISION**
   2.1. Budget Development
   2.2. Budgetary Support Systems
   2.3. Financial and Performance Reporting
   2.4. Management Impact Studies
   2.5. Performance Plan Development

SIGNIFICANT CHANGES

General Fund	
Expenditure Changes	Dollars
Personal Services	
Savings related to vacancies management in the Office for Management and Budget	($89,606)
Contractual Services	
Recruitment costs related to City executive positions	$20,000
Reduced Contractual Services for Ethics Line in Internal Audit	($4,500)
Reduced printing services in the Public Information Office	($1,500)
Operating Expenditures	
Increase in Seminars and Continuing Education for Analyst Training in Office of Budget and Management	$33,619

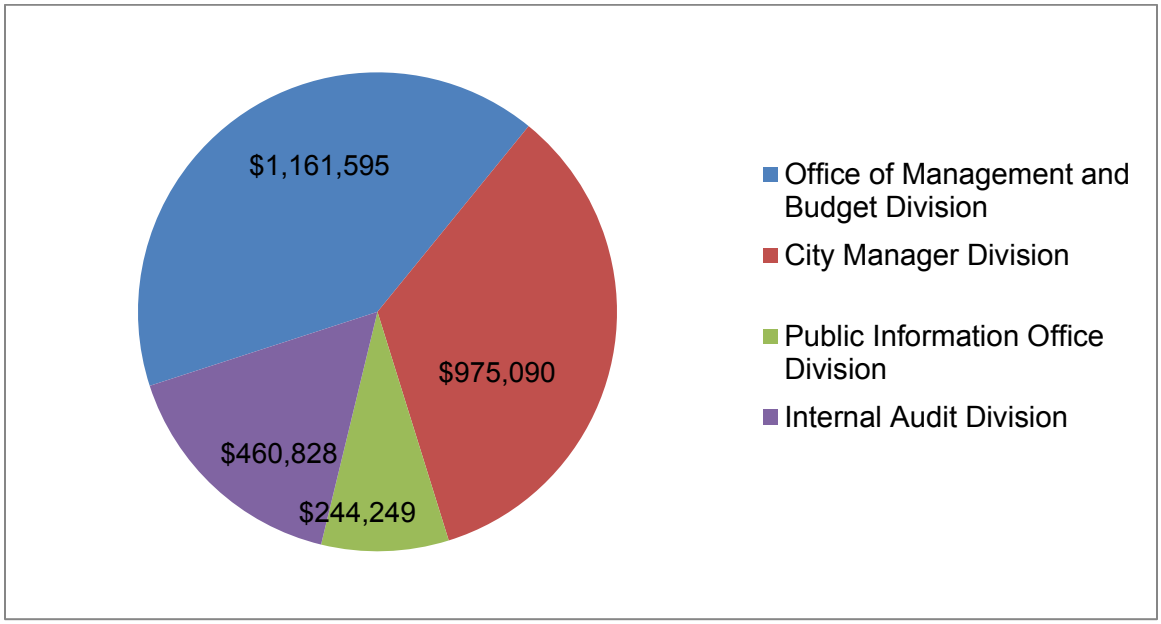
REVENUE BY CATEGORY

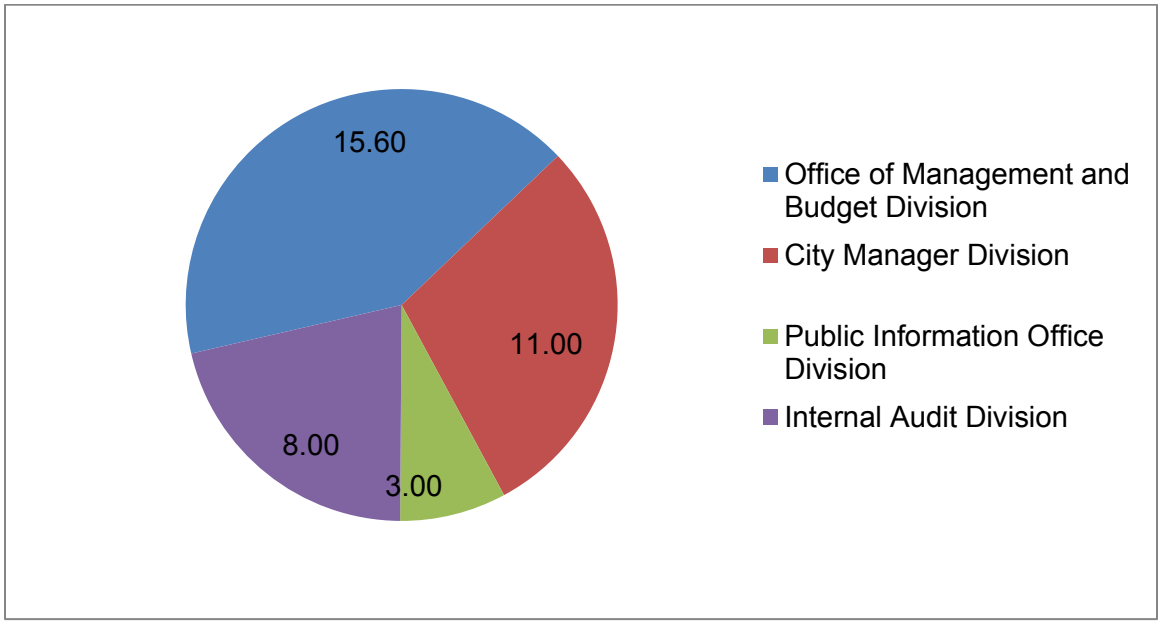
Division	Total
Reimbursed Expenditures	$87,735
Total	$87,735



EXPENDITURES AND FULL-TIME-EQUIVALENT POSITIONS

Division	Total	FTE
Office of Management and Budget	$1,161,595	15.60
City Manager	$975,090	11.00
Public Information Office	$244,249	3.00
Internal Audit	$460,828	8.00
Total	$2,841,762	37.60





*City Manager's Office, Public Information Office & Internal Audit Pending haven't gone through Strategic Business Plan development

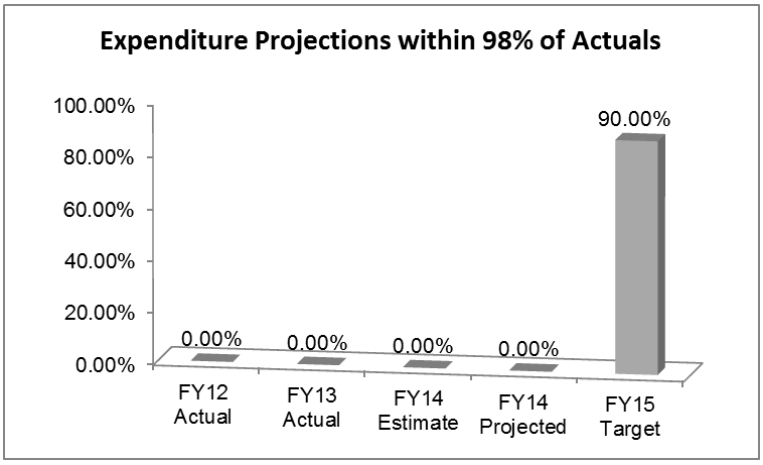
DIVISION: OFFICE OF MANAGEMENT & BUDGET

The mission of the Office of Management and Budget is to provide budget development and implementation, management improvement and forecasting services to Mayor and Council, executive management and City departments so they can make informed decisions and improve service delivery.

Key Result
Department reported 3rd quarter year-end expenditure projections are within 98% of actual year-end expenditures

Why is this measure important?
This information provides accurate data to decision makers and stakeholders as they make critical financial decisions for the City of El Paso.

What do these numbers tell us?
These numbers tell us that the Office of Management and Budget has been successful in working with departments to provide Budget Reports and services that are accurate and timely.



PROGRAM: Budget Development Program — *$390,758*

The purpose of the Budget Development Program is to provide information services to Mayor and Council, the public, and executive management, and the planning, guidance and technical support services to City departments so they can receive timely and accurate financial and performance information in order to make informed decisions.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Internal Budget Schedule deadlines are met	N/A	N/A	90%
Result	Departmental submissions accepted according to internal budget schedule	N/A	N/A	90%
Output	*Budget Development Training sessions provided	N/A	N/A	*8
Demand	*Budget Development Training sessions anticipated	N/A	N/A	*8
Efficiency	Program expenditures per All Fund dollar budgeted	N/A	N/A	$2,116.40

*Based on 4 Days, AM & PM Sessions

PROGRAM: Budgetary Support Systems Program	*$210,401*

The purpose of the Budgetary Support Systems Program is to provide consulting, technical support, and data process management services to City departments so they can become self-sufficient in performing day to day budgetary functions.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Reduction in processing errors	N/A	N/A	70%
Output	Budget Overrides processed by OMB	N/A	828	580
Output	**Training sessions provided (all types)	N/A	N/A	*191
Demand	**Training sessions needed to be provided	N/A	N/A	*191
Efficiency	Program expenditures per training sessions	N/A	N/A	$1,101.57

*Includes City Pulse Training

PROGRAM: Financial and Performance Reporting Program	*$269,143*

The purpose of the Financial and Performance Reporting Program is to provide budget and performance analysis and report coordination services to Mayor and Council, executive management, City departments and the public so they can have accurate information on current and projected financial and operational performance.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Department reported 3rd quarter year-end expenditure projections are within 98% of actual year-end expenditures	N/A	N/A	90%
Result	Key Results performance information is available quarterly to decision makers and has supporting documentation	N/A	N/A	99%
Output	Monthly financial projections prepared by departments reviewed by OMB	N/A	N/A	*324
Demand	Monthly financial projections anticipated to be required	N/A	N/A	*324
Efficiency	Program expenditures per monthly projection prepared by OMB	N/A	N/A	$ 830.69

*Based on 27 Department Submissions

PROGRAM: Management Impact Studies Program	*$149,101*

The purpose of the Management Impact Studies Program is to provide analysis and recommendation services to executive management and City departments so they can reduce cost, enhance revenue, and improve service delivery.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Cost savings and revenue enhancement recommendations realized	N/A	N/A	90%
Result	Management studies recommendations will be implemented by departments	N/A	N/A	60%
Output	Management studies completed	N/A	N/A	2
Demand	Management studies anticipated to be completed	N/A	N/A	3
Efficiency	Program expenditures per management study completed	N/A	N/A	$74,550.50

PROGRAM: Performance Plan Development Program	$142,192

The purpose of the Performance Plan Development Program is to provide consultation, facilitation, and training services to City departments so they can develop and maintain a Strategic Business Plan and incorporate it into their operations.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Departments with 85% or more of current performance information in the performance measure database.	N/A	N/A	100%
Result	Departments with a currently approved Strategic Business Plan	N/A	N/A	95%
Output	Training sessions required	N/A	N/A	167
Demand	Training sessions anticipated to be required	N/A	N/A	167
Efficiency	Program expenditures per training sessions conducted	N/A	N/A	$61

THE CITY OF EL PASO
TEXAS

Human Resources

Human Resources

Mission Statement

The Mission of the Human Resources Department is to provide recruitment, total compensation, risk management and organizational development services to departments and their employees, so they can achieve strategic and operational results for the community.

Budget Summary	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Personal Services	1,976,756	1,880,118	2,623,335	2,826,735
Contractual Services	45,209,235	43,513,944	60,645,135	60,881,561
Materials/Supplies	32,043	34,094	54,395	60,104
Operating Expenditures	268,083	243,103	318,333	300,823
Non-Operating/Intergovt. Exp	0	0	0	0
Internal Transfers	0	0	42,964	42,964
Capital Outlay	0	0	60,000	0
Total Appropriation	**47,486,117**	**45,671,259**	**63,744,162**	**64,112,187**

Source of Funds	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government	1,830,304	1,863,989	1,923,231	1,939,493
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	0	0	0	0
Nonmajor Governmental Funds	0	0	0	0
Fiduciary Funds	0	0	0	0
Proprietary Funds	45,655,813	43,807,270	61,820,931	62,172,694
Total Funds	**47,486,117**	**45,671,259**	**63,744,162**	**64,112,187**

Positions	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
General Fund	27.70	27.70	28.70	29.70
Non-General Fund	11.10	11.10	13.60	15.60
Total Authorized	**38.80**	**38.80**	**42.30**	**45.30**

Human Resources

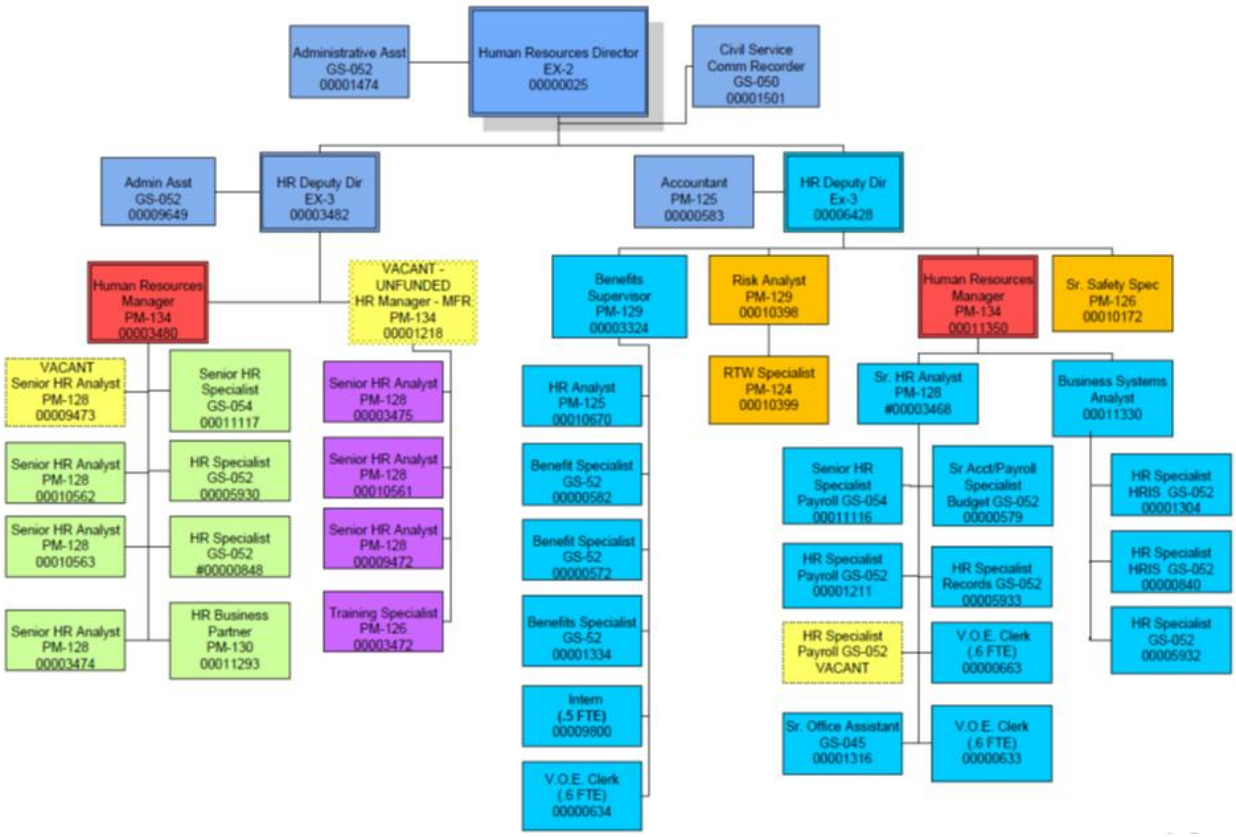
Division Summary

	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government				
Human Capital Management	0	0	18,450	10,467
Recruitment Exam	544,809	529,761	0	0
Labor Relations	0	0	512,305	531,917
Organizational Development	455,574	458,243	555,668	489,715
Payroll and Benefits	0	0	407,517	425,770
Payroll and Records	412,325	442,144	42,628	0
Human Resources Administration	417,596	433,841	386,663	481,624
Sub Total	1,830,304	1,863,989	1,923,231	1,939,493

Proprietary Funds				
Health Insurance Benefits	44,467,186	43,299,905	0	0
Payroll & Benefits	0	0	52,525,372	53,116,539
Risk Management	663,549	496,850	9,295,559	9,056,155
Payroll and Records	(15,192)	10,515	0	0
Health Insurance Benefits	540,270	0	0	0
Sub Total	45,655,813	43,807,270	61,820,931	62,172,694

All Funds Total	**47,486,117**	**45,671,259**	**63,744,162**	**64,112,187**

DEPARTMENT OF HUMAN RESOURCES



DEPARTMENT MISSION

The Mission of the Human Resources Department is to provide recruitment, total compensation, risk management and organizational development services to departments and their employees so they can achieve strategic and operational results for the community.

BUDGET HIGHLIGHTS

The Human Resources Department will be challenged during FY2015. All positions were filled throughout FY2014; however, attrition has been taken on two positions, one being key to our employee training efforts.

During FY2015 the HR department is also increasing the Tuition Assistance Program by $75,000 using funds from our seminar account to reduce the impact on the general fund.

Because of the additional scrutiny on employers concerning mandatory federal wage and hour laws as well as the increased scrutiny and requirements in administering federal leave and disability and workers comp laws, the Payroll and Benefits division is requesting the addition of a Human Resources Specialist, funded from the Workers' Comp fund, as well as an upgrade from Office Assistant to a Human Resources Specialist funded from the Health fund. This new positions will help to address the additional workload.

ISSUE STATEMENTS

Issue 1

Recruitment - City of El Paso Departments report it takes too long to fill vacant positions, and if not addressed, this will continue to result in:

- Dissatisfied customers
- Critical (safety & technical) positions left vacant
- Lack of understanding that HR and Departments share lapse time
- Perception that the Human Resources Department is rule-bound and not helpful

Issue 2

Organizational Culture - A lack of an intentional definition of organizational culture, if not addressed, will result in:

- A low level of employee engagement
- A disconnect for new employees expecting a certain type of employment experience
- A lack of alignment between employees and the City / Department mission

Issue 3

Departmental HR Role and Authority - The lack of full understanding and agreement on the role and the authority for departmental Human Resources personnel embedded in customer Departments, if not addressed, will continue to result in:

- The perception that HR departmental personnel are only a conduit for flow of information,
- An inefficient use of central and departmental HR staff
- Added levels of bureaucracy

Issue 4

Central HR Role - The disagreement between Human Resources and Departments, as to the roles and responsibilities of Human Resources will, if not addressed, result in:

- Tension between HR and customer Departments,
- Unmet expectations by customer Departments,
- A perception that HR is inflexible, rules driven and bureaucratic, and
- And a lack of synergy and collaboration between Departments and HR

Issue 5

Unmet Demand for Training - The disagreement between Human Resources and Departments, as to the roles and responsibilities of Human Resources will, if not addressed, result in:

- An inadequate pool of qualified internal candidates,
- Lack of development in incumbents,
- Continued perception of inequity in training opportunities, and
- A lag in development of new training courses/offerings

Issue 6

Perceptions Regarding Compensation - Departments' and employees' perception that employees are undercompensated, if not addressed, will result in:

- Inappropriate classification/compensation systems requests (Staffing Table Change Requests (STCR, upgrades, etc.),
- Compensation requests that are not business driven, and
- Departments working outside of the system to move employees through the pay range

Issue 7

Increased Demand - The increasing demand for unfunded Human Resource services in key areas such as classification and compensation, and the "costing" of agreed upon collective bargaining agreements, if not addressed, will result in:

- Increased response time to classification and compensation requests,
- Potential delays in creating and/or revising the scope of duties or job descriptions and recruiting, and
- Reduced number of available staff during periods of collective bargaining

Issue 8

Absence of Succession Planning - as employees leave city service and in the absence of a current and mature succession plan, Departments will experience:

- A shortage of employees with critical skills unique to public services,
- A limited ability to accomplish their core mission, and
- A lack of prepared internal candidates, ready for promotional opportunities

STRATEGIC RESULTS

Strategic Result 1:
Strategic Business Partnerships (Affects Issue Statements # 1, 8, 4, 6, 3, 5)

City of El Paso Departments and Human Resources will have a collaborative, strategic business partnership that is focused on achieving Departments' organizational results, as evidenced by:

- By 2015, 100% of Departments have implemented, in consultation with HR, an Initial Workforce Plan aligned to their Strategic Business Plan and Performance Budget
- By 2015, 20% of executive and professional vacant positions are filled by internal candidates
- By 2015, 75% of Directors report they "strongly agree" or "agree" that HR is effectively focused in helping them achieve their organizational results
- By August 31, 2013, the authorities outlined in the protocols will be fully operational in departments with DHRM's, through a joint capacity building effort/initiative by Departments and HR.

Strategic Result 2:
Recruitment (Affects Issue Statements # 1, 3, 4, 7, 2, 8)

City of El Paso Departments will experience an effective and timely recruitment process, as indicated by:

- By 2015, 75% of probationary employees become permanent employees.
- By 2015, 75% of initial eligible lists provided that result in a hire.
- By 2015, 75% of vacant classified GS (General Services) positions, in those departments who do not have Departmental HR Managers, are filled within 45 days.* 75% of requisitioned positions where initial eligible list is provided within 21 days. 75% of requisitioned positions filled within 21 days from date eligible list is provided
- By 2015, 75% of vacant classified PM (Professional & Managerial) positions, in those departments who do not have Departmental HR Managers, are filled within 45 days. * 75% of requisitioned positions where initial eligible list is provided within 21 days. 75% of requisitioned positions filled within 21 days from date eligible list is provided.
- By 2015, 75% of vacant unclassified positions, in those departments who do not have Departmental HR Managers, are filled within 45 days. * 75% of requisitioned positions where initial eligible list is provided within 14 days. 75% of requisitioned positions filled within 21 days from date eligible list is provided

  **Total time from requisition date to fill date. Includes lapsed time between delivery of initial eligible list and later delivery of an eligibility list. Measures will be defined in the Strategic Business Plan and will include certain exceptions, such as when positions are intentionally lapsed for budgetary reasons.*

Strategic Result 3:
Employee Development (Affects Issue Statements # 5, 8, 2)

City of El Paso Departments will be positioned to implement succession planning by providing employees opportunities to learn, grow and advance as indicated by:

- By 2015, 100% of Departments have implemented, in consultation with HR, an Initial Department Workforce Plan aligned to their Strategic Business Plan and Performance Budget*
- By 2015, employees are offered two (2) new professional development courses per year
- By 2015, 50% of employees have successfully completed the minimum required City and Department level training, to include systems training***
- By 2015, 95% of new supervisors/managers who have completed the Supervisory Academy within five months of appointment
- By 2015, 60% of the managers/supervisors who have completed the Supervisory Academy training within the past five years
- By 2015, 75% of managers 6-12 months post-training respond they "strongly agree" or "agree" that their employees**: a.) Acquired additional job related skill/knowledge; or b.) Improved job performance; or c.) Modified a behavior in a positive direction

**Initial Department Workforce Plans include succession planning.*

*** Includes only those employees who successfully completed training.*

**** 50% is a City HR target. If it includes department training, recommend 25% target*

DEPARTMENT ORGANIZATION

1. **ADMINISTRATIVE DIVISION**
   1.1. Office of the Director

2. **HUMAN CAPITAL MANAGEMENT DIVISION**
   2.1. Workforce Planning
   2.2. Classification and Compensation
   2.3. Employment Services

3. **LABOR RELATIONS DIVISION**
   3.1. Labor Relations

4. **ORGANIZATIONAL DEVELOPMENT DIVISION**
   4.1. Employee Development
   4.2. Organization Effectiveness
   4.3. Employee Relations

5. **PAYROLL AND BENEFITS DIVISION**
   5.1. Payroll Services
   5.2. Benefits Services
   5.3. Unemployment Benefits

6. **RISK MANAGEMENT DIVISION**
   6.1. Liability Management Services
   6.2. Safety Assessment and Training Services
   6.3. Workers' Compensation Services

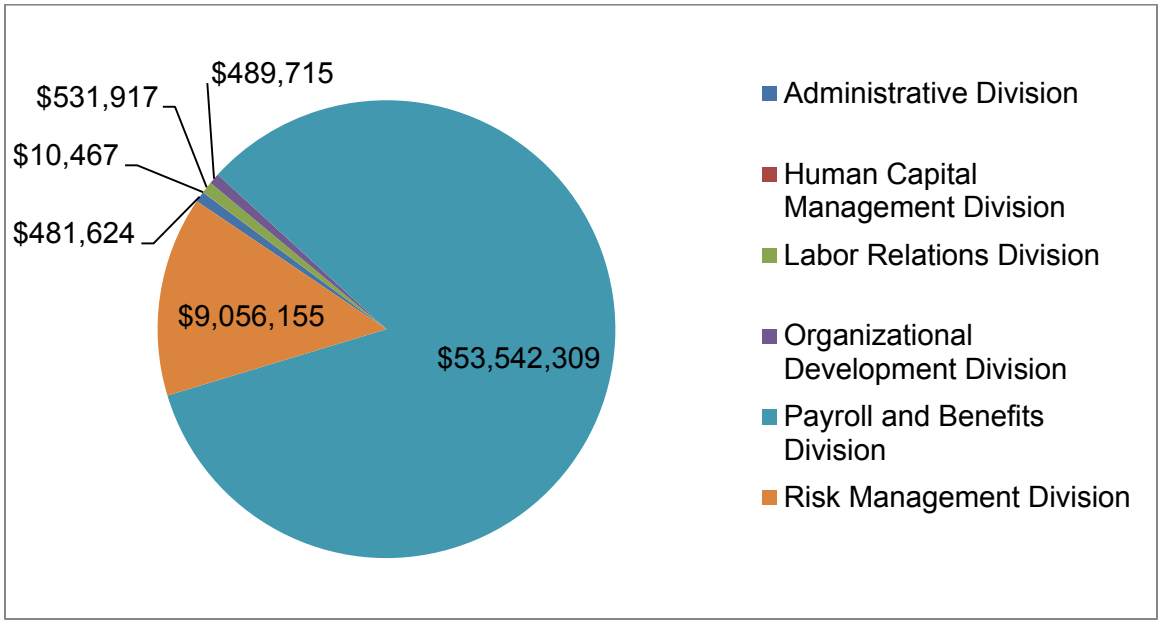
SIGNIFICANT CHANGES

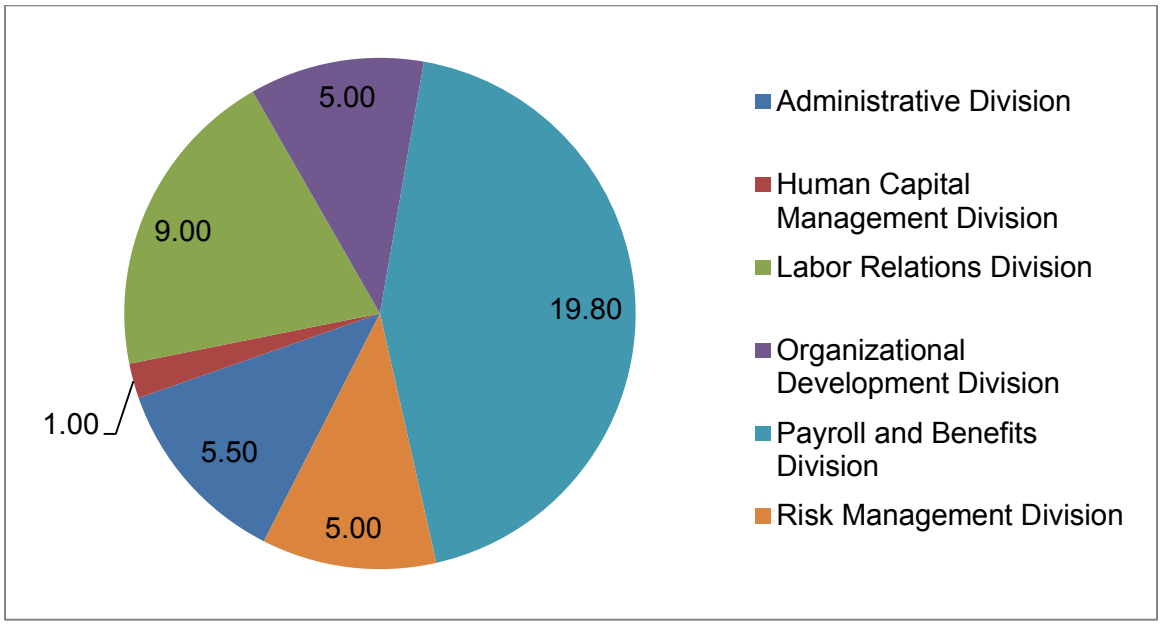
General Fund	
Expenditure Changes	Dollars
Personal Services	
Added 2 new positions, compression increase, and benefit increases	$55,729
Contractual Services	
Decrease in assessment center services, outside contracts, and office equipment	($16,045)
Operating Expenditures	
Decrease in seminars and continuing education and applicant reimbursement	($86,300)
Increase in tuition reimbursement	$75,000

Non-General Fund	
Revenue Changes	Dollars
Health Contributions	
Decreased workers compensation, and unemployment contributions	($654,816)
Expenditure Changes	Dollars
Personal Services	
Increase for new Safety Specialist for Zoo, compression increases, health insurance, and pension costs.	$141,786
Materials and Supplies	
Increase for data processing equipment and office supplies	$6,000
Capital	
Elimination of budget for one time furniture purchase	($60,000)

EXPENDITURES AND FULL-TIME-EQUIVALENT POSITIONS

Division	Total	FTE
Administrative	$481,624	5.50
Human Capital Management	$10,467	1.00
Labor Relations	$531,917	9.00
Organizational Development	$489,715	5.00
Payroll and Benefits	$53,542,309	19.80
Risk Management	$9,056,155	5.00
Grand Total	$64,112,187	45.30





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: Office of the Director — *$481,624*

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.

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

Note: The procedure for calculating the family of measures is currently being re-evaluated to align with the correct methodology.

DIVISION: HUMAN CAPITAL MANAGEMENT

The purpose of the Human Capital Management division is to provide workforce planning, classification, compensation and employment services to the City and its Departments so they can meet business needs and achieve their business results.

Key Result

% of vacant classified GS (General Services) positions

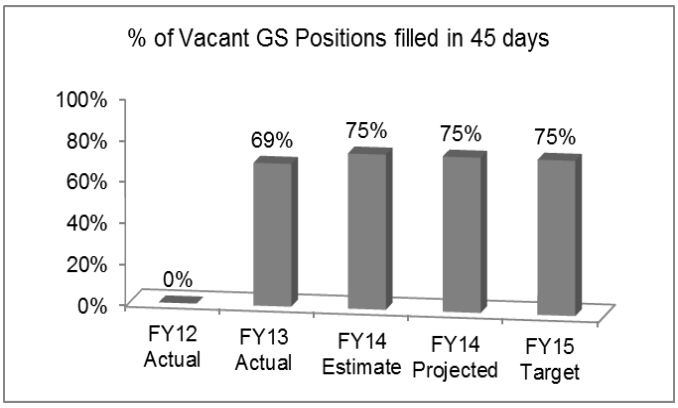
are filled within 45 calendar days

Why is this measure important?

Departments can quickly select the best candidates to achieve their business results.

What do these numbers tell us?

A positive increase would indicate department are satisfied with the eligible lists, time to fill, and overall results.



PROGRAM: Workforce Planning — *$752*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Departments have implemented, in consultation with HR, an Initial Department Workforce Plan aligned to their Strategic Business Plan and Performance Budget	15%	80%	80%
Output	Business analysis consultations delivered	4	12	12
Output	Initial Department Workforce Plans delivered	2	6	6
Demand	Initial Department Workforce Plans requested/required	5	12	12
Efficiency	Program expenditure per initial Department Workforce Plan delivered	$0	$11,038	$11,038

Note: The procedure for calculating the family of measures is currently being re-evaluated to align with the correct methodology.

PROGRAM: Classification and Compensation	*$752*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Classifications that are at market mid-point*	75%	80%	80%
Output	Job specifications/scopes of duties administrative decisions provided	105	675	675
Output	New job specifications/scopes of duties provided	25	35	35
Demand	Job specifications/scopes of duties administrative decisions requested/required	105	675	675
Efficiency	Total program expenditure	$1,286.02	$196.23	$196.23

Note: The procedure for calculating the family of measures is currently being re-evaluated to align with the correct methodology.

PROGRAM: Employment Services	*$8,963*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Vacant classified GS (General Services) positions are filled within 45 calendar days.	69%	75%	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*	75%	75%
Output	Eligibility lists delivered	400	300	300
Demand	Eligibility lists requested/required	400	300	300
Efficiency	Program expenditure per employee appointment provided	$780	$600	$600

Note: The procedure for calculating the family of measures is currently being re-evaluated to align with the correct methodology.

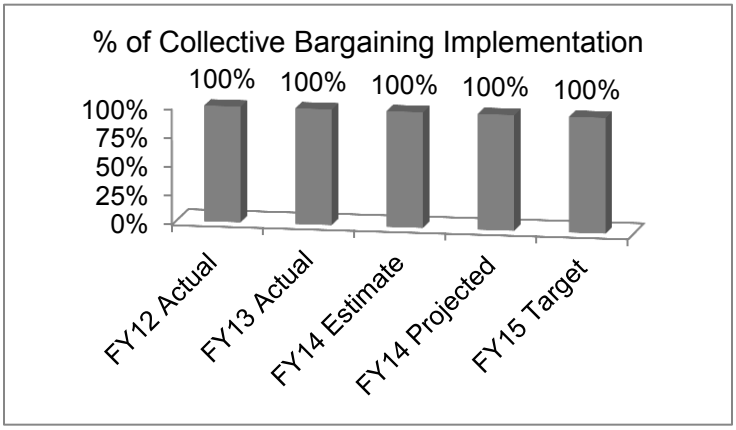
DIVISION: LABOR RELATIONS

The purpose of the Labor Relations Division is to provide Collective Bargaining Management representation, comparative and cost analyses and implementation services to City Management so they can have an effectively working relationship with members of the associations recognized by the City.

Key Result
% of collective bargaining agreement implementation timelines
put into effect by the established date

Why is this measure important?
Implementing agreed upon terms is a fundamental requirement of contract administration, positive labor/management relations and successor bargaining.

What do these numbers tell us?
The collective bargaining agreement is being administered correctly and the City is fulfilling its portion of the contract.



PROGRAM: Labor Relations — *$531,917*

The purpose of the Labor Relations program 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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% of collective bargaining agreement implementation timelines put into effect by the established date	100%	100%	100%
Result	% of established key milestones met or exceeded during the collective bargaining process	N/A*	90%	90%
Output	# of collective bargaining management representations delivered	6	TBD**	TBD**
Demand	# of collective bargaining management representations requested/required	6	TBD**	TBD**
Efficiency	$ program expenditure per collective bargaining management representation delivered	$1,172	$1,240	$1,240

*This is a new measurement.

Note: The procedure for calculating the family of measures is currently being re-evaluated to align with the correct methodology.

DIVISION: ORGANIZATIONAL DEVELOPMENT

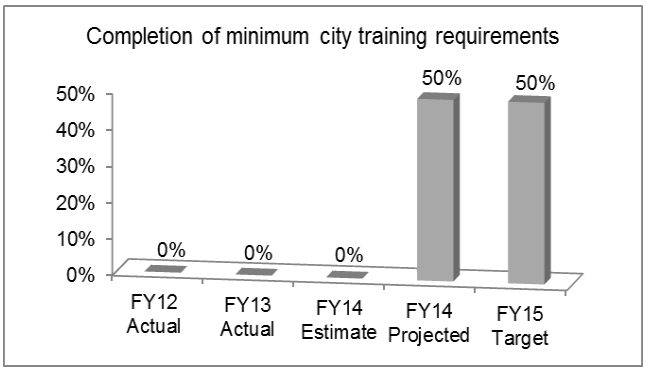
The purpose of the Organizational Development division is to provide consultation, learning and change management services to City Departments and their employees so they can be equipped to harmoniously accomplish their operational and strategic results during periods of change.

Key Result

% of employees who have successfully completed the minimum required City and Department level training, to include systems training.*

Why is this measure important?

Establishing and tracking required training prepares the City's valued human resources in meeting their department's strategic plan. Providing essential systems training and refresher training enables the City's workforce to provide the services the residents of El Paso expect.



What do these numbers tell us?

The establishment of minimally required training, to include department specific systems training, provides the City with a starting point outlining the type of training required and the frequency of the training. A trained workforce is able to perform at a higher level and the City can expect employees to perform at the level at which they have been trained.

PROGRAM: Employee Relations — *$134,274*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of employees who report that the City of El Paso addresses conflict in the workplace.*	60%	60%	60%
Result	Percent of complaints resolved through mediation	80%	80%	80%
Output	# of employee mediations conducted	17	20	20
Demand	# of employee mediations conducted	17	20	20
Efficiency	$ program expenditure per employee provided employee relations services	$201	$207	$207

Note: The procedure for calculating the family of measures is currently being re-evaluated to align with the correct methodology.

PROGRAM: Organizational Effectiveness	*$68,247*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of consultation engagements in which predetermined project outcomes are achieved.	N/A*	80%	80%
Result	Percent of departments where OD was engaged that achieved 80% of their program results	N/A*	80%	80%
Output	OD consultation engagements delivered	N/A*	5	5
Demand	# of OD consultation engagements expected to be requested/required	N/A*	10	10
Efficiency	$ program expenditures per OD consultation engagement delivered	N/A*	$7,926	$7,926

*This is a new measurement.

Note: The procedure for calculating the family of measures is currently being re-evaluated to align with the correct methodology.

PROGRAM: Employee Development	*$287,194*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of employees that have successfully completed the minimum required City and Department level training, to include systems training.	N/A*	50%	50%
Result	Percent of new supervisors/managers who have completed the Supervisory Academy with five (5) months of appointment	10%	95%	95%
Output	# of Supervisory Academy sessions delivered	4**	6	6
Demand	# of Supervisory Academy sessions requested/required	9	6	6
Efficiency	$ program expenditure per Supervisory Academy session delivered	$5,350	$5,450	$5,450

*This is a new measurement.

Note: The procedure for calculating the family of measures is currently being re-evaluated to align with the correct methodology.

DIVISION: PAYROLL AND BENEFITS

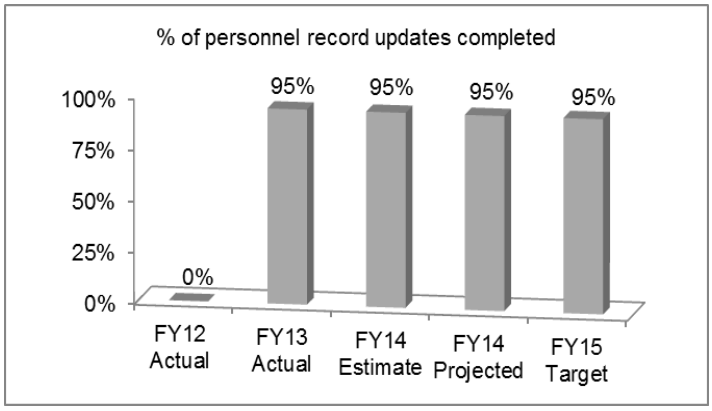
The purpose of the Payroll and Benefits division is to provide pay, benefits & wellness services to Departments and their employees so they can have a productive workforce to achieve their operational and strategic results.

Key Result

% of personnel record updates completed by the established payroll deadline.

Why is this measure important?
To ensure eligible employees are paid correctly and in accordance with federal wage and hour guidelines and that selected benefit plans are accurately reflected in paychecks and to ensure they receive appropriate benefit services when needed.

What do these numbers tell us?
These numbers reflect the efficiency and validity of the entire payroll and benefits process within the control of the programs.



PROGRAM: Payroll Services — *$425,769*

The purpose of the Payroll Services 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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% of personnel record updates are completed by the established payroll deadline.	95%	95%	95%
Result	Paychecks not requiring a retroactive paycheck.	99.6%	99.7%	99.7%
Output	Paychecks provided	5771	5800	5800
Demand	Accident-With-Pay payments requested/required	325	315	315
Efficiency	Program expenditure (budget) per employee supported	$59.09	$58.80	$58.80

Note: The procedure for calculating the family of measures is currently being re-evaluated to align with the correct methodology.

PROGRAM: Benefits Services	*$52,977,574*

The purpose of the Benefits Services 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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Eligible employees enrolled in a health program.	4351	4623	4623
Result	Eligible employees participating in Wellness Program	147	200	200
Output	Total health benefit claim payments made.	$35.8 M	$36 M	$36 M
Demand	Employee benefit enrollment/information sessions required/requested.	85	100	100
Efficiency	Annual cost of claims per enrolled employee/retiree	$6,716	$6,560	$6,560

Note: The procedure for calculating the family of measures is currently being re-evaluated to align with the correct methodology.

PROGRAM: Unemployment Benefits	*$67,201*

The purpose of the Unemployment Benefits program is to provide response and claims defense services to the Texas Workforce Commission so they can make appropriate decisions regarding payment of unemployment benefits to former employees on behalf of the City of El Paso.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% of unemployment claims that are approved.	50%	50%	50%
Result	% of claim responses that are submitted in the required timeframe.	98%	98%	98%
Output	# of claims received	130	160	160
Demand	# of claims expected to be received	130	160	160
Efficiency	$ Program expenditure per claim received	N/A*	N/A*	0.002

*This will be a new measurement beginning in FY2015

Note: The procedure for calculating the family of measures is currently being re-evaluated to align with the correct methodology.

DIVISION: RISK MANAGEMENT

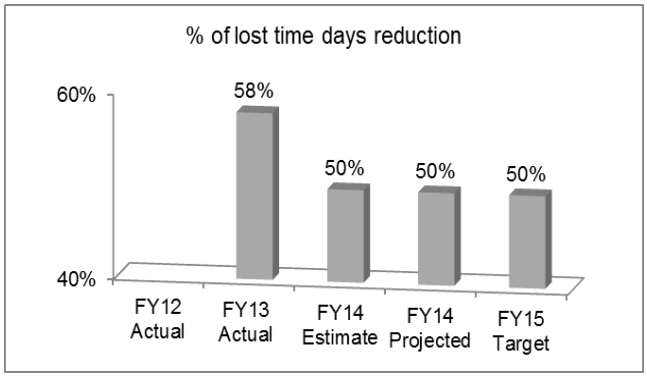
The purpose of the Risk Management Division is to provide safety, workers compensation and liability management services to Departments and their employees so they can have a safe, productive work environment while reducing the City's liabilities.

Key Result

% of departments with lost time days in the previous fiscal period will reduce their lost time days by 5%

Why is this measure important?

Service to the City is dependent upon an adequate response from the departments. In turn, lost time due to injuries reduces the personnel available to provide that response, placing the reduction of lost time as a priority to each department. Providing information on prevention, safety awareness, and education on cost and effect of injuries allows departments to focus on corrections to reduce the lost time days, thus reducing the cost of the claims.



What do these numbers tell us?

The data indicates the progress the departments are making in their departments at identifying causes and implementing corrective actions to reduce claims that result in lost time.

PROGRAM: Liability Management Services — *$37,356*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% of total cost of claim payments relative to total cost of premiums	62.9%	70%	70%
Result	Develop corrective actions to inspection reports by carrier response deadline	63%	75%	75%
Output	Property site visits/inspections for properties ranked in 10% based on cost to identify areas of potential loss	35	35	35
Demand	Requested site visits	25	30	30
Efficiency	Program expenditure (budget) per City of El Paso employee per year	$107.59	$112.97	$112.97

Note: The procedure for calculating the family of measures is currently being re-evaluated to align with the correct methodology.

PROGRAM: Safety Assessment and Training Services	*$136,034*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of departments with a (SHARP) safety, health, accident, reduction plan in place	100%	100%	100%
Result	Percentage of departments that reduce Total Incident Report (TIR) rate by 10%	33%	100%	100%
Output	Number of Safety Trainings sessions provided	76	96	96
Demand	Number of Safety Trainings requested	46	50	50
Efficiency	Program expenditure (budget) per City of El Paso employee per year	$107.59	$112.97	$112.97

Note: The procedure for calculating the family of measures is currently being re-evaluated to align with the correct methodology.

PROGRAM: Workers' Compensation Services	*$8,954,530*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% of departments with lost time days in the previous fiscal period will reduce their lost time days by 5%	58%	50%	50%
Result	% of total work hours for City employees that are lost time hours due to work related injuries	.986%	0.7%	0.7%
Output	Training sessions on benefits of RTW and supervisor's WC responsibilities	60	50	50
Demand	Requested assistance from departments on RTW and Benefits of Transitional Duty program	48	48	48
Efficiency	Program expenditure (budget) per City of El Paso employee per year	$107.59	$112.97	$112.97

Note: The procedure for calculating the family of measures is currently being re-evaluated to align with the correct methodology.

Information Technology

Information Technology

Mission Statement

The mission of the Department of Information Technology Services ("DoITS") is to provide innovation and technology implementation management and support services to all City departments so they can transform the service experience for our community.

Budget Summary	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Personal Services	3,385,910	5,809,010	5,664,482	6,129,122
Contractual Services	4,754,575	5,606,808	2,497,419	2,573,368
Materials/Supplies	216,359	109,065	241,070	232,399
Operating Expenditures	2,011,716	2,553,093	2,454,670	3,010,250
Non-Operating/Intergovt. Exp	0	0	0	0
Internal Transfers	12,275	0	0	0
Capital Outlay	317,579	14,535,685	740,000	0
Total Appropriation	**10,698,414**	**28,613,661**	**11,597,641**	**11,945,139**

Source of Funds	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government	10,294,244	14,260,870	10,857,641	11,800,139
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	195,015	14,334,378	740,000	0
Nonmajor Governmental Funds	209,155	-357	0	145,000
Fiduciary Funds	0	0	0	0
Proprietary Funds	0	18,770	0	0
Total Funds	**10,698,414**	**28,613,661**	**11,597,641**	**11,945,139**

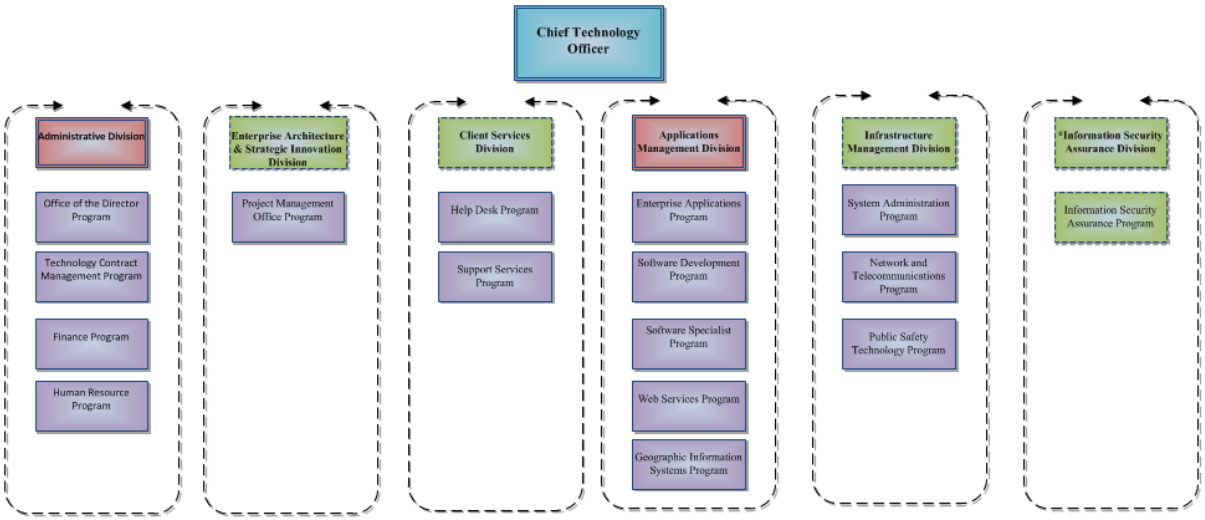
Positions	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
General Fund	65.77	95.75	95.75	86.75
Non-General Fund	0.00	3.50	2.00	1.00
Total Authorized	**65.77**	**99.25**	**97.75**	**87.75**

Information Technology

Division Summary

	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government				
Information Services	5,810,477	10,045,525	0	0
Information Technology Administration	535,440	3,493,133	0	0
Telecommunications	3,559,078	387,440	0	0
Geographic Information Systems	267,708	323,507	0	0
Media Production	121,541	11,265	0	0
Administrative	0	0	5,505,697	6,012,857
Client Services	0	0	1,187,524	1,300,689
Application Management	0	0	1,854,806	1,881,753
Infrastructure Management	0	0	1,660,368	1,978,267
Information Security Assurance	0	0	4,650	88,335
Strategic Innovation & Enterprise Architecture	0	0	644,596	538,238
Sub Total	10,294,244	14,260,870	10,857,641	11,800,139
Capital Projects				
Information Services	178,219	14,334,378	740,000	0
Information Services Projects	16,796	0	0	0
Sub Total	195,015	14,334,378	740,000	0
Nonmajor Governmental Funds				
Information Technology Administration	208,990	0	0	0
Media Production	0	0	0	0
Information Services Projects	0	0	0	145,000
Communications Administration	165	(357)	0	0
Sub Total	209,155	(357)	0	145,000
Proprietary Funds				
Information Technology Administration	0	15,311	0	0
Information Services	0	3,459	0	0
Information Services Projects	0	0	0	0
Sub Total	0	18,770	0	0
All Funds Total	**10,698,414**	**28,613,661**	**11,597,641**	**11,945,139**

INFORMATION TECHNOLOGY SERVICES



DEPARTMENT MISSION

The mission of the Department of Information Technology Services ("DoITS") is to provide innovation and technology implementation management and support services to all City departments so they can transform the service experience for our community.

BUDGET HIGHLIGHTS

The Department of Information Technology Services (DoITS) has introduced and accomplished several technological advancements for our organization during FY2014. The past year inclusive of the internal restructuring and continual commitment with a keen focus on standardized, and unified infrastructure, complimented with a centralized IT Governance model. Our new location and re-engineering initiatives shall leverage an adaptive environment, modeled towards enhancing internal, empowering stakeholders, and citizenry online service offerings. The continual transformation with improving service delivery, customer services competencies through the use of technology and reducing overall operational inefficiencies.

The Administrative Program facilitated the coordination and review of the department budget, technological contractual obligations and operational responsibilities. In planning for FY2015, our department is requesting approval and recommending the introduction of the Information Security Assurance Division, establishing reporting channels with other locally and regional governing entities. Additionally, our team will refine and share a new DoITS Strategic Plan aligned with City of El Paso Strategic Roadmap, integrated with the recent announcement of local and regional resiliency collaborative efforts.

Our Client Support Services Division successfully implemented a new service request system with an advanced, streamlined business reporting process. To date, since "Go-Live" in February 2014, accounted for 5,817 incidents/requests, with an optimal, results-driven team attaining 4.7 out of 5 customer satisfaction rating.

The Infrastructure Management Division continued efforts with the Voice over Internet Protocol (VoIP) initiative and introduction of the newly assigned City-wide telephone prefix. Our team improved underlying network connections at the Northeast Regional Command Center, and other citizenry serving facilities offering access to our Digital El Paso public Wi-Fi service. Our System Administration Program manages upwards of four-hundred servers, of which two-hundred fifty virtualized configurations hosted in the datacenters. Our Public Safety Technology Program maintains mobile radio technological ecosystem in support of our Regional multijurisdictional Public Safety Agencies and other departments utilizing our newly implemented P25 Digital Trunked Radio System.

The Applications Management Division effectually improved online services for our community offered through the use of Accela Automation. The focus areas included online customer application submittal, processing, mobile-app inspection scheduling and ongoing Electronic Plan Review (EDR) project. The program responsibly supports over two-hundred software packages and ERP systems. Our Web Services Program is finalizing the City of El Paso website redesign project. Our Geographic Information Systems Program introduced multi-use licensing configurations, minimizing licensing expenditures, and strives with maintaining updated datasets.

Our ongoing investments with infrastructure capacities will foster continual progression, propel, and position our community for unrealized opportunities through advanced technological solutions.

ISSUE STATEMENTS

Issue 1

The increased demand for Information Technology related projects without properly communicated/defined needs and customer engagement will result in:

- Poorly defined projects
- Delays and additional costs
- Decreased likelihood that departments will achieve business results
- Reactive rather than proactive IT services
- Duplication, integration, and compatibility issues
- Unsatisfactory customer results

Issue 2

As the expectations of technology and the demand for 24/7 customer support increase, if not addressed will:

- Negatively impact DoITS response times
- Negatively impact Departments' response times and service delivery

Issue 3

Increasing consumerization and public awareness of technology trends and changes require DoITS to lead the innovation strategy and adoption of current technologies which will result in:

- Increase in innovation
- Increase in citizen engagement and satisfaction
- Proactive response to technology needs
- Decrease of unplanned technology expenditures
- Increase in confidence in DoITS expertise
- Increase in future compatibility of technologies

Issue 4

The lack of collaborative cross-departmental strategic technology planning with DoITS will result in:

- Lost opportunities to leverage innovation and technology to improve operations
- Increase in non-budgeted expenditures
- Poor decision making
- Lack of proactive budgeting
- Increased costs of implementation

Issue 5

Clear lines of authority, communications, accountability, and organizational structure within DoITS and the City will result in:

- Improved efficiency
- Increased confidence in DoITS' ability to deliver results
- Increased engagement by DoITS customers
- Improved decision making
- Improved staff morale and productivity

Issue 6

The perpetual and fast pace of change in technology, if not matched by well-planned and continuous investments and upgrades, will result in:

- Aged infrastructure
- Poor performance of technology
- Inability to respond to customer demands
- Increased incompatibilities of systems
- Increased maintenance and upgrade costs
- Increased inefficiencies of City operations
- Increased vulnerability to security threats

Issue 7

All City Departments' dependency on technology is increasing in nearly all service areas- which if not understood, will result in:

- IT being underfunded
- Service disruptions
- Diminished ability to improve service
- Underachievement and underperformance
- Lack of engagement of DoITS by departments, decision makers, and the public
- Poor decisions and missed opportunities

STRATEGIC RESULTS

Strategic Result 1: Customer Results (Addresses Issue 3)

By FY15, the City of El Paso has established itself as a leader in technology as evidenced by:

- 50% of City transactions that can be completed via online, mobile devices, or other virtual means
- 50% of City facilities with access to Digital El Paso
- 10% of identified neighborhoods with access to Digital El Paso

Strategic Result 2: Technology Leadership (Addresses Issues 1, 4, 5, 7)

By FY15, DoITS customers will achieve business success through well-managed technology projects as evidenced by:

- 95% of approved projects achieved according to pre-established customer results
- 95% of projects completed within agreed upon schedule
- 95% of approved projects completed within agreed upon budget
- 90% of approved projects that are completed according to pre-established customer results, within agreed upon schedule, and within agreed upon budget

Strategic Result 3: Technology Management (Addresses Issues 1, 4, 5, 6, 7)

DoITS will have a positive impact on customers' effectiveness and efficiency through proper management of technology hardware and software, as evidenced by:

- 80% of users, each year, with equipment within predefined lifecycle parameters
- 80% of infrastructure devices, each year, that are within predefined lifecycle parameters
- 80% of users who are using the most current, compatible software

Strategic Result 4: Customer Services (Addresses Issues 2, 5, 7)

By FY15, DoITS customers will experience phenomenal customer service, as evidenced by:

- 100% of maintenance contracts renewed before expiration
- 90% of contracts reviewed for legal compliance during the review process
- 99.9% availability of network and telecom resources
- 99.9% availability of enterprise GIS systems
- 99.9% availability of enterprise applications and websites
- 99.9% availability of data center systems
- 86% of help desk issues are resolved within established timelines

    - Priority 1: within 1-2 hours
    - Priority 2: within 4-8 hours
    - Priority 3: within 24-48 hours

- 90% of help desk requestors/customers who report DoITS service delivery as:
    - Timely
    - Fixed First Time
    - Professional/Courteous
    - Technically Proficient

DEPARTMENT ORGANIZATION

1. **ADMINISTRATIVE DIVISION**
   1.1. Office of the Director Program
   1.2. Technology Contracts Management Program
   1.3. Finance Program
   1.4. Human Resources Program

2. **ENTERPRISE ARCHITECTURE & STRATEGIC INNOVATION DIVISION**
   2.1. Project Management Office Program

3. **CLIENT SERVICES DIVISION**
   3.1. Help Desk Program
   3.2. Support Services Program

4. **APPLICATIONS MANAGEMENT DIVISION**
   4.1. Software Development Program
   4.2. Software Support Program
   4.3. Web Services Program
   4.4. Enterprise Applications Management Program
   4.5. Geographic Information System Program

5. **INFRASTRUCTURE MANAGEMENT DIVISION**
   5.1. Network and Telecommunications Program
   5.2. System Administration Program
   5.3. Public Safety Technology Program

6. **INFORMATION SECURITY ASSURANCE DIVISION**
   6.1. Information Security Assurance Program

SIGNIFICANT CHANGES

General Fund

Revenue Changes	Dollars
Reimbursed expenditure for Airport technological support	$80,000
Reduction of salaries capitalized to projects	($1,201,800)
Transfer-in for County's portion of P25, digital radio system, lease payment	$125,930

Expenditure Changes	Dollars
Personal Services	
Mid-year adjusted budget reduction	($335,856)
Salary adjustment	$327,747
Adjustment to attrition	$600,436
Transfer of two positions to Purchasing	($200,127)
Reduction of positions in order to better align to City Council priorities	($707,617)
Contractual Services	
Reduction in Public Safety tower leases	($50,614)
Materials and Supplies	
Increase of operational expense, Public Safety support fleet	$6,400
Increase HP POD (data center) back-up generators support	$6,391
Addition of GPS locater equipment	$6,069
Reduction in supplies and computer equipment	($53,105)
Increase of equipment to maintain City-wide cabling requests	$26,068
Operating Expenditures	
Reduction of leased line costs	($669,919)
Increase in phone and internet services	$420,582
Increase in paging services	$67,178
Increase in seminars and continuing education to maintain technical support skills	$70,745

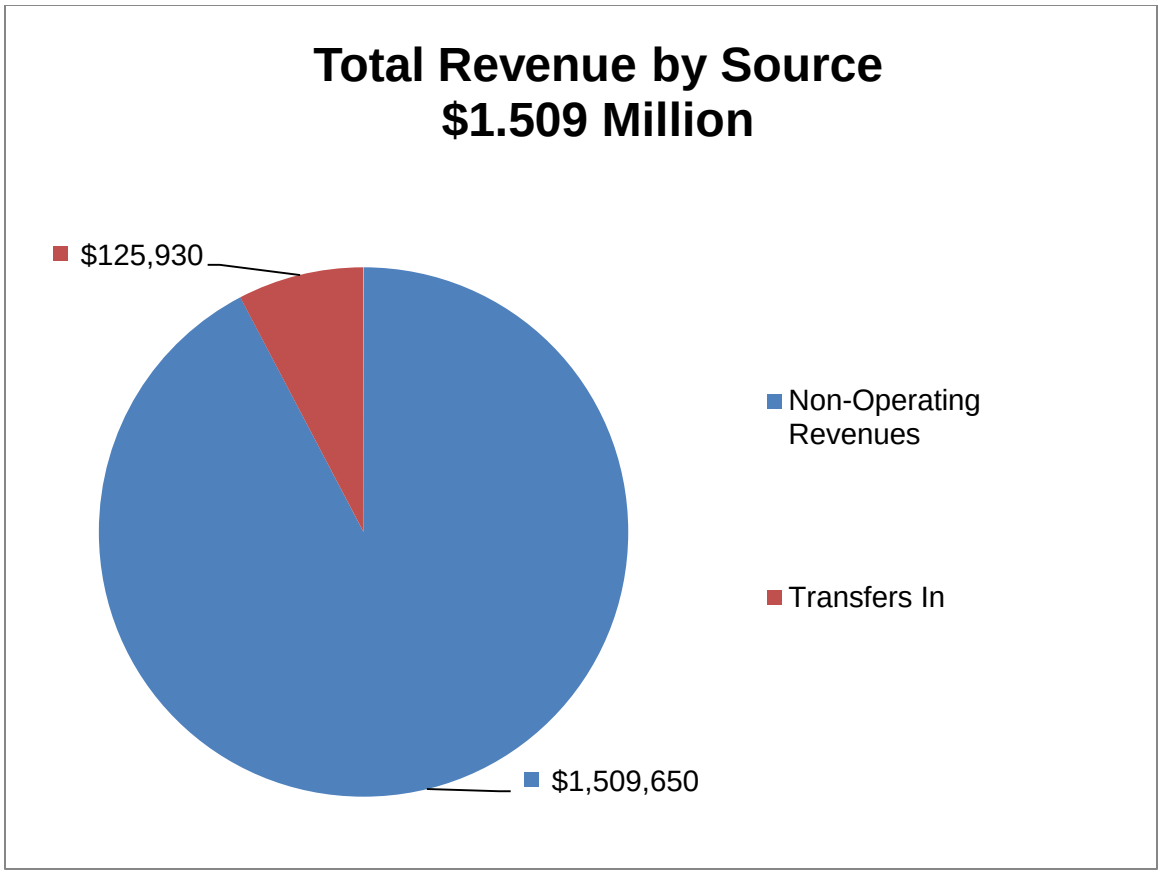
Non-General Fund

Revenue Changes	Dollars
Reduction for PC allotment	($740,000)

Expenditure Changes	Dollars
Contractual Services	
Addition of Accela payment covered by the Environmental Fee	$145,000

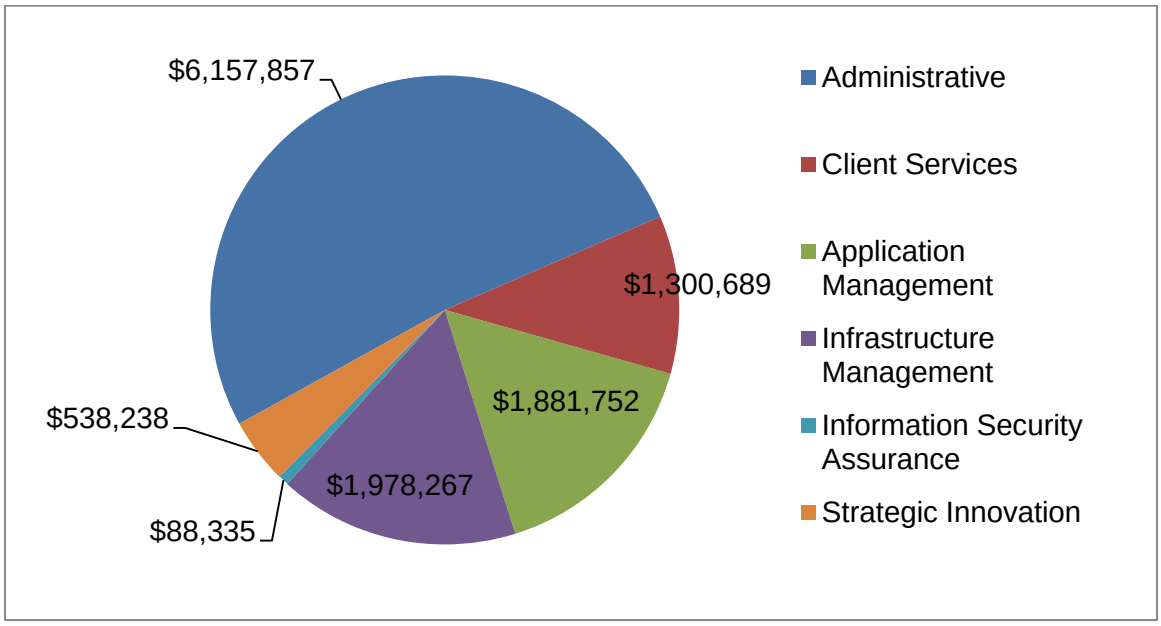
REVENUE BY SOURCE

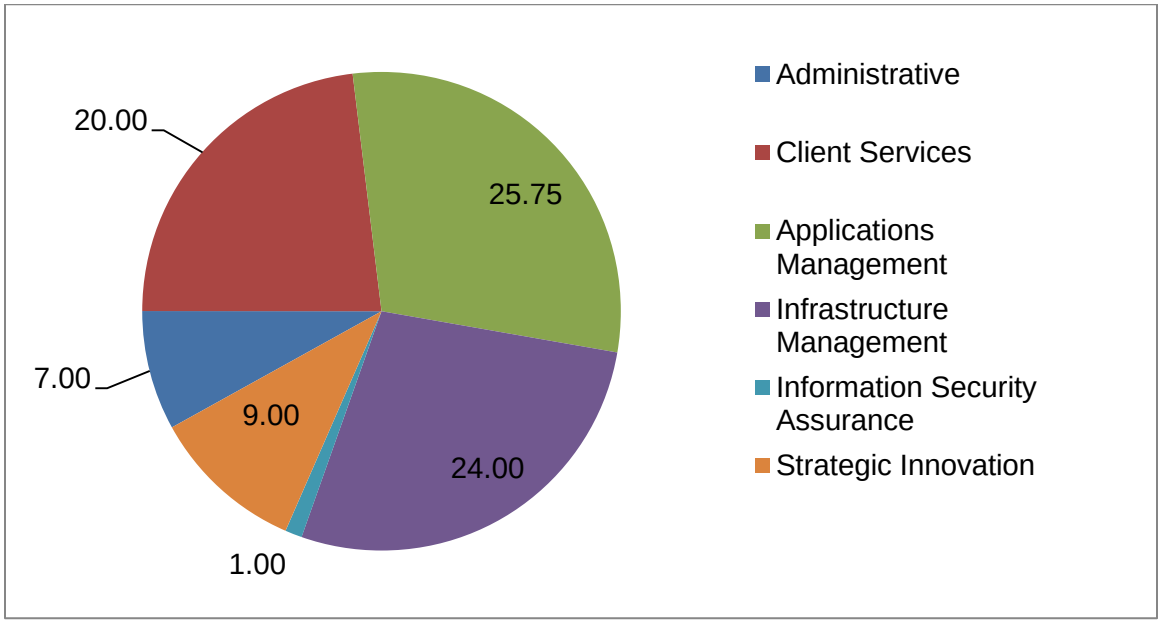
Division	Total
Non-Operating Revenues	$1,509,650
Transfers In	$125,930
Grand Total	$1,635,580



EXPENDITURES AND FULL-TIME-EQUIVALENT POSITIONS

Division	Total	FTE
Administrative	$6,157,857	7.00
Client Services	$1,300,689	20.00
Application Management	$1,881,753	25.75
Infrastructure Management	$1,978,267	24.00
Information Security Assurance	$88,335	1.00
Strategic Innovation & Enterprise Architecture	$538,238	9.00
Grand Total	$11,945,139	86.75





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: Office of the Director — *$267,524*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% of strategic and operational results achieved.	New Measure	New Measure	95%
Result	% of City Official inquiry responses provided within 24 hours.	New Measure	New Measure	100%
Output	# of City Official inquiry responses provide	New Measure	New Measure	20
Demand	# of City Official inquiry responses anticipated to be requested	New Measure	New Measure	40
Efficiency	$ Administrative Division expenditure per dollar department expenditure.	$0.024	$0.024	$15,607.30

PROGRAM: Technology Contracts Management * — *$13,374,040*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	100% of known contracts renewed before expiration	New Measure	New Measure	100%
Result	90% of contract dollars requested through the budget process	New Measure	New Measure	90%
Output	# Contracts/Agreements managed	250	212	162
Demand	# of Binding Contracts required/requested	New Measure	212	300
Efficiency	$ Program expenditure per Contract/Agreement managed	$5.5m	$7.2m	$11,383.53

*Includes $7,726,790 for all software and maintenance IT contracts budgeted in Non-Departmental Division

PROGRAM: Finance	*$72,574*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% of reports and information submitted by the deadline	New Measure	New Measure	80%
Result	% variance of 6 month estimate of revenue and expenditure to year-end actual revenue and expenditures.	New Measure	New Measure	80%
Output	# of vendor invoices paid	1,047	1,900	3,000
Demand	# of vendor invoices anticipated to be paid	1,047	1,900	3,000
Efficiency	$ Program expenditures per $ Department budget	$57.70	$28.77	$36.28

PROGRAM: Human Resources	*$80,979*

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

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	92% staffing levels maintained (vacancy rate) with respect to budgeted salary savings	New Measure	New Measure	92%
Result	% positions filled within 90 days for PM and EX positions	New Measure	New Measure	92%
Output	# of new hires processed	60	10	10
Demand	# of new hires anticipated to be processed	New Measure	New Measure	15
Efficiency	$ Program expenditure per department employee (recommended measure).	$609	$585	$3798.10

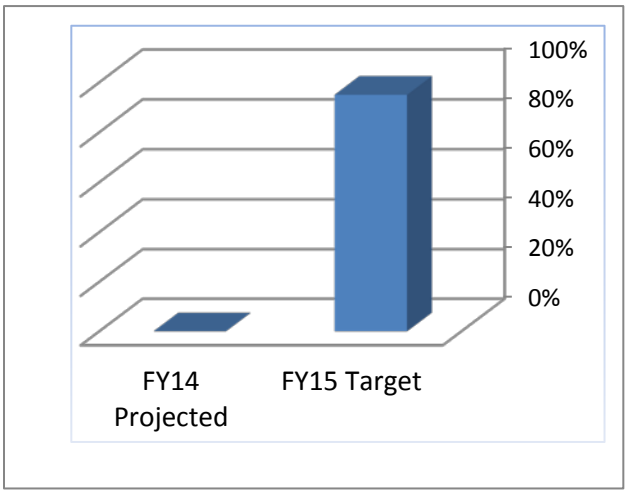
DIVISION: STRATEGIC INNOVATION & ENTERPRISE ARCHITECTURE

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: 95% of approved projects that are completed according to pre-established customer results

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.



PROGRAM: Project Management Office — *$719,271*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% of requestors whose approved projects achieve pre-established customer's results	New Measure	New Measure	95%
Result	% of approved projects completed within agreed upon schedule	New Measure	New Measure	95%
Output	# of PM Projects managed	New Measure	New Measure	80
Demand	# of Technology Purchase Requests (TPRs) approvals/denials required	New Measure	New Measure	1000
Efficiency	$ Program expenditure per PM Project	New Measure	New Measure	$10,994.36

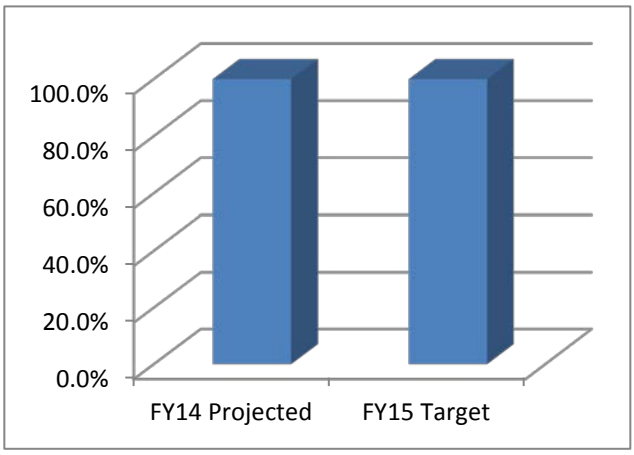
DIVISION: APPLICATIONS MANAGEMENT

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: 99.9% 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.



PROGRAM: Software Development — *$197,367*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% of approved projects achieved according to pre-established customer's results	New Measure	New Measure	95%
Result	% of approved projects completed within agreed upon schedule	New Measure	New Measure	95%
Output	# of new application developments provided	New Measure	New Measure	12
Demand	# of new application developments requested	New Measure	New Measure	30
Efficiency	$ Program expenditure per new application development completed	New Measure	New Measure	$34,154.08

PROGRAM: Software Support	*$526,834*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% uptime of database availability	New Measure	New Measure	99.9%
Result	% uptime of applications availability	New Measure	New Measure	99.9%
Output	# of third-party applications supported	New Measure	New Measure	200
Demand	# of third-party applications requiring support	New Measure	New Measure	200
Efficiency	$ program expenditure per application supported	New Measure	New Measure	$2,817.59

PROGRAM: Web Services	*$139,164*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% of web content updates completed within mutually agreed upon timelines	New Measure	New Measure	95%
Result	% of City departments using the web content self-service tool (CMS)	New Measure	New Measure	95%
Output	# of web content updates completed	New Measure	New Measure	2500
Demand	# of web content updates requested	New Measure	New Measure	2500
Efficiency	$ program expenditure per web page maintained	New Measure	New Measure	$55.67

PROGRAM: GIS	*$261,532*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% of map requests completed within one business day based on complexity and analysis	New Measure	New Measure	99%
Result	% of users with fully updated ESRI Software based on current version and compatibility.	New Measure	New Measure	99%
Output	# of map requests completed yearly	New Measure	New Measure	500
Demand	# of map requests	New Measure	New Measure	500
Efficiency	Program expenditure per map created	New Measure	New Measure	$734.88

PROGRAM: Enterprise Application Management	*$766,497*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% of enterprise solutions delivering dashboards	New Measure	New Measure	80%
Result	% of departments that have access to dashboards	New Measure	New Measure	80%
Output	# of technical assistance sessions completed	New Measure	New Measure	3328
Demand	# of technical assistance sessions requested/required	New Measure	New Measure	3328
Efficiency	Program expenditure per enterprise application supported/managed	New Measure	New Measure	$219.42

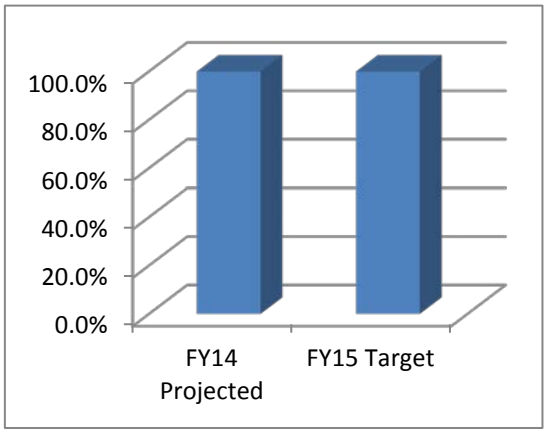
DIVISION: INFRASTRUCTURE MANAGEMENT

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.



PROGRAM: Network and Telecommunications — *$978,032*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% availability of network and telecom resources to both City and public customers	New Measure	New Measure	99.9%
Result	% of connections that are wireless	New Measure	New Measure	85%
Output	# of phone and phone system repairs completed	New Measure	New Measure	300
Demand	# of active wireless connections required/requested	New Measure	New Measure	3000
Efficiency	Program expenditure per network connection provided (includes data, voice, video and wireless)	New Measure	New Measure	$3,418.43

PROGRAM: System Administration	*$589,986*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% availability of server data server systems	New Measure	New Measure	99.9%
Result	% of or users who are using the most current, compatible software	New Measure	New Measure	80%
Output	# of server updates completed	New Measure	New Measure	9128
Demand	# of server updates required	New Measure	New Measure	9128
Efficiency	$ Program expenditure per user (active and inactive) supported	New Measure	New Measure	$64.63

PROGRAM: Public Safety Technology	*$410,249*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% of Public Safety entities within the City jurisdiction with shared access for interoperability and information sharing	New Measure	New Measure	90%
Result	% of Public Safety systems maintaining continual mobile and portable connectivity during 24/7 operations	New Measure	New Measure	99%
Output	# Mobile Computer Terminal (MCT) installations completed	New Measure	New Measure	100
Demand	# Mobile Computer Technology (MCT) installations required/requested	New Measure	New Measure	100
Efficiency	$ program expenditure per vehicle supported	New Measure	New Measure	$4102.49

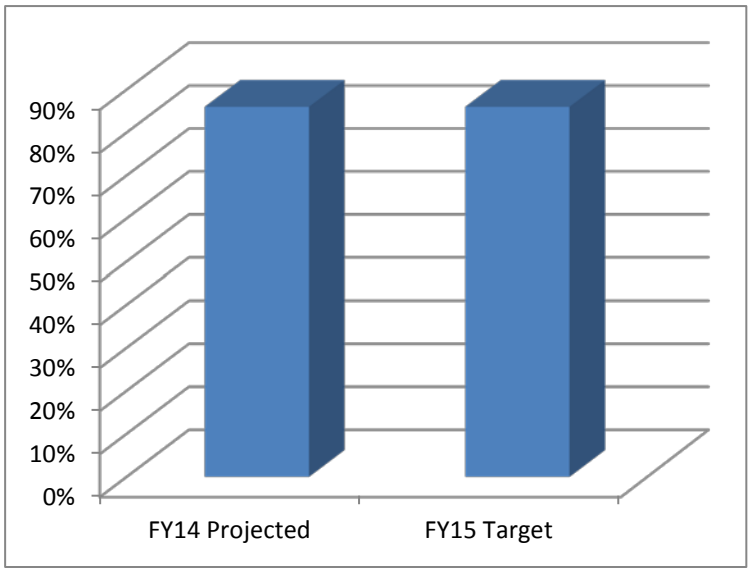
DIVISION: CLIENT SERVICES

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: 86% 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



PROGRAM: Support Services — *$873,357*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	86% of all help desk request issues resolved within established timelines	New Measure	New Measure	86%
Result	75% of technical support request responses resolved remotely	New Measure	New Measure	75%
Output	# of users supported	New Measure	New Measure	6040
Demand	# of users requiring support	New Measure	New Measure	6040
Efficiency	$ Program expenditure per user supported	New Measure	New Measure	$154.49

PROGRAM: Help Desk	*$326,188*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	86% of all help desk request issues resolved within established timelines	New Measure	New Measure	86%
Result	% of technical support request responses resolved remotely	New Measure	New Measure	75%
Output	# of users supported	New Measure	New Measure	6040
Demand	# of users requiring support	New Measure	New Measure	6040
Efficiency	$ Program expenditure per user supported	New Measure	New Measure	$61.80

DIVISION: INFORMATION SECURITY

The purpose of the Information Security Assurance Division is to provide security audit, policy development, policy enforcement and monitoring services to the City, its officials, all departments and the public so they can conduct business in a secure technology environment.

PROGRAM: Information Security Assurance	*$88,335*

The purpose of the Information Security Assurance Program is to provide security audit, policy development, policy enforcement and monitoring services to the City, its officials, all departments and the public so they can conduct business in a secure technology environment.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% of days in the year without security breaches	New Measure	New Measure	New Measure
Result	% of devices updated with the latest code	New Measure	New Measure	New Measure
Output	# of devices monitored	New Measure	New Measure	New Measure
Demand	# of security policies published	New Measure	New Measure	New Measure
Efficiency	# of devices anticipated to require monitoring	New Measure	New Measure	New Measure

Mayor & Council

Mayor & Council

Mission Statement

As outlined in the City Charter, the Mayor and Council may act to accomplish any lawful purpose for the "advancement of the interest, welfare, health, morals, comfort, safety, and convenience of the City and its inhabitants."

Budget Summary	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Personal Services	1,128,950	1,115,710	1,203,435	1,153,885
Contractual Services	56,055	61,835	52,645	52,645
Materials/Supplies	14,307	22,275	19,660	9,460
Operating Expenditures	102,446	181,175	71,000	81,200
Non-Operating/Intergovt. Exp	0	10,000	0	0
Internal Transfers	15,086	99,586	0	0
Capital Outlay	0	0	0	0
Total Appropriation	**1,316,844**	**1,490,581**	**1,346,740**	**1,297,190**

Source of Funds	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government	1,293,430	1,396,046	1,346,740	1,257,190
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	0	0	0	0
Nonmajor Governmental Funds	23,414	94,535	0	40,000
Fiduciary Funds	0	0	0	0
Proprietary Funds	0	0	0	0
Total Funds	**1,316,844**	**1,490,581**	**1,346,740**	**1,297,190**

Positions	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
General Fund	24.00	24.00	24.00	24.00
Total Authorized	**24.00**	**24.00**	**24.00**	**24.00**

Mayor & Council

Division Summary

	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government				
Office of the Mayor	254,620	302,998	378,916	329,526
Council District 1	131,906	130,910	120,978	115,958
Council District 2	128,218	147,852	120,978	115,958
Council District 3	125,552	132,553	120,978	115,958
Council District 4	131,734	132,863	120,978	115,958
Council District 5	130,023	139,863	120,978	115,958
Council District 6	129,872	129,438	120,978	115,958
Council District 7	130,262	136,451	120,978	115,958
Council District 8	131,243	143,118	120,978	115,958
Sub Total	1,293,430	1,396,046	1,346,740	1,257,190

Nonmajor Governmental Funds				
Office of the Mayor	149	(149)	0	0
Council District 1	0	0	0	5,000
Council District 2	0	0	0	5,000
Council District 3	0	5,886	0	5,000
Council District 4	0	0	0	5,000
Council District 5	0	0	0	5,000
Council District 6	0	0	0	5,000
Council District 7	0	0	0	5,000
Council District 8	0	0	0	5,000
Mayor's Grant Award	5,195	5,515	0	0
District 1 Capital Purchases	0	20,741	0	0
District 2 Capital Purchases	1,499	9,208	0	0
District 3 Capital Purchases	4,881	15,085	0	0
District 4 Capital Purchases	1,200	10,538	0	0
District 5 Capital Purchases	3,139	19,474	0	0
District 6 Capital Purchases	0	1,175	0	0
District 7 Capital Purchases	2,442	2,251	0	0
District 8 Capital Purchases	4,909	4,811	0	0
Sub Total	23,414	94,535	0	40,000

All Funds Total	**1,316,844**	**1,490,581**	**1,346,740**	**1,297,190**

Mayor & Council
Significant Changes

General Fund

Expenditure Changes	Dollars
Personal Services	
Mayor Allowance not budgeted in FY2014	$7,228
Fixed personal cost for all districts assuming 2.5 FTE's per district (City Rep, Admin Assistant, Legislative Aide). Salaries for Mayor division based on actuals (4 FTE's)	($56,772)
Materials and Supplies	
Gasoline	($10,200)
Operating Expenditures	
Travel Expense increase	$10,200
Discretionary Funds allocated directly into each district's all years Non-General Fund	($40,000)

Non-General Fund

Revenue Changes	Dollars
Discretionary Funds allocated directly into each district's all years Non-General Fund	$40,000

Expenditure Changes	Dollars
Operating Expenditures	
Discretionary Funds allocated directly into each district's all years Non-General Fund	$40,000

Non-Departmental

Non-Departmental

Mission Statement

To monitor General Government fund expenses that do not apply to a specific department, or miscellaneous expenses that are not associated with any of the operating departments.

Budget Summary	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Personal Services	116,515	1,091,955	-66,925	-426,155
Contractual Services	13,364,144	12,103,623	11,047,170	11,028,308
Materials/Supplies	70,587	424,556	310,000	457,929
Operating Expenditures	2,073,046	3,226,250	2,998,247	4,115,233
Non-Operating/Intergovt. Exp	83,960,348	80,286,127	88,611,566	98,183,740
Internal Transfers	7,888,447	23,425,721	10,375,247	15,013,829
Capital Outlay	3,680,841	42,751,206	604,805	604,805
Total Appropriation	**111,153,928**	**163,309,438**	**113,880,110**	**128,977,689**

Source of Funds	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government	6,087,484	9,733,745	20,831,538	25,917,633
Community Development Block Grants	0	0	0	0
Debt Service	86,516,763	98,893,255	82,772,390	91,647,203
Capital Projects	3,706,742	42,967,985	179,805	179,805
Nonmajor Governmental Funds	3,983,873	3,481,186	7,711,809	8,848,480
Fiduciary Funds	0	0	0	0
Proprietary Funds	10,859,066	8,233,267	2,384,568	2,384,568
Total Funds	**111,153,928**	**163,309,438**	**113,880,110**	**128,977,689**

Positions	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
General Fund	0.00	2.00	2.00	2.00
Non-General Fund	3.00	3.00	0.00	0.00
Total Authorized	**3.00**	**5.00**	**2.00**	**2.00**

Non-Departmental

Division Summary

	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government				
Non Departmental	6,087,484	7,109,445	13,557,483	17,917,044
PEG	0	67,269	122,477	128,798
CH Relocation Moving Costs	0	2,557,031	0	0
Citywide IT Contracts	0	0	7,151,578	7,871,791
Sub Total	6,087,484	9,733,745	20,831,538	25,917,633

Debt Service				
99999 - Non Departmental	86,516,763	98,893,255	0	125,930
Cert of Obligation 2005 - Plaza	0	0	1,347,080	1,348,555
Cert of Obligation 2007	0	0	2,588,956	2,588,956
Cert of Obligation 2009	0	0	4,944,312	4,943,913
Cert of Obligation 2009A	0	0	5,082,550	5,071,300
Cert of Obligation 2009B	0	0	2,685,819	2,685,819
Cert of Obligation 2009C	0	0	202,065	202,065
Cert of Obligation 2010A	0	0	63,300	2,073,300
Cert of Obligation 2010B	0	0	4,292,539	4,292,539
Cert of Obligation 2011	0	0	1,526,062	1,526,062
Cert of Obligation 2012	0	0	2,061,150	2,061,150
Cert of Obligation 2013	0	0	750,000	2,794,850
PID Bonds - Thunder Canyon	0	0	0	3,000
GO Bond 2005 Refunding	0	0	17,490,718	0
GO Bond 2006	0	0	4,055,750	4,051,500
GO Bond 2007 Refunding	0	0	7,472,075	7,473,675
GO Bond 2007A	0	0	2,825,725	2,831,325
GO Pension Bonds 2007	0	0	7,776,475	7,775,978
GO Bond 2008	0	0	4,025,150	4,021,350
GO Pension Bonds 2009	0	0	5,580,014	0
GO Bond 2009 Refunding	0	0	5,967,000	0
GO Bond 2011 Refunding	0	0	150,900	855,900
GO Bond 2012 Refunding	0	0	1,884,750	691,350
GO Bond 2013 Refunding	0	0	0	3,597,806
GO Bond 2014 Refunding	0	0	0	8,606,013
GO Bond 2014 Ref & Imp	0	0	0	17,149,942
Cert of Obligation 2014	0	0	0	4,874,925
Sub Total	86,516,763	98,893,255	82,772,390	91,647,203

Non-Departmental

Division Summary

	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Capital Projects				
Capital Acquisition Fund	99,716	33,904	0	0
2004 Capital Acquisition	2,028	0	0	0
FY01 Certificate of Obligation Equipment	50,000	0	0	0
CH Relocation Moving Costs	0	40,227,191	0	0
Non Departmental	3,554,998	2,706,890	179,805	179,805
Sub Total	3,706,742	42,967,985	179,805	179,805
Nonmajor Governmental Funds				
PID Bonds - Thunder Canyon	0	0	44,472	43,299
PEG	0	355,738	838,719	838,719
Non Departmental	3,983,873	3,125,448	6,828,618	7,966,462
Sub Total	3,983,873	3,481,186	7,711,809	8,848,480
Proprietary Funds				
SIB Loan Payments	0	0	892,152	892,152
SIB Loan Capital Projects	0	0	1,351,166	1,351,166
FED loan Dec 91 Zaragoza Bridge	0	0	141,250	141,250
Non Departmental	10,859,066	8,233,267	0	0
Sub Total	10,859,066	8,233,267	2,384,568	2,384,568
All Funds Total	**111,153,928**	**163,309,438**	**113,880,110**	**128,977,689**

Non-Departmental
Significant Changes

General Fund

Expenditure Changes	Dollars
Personal Services	
Increased retiree's health insurance costs and use of Worker's Compensation recovery	($359,305)
Contractual Services	
Decrease in expenditures related to Strategic Planning	($45,000)
Materials and Supplies	
Increase in land maintenance supplies generated from Parks Department fee increases	$147,929
Operating Expenditures	
Decrease in contingency and salary reserve accounts, and slight increase in training for Lean Six Sigma and Baldrige Examiners	($208,481)
Non-Operating Expenditures	
Increased for City Attorney's legal counsel, claims, and litigation expenses (appropriations were previously covered through a use of fund balance), and decrease for use of consultant with Strategic Business Planning process	$839,464
Other Uses	
Increase in transfers due to economic incentive agreements, Transportation Reinvestment Zone (TRZ) debt subsidy, and animal shelter operations	$4,697,275

Non-General Fund

Expenditure Changes	Dollars
Operating Expenditures	
Increase in indirect cost expenditures in the Environmental Fee fund related to animal shelter operations	$1,325,497
Non-Operating Expenditures	
Increase in debt service requirements (principal payment and interest expense)	$8,732,710

Office of the Comptroller

Office of the Comptroller

Mission Statement

The Mission of the Office of the Comptroller is to provide payments, accounting, reporting, treasury, and grant administration services to the City departments and elected officials so they can make informed decisions and deliver City services.

Budget Summary	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Personal Services	2,119,181	1,615,468	1,978,224	1,944,609
Contractual Services	252,626	278,036	270,888	272,302
Materials/Supplies	29,912	29,081	28,195	21,681
Operating Expenditures	47,372	32,694	34,299	32,479
Non-Operating/Intergovt. Exp	0	452	0	0
Internal Transfers	0	0	15,025	0
Capital Outlay	29,502	0	0	0
Total Appropriation	**2,478,593**	**1,955,731**	**2,326,631**	**2,271,071**

Source of Funds	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government	2,247,793	1,821,384	2,076,232	2,059,068
Community Development Block Grants	129,391	101,257	122,399	116,000
Debt Service	0	0	0	0
Capital Projects	101,409	31,198	128,000	96,003
Nonmajor Governmental Funds	0	1,892	0	0
Fiduciary Funds	0	0	0	0
Proprietary Funds	0	0	0	0
Total Funds	**2,478,593**	**1,955,731**	**2,326,631**	**2,271,071**

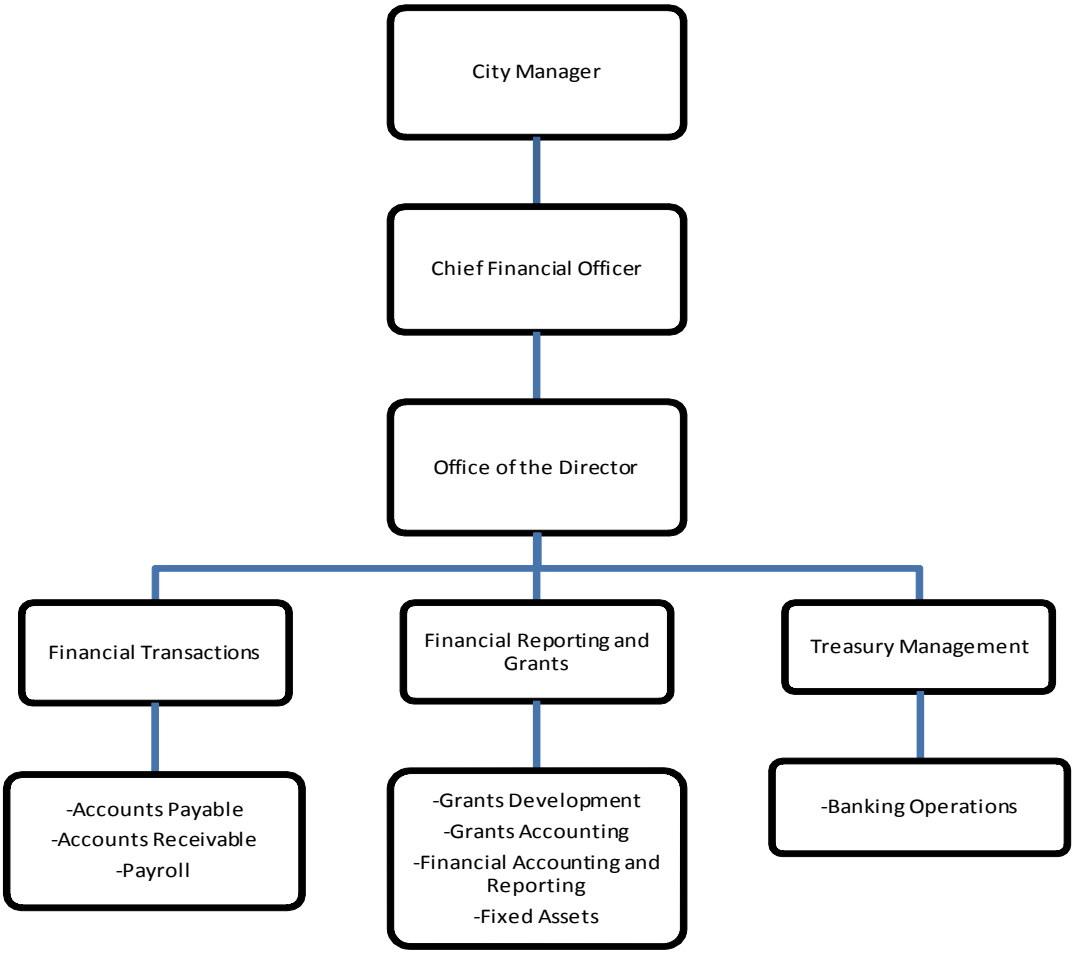
Positions	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
General Fund	45.25	42.80	26.88	28.25
Non-General Fund	8.25	8.20	5.12	6.25
Total Authorized	**53.50**	**51.00**	**32.00**	**34.50**

Office of the Comptroller

Division Summary

	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government				
Financial Reporting and Grants	574,661	556,321	1,010,526	949,051
Financial Transactions Division	540,665	552,229	557,528	600,271
Financial Services CFO	778,802	15,954	0	0
Administrative Division	0	318,788	284,643	285,249
Treasury Management Division	250,256	261,219	223,535	224,497
Grant Administration	103,404	116,873	0	0
Fin Admin Svcs Dept.	5	0	0	0
Sub Total	2,247,793	1,821,384	2,076,232	2,059,068
Community Development Block Grants				
Grant CD Administration	129,391	101,257	122,399	116,000
Capital Projects				
City Auctions	0	0	0	96,003
City Auctions	86,747	31,198	0	-
Financial Acct reporting	0	0	102,774	-
Treasury Services	0	0	15,025	-
Fiscal Operations	0	0	10,201	-
Financial Services CFO	14,662	0	0	-
Sub Total	101,409	31,198	128,000	96,003
Nonmajor Governmental Funds				
Grant CD Administration	0	1,892	0	0
All Funds Total	**2,478,593**	**1,955,731**	**2,326,631**	**2,271,071**

OFFICE OF THE COMPTROLLER



DEPARTMENT MISSION

The Mission of the Office of the Comptroller is to provide payments, accounting, reporting, treasury, and grant administration services to the City departments and elected officials so they can make informed decisions and deliver City services.

BUDGET HIGHLIGHTS

At the end of FY2013 and during the course of FY2014 we lost two long-term management level employees who possessed considerable institutional knowledge. This loss presents a challenge and opportunity related to the integration of new managers/professionals in the department. In addition, FY2015 will be our inaugural year for the Strategic Business Plan measuring and reporting.

Two Accountant positions within the Office of the Comptroller are funded by Community Development. The Community Development funds for our positions were reduced by 5.2% for FY2015 due to decreased federal funding. The expenditure for the indirect cost rate also decreased as a result of the most recent Indirect Cost Allocation Plan. This decreased expenditure offset the reduction to revenue so there is no anticipated impact to the General Fund.

A clerical assistance position which primary function is cashiering and that was initially budgeted in the Mayor's office staffing table for FY2014 will be moved to the Office of the Comptroller in FY2015 in order to better coordinate cashiering practices and to provide the proper supervision and support by the financial transactions staff. This position was originally funded in the general fund and will continue to be supported by this fund.

ISSUE STATEMENTS

Issue 1: Financial Reporting and the Value of Information

Continuing weakness in reporting of financial and non-financial performance information, if not addressed, will contribute to:

- Increasing negative impacts associated with non-compliance with laws, grant requirements, and other regulations including:
    - Downgrade of bond rating, loss of grant funding, etc.
- Inhibiting proactive strategic planning,
- Increasing resources required to monitor performance via other means, and
- Loss of elected officials' trust in the governing process.

Issue 2: Identify Change and Assimilation

A lack of ability to embrace and effectively/successfully manage the impacts of change in governance and community vision, if not addressed, will contribute to:

- Inability to effectively implement policies that coincide with change,
- Being out of the global loop/losing opportunities,
- Economic stagnation, and
- Limited opportunity to improve the quality of life.

Issue 3: Freedom to Deal with Issues

The lack of empowering staff to deal with issues coupled with policies and procedures that are too prescriptive if allowed to continue will create an atmosphere that results in:

- Loss of morale due to a feeling of not being valued and poor job satisfaction,
- Lack of evaluation of risks in decision making,
- Perception that there is not tolerance for mistakes, and
- Ineffective temporary solutions.

Issue 4: Human Resources Development and Deployment

- The lack of decision authority by departments in the recruitment and retention of employees, coupled with a lack of resources, quality and relevant development opportunities for middle management, if not addressed, will result in:
- Candidates will possess skill sets that do not match the departments' requirements which results in an overall lower rate of performance.
- Continued inefficiencies due to continuous training efforts.
- Increasingly wider gap in leadership development and succession planning, and
- Higher and unnecessary rates of unfilled positions resulting in delays and lowered productivity.

Issue 5: Technology Issues

Poor and inconsistent levels of responsiveness and customer support, inadequate communication, and outdated technology tools, coupled with the challenges of poor entity/enterprise-wide system implementation will continue to result in:

- Inability to deliver core functions such as payroll, purchase orders, checks,
- Inability to meet deadlines,
- Inability to deliver critical reports, and
- Inability to invest time in strategic thinking.

Issue 6: Disjointed Grant Process

The disjointed grant process from pre-award to close-out, if not addressed, will result in:

- Audit findings (granting agency/external auditors),
- Loss of funding,
- Additional burden on General Fund, and
- Cuts in resources (staff, services).

Issue 7: Accountability

Aspects of our organizational culture that encourage avoidance of accountability for decisions and actions, if not addressed, will continue to cause:

- Inefficiencies,
- Delay of projects,
- Over expenditures, and
- Failure to meet performance expectations.

Issue 8: Economic Development

The lack of a clear, targeted, comprehensive, aggressive economic development campaign and identified brand, if unaddressed, will result in:

- Reduced tax base and public resources,
- Reduced funding for public services especially transportation, communication, and networking,
- Businesses deciding not to do business with the city, and
- A stagnated private sector.

Issue 9: Strategic Partners

The insufficient and poorly-defined strategic partnerships combined with a lack of corporate level pre-budget pro-active planning, if not addressed, creates:

- Failures to strategically coordinate, plan, calendar and execute,
- Compliance rather than outcome-focused,
- Achieve minimum standard rather than excellence, and
- Duplicated/wasted time and/or resources.

Issue 10: Customer Service

The lack of shared information with internal and external customers coupled with a lack of customer focus, if not addressed, will continue to result in:

- Confusion for the public on where and how to get goods and services,
- Missed opportunities to leverage e-government and virtual city services,
- Continued employee knowledge gap, and
- Frustrated citizens resulting in increased complaints and negative image among customers.

STRATEGIC RESULTS

Strategic Result 1: Grants Administration

(Affects Issue Statements # 1, 6, 7, 8, 9, 10, 11)

Grants Administration will be coordinated and improved as evidenced by successful achievement of the following:

- By 2016, the percentage of grants not reviewed by Grants Administration staff prior to application and submission will be less than 50%.
- By 2016, the percentage of financial audits with findings will be less than 20%.
- By 2016, the disallowed cost rate will be less than 20%.
- By 2016, 95% of grant reports will be submitted by the due date.

Strategic Result 2: Financial Reporting

(Affects Issue Statements # 1, 6, 7, 9, 10, 11)

By 2015, reporting of financial information will be strengthened by successful submission to the Comptroller of accurate monthly reports as follows:

- 85% Financial reports (including all special schedules) submitted by the 15th working day of the month or sooner.
- 90% Bank reconciliations submitted by the 17th working day of the month or sooner.
- 85% Capital projects report submitted by the 15th working day of the month or sooner.
- 85% Grant reports submitted by the 15th working day of the month or sooner.
- 85% Revenue report submitted by the 15th working day of the month or sooner.
- 90% El Paso City Employee Pension Fund (CEPF) financial statements submitted by the 6th working day of the month.
- 85% Camino Real Regional Mobility Authority (CRRMA) financial statements submitted by the 15th working day of the month or sooner.

Strategic Result 3: Financial Reporting (SEFA, CAFR, and CEPF)

(Affects Issue Statements # 2, 6, 7, 9, 10, 11)

By FYE2015, the Schedule of Expenditures for Federal and State Awards (SEFA) will be prepared by 45 days after fiscal year end (FYE) and final drafts of the complete Comprehensive Annual Financial Report (CAFR) and CEPF financial statements will be delivered to Comptroller, CFO and auditors within 105 days of FYE or sooner.

Strategic Result 4: Technology

(Affects Issue Statements # 2, 6, 7, 9, 10, 11)

PeopleSoft remaining modules will be fully implemented and operational in the production environment by the following dates:

- August 31, 2015 Asset Management System
- August 31, 2015 Accounts Receivable
- August 31, 2015 Payroll (including Periodic Pension Process)
- August 31, 2015 Projects Module
- August 31, 2015 Treasury Module

DEPARTMENT ORGANIZATION

1. <u>ADMINISTRATIVE DIVISION</u>

1.1. Office of the Director
1.2. Human Resources

2. <u>FINANCIAL TRANSACTIONS DIVISION</u>

2.1. Accounts Payable
2.2. Accounts Receivable
2.3. Payroll

3. <u>FINANCIAL REPORTING AND GRANTS DIVISION</u>

3.1. Grants Development and Accounting
3.2. Financial Accounting and Reporting
3.3. Debt Management
3.4. Revenues
3.5. Capital Assets and Equipment Management

4. <u>TREASURY MANAGEMENT DIVISION</u>

4.1. Treasury Management

SIGNIFICANT CHANGES

General Fund

Expenditure Changes	Dollars
Personal Services	
Increase for compression, attrition, and a Clerical Assistant transferred from Mayor and Council, added 25% of a Senior Accountant from Non General Fund to General Fund	$91,215
Attrition- Research Assistant, Sr. Accounting Payroll Spec, and Sr. Accountant	($108,372)
Contractual Services	
Auditing fees increased slightly with new contract that went into effect in FY14.	$2,115
Materials and Supplies	
Reallocated some office supplies budget to be more in line with actual expenditures in other categories (e.g. seminars)	($2,644)
Operating Expenditures	
To account for an increase in staff with certifications that need continuing education.	$530

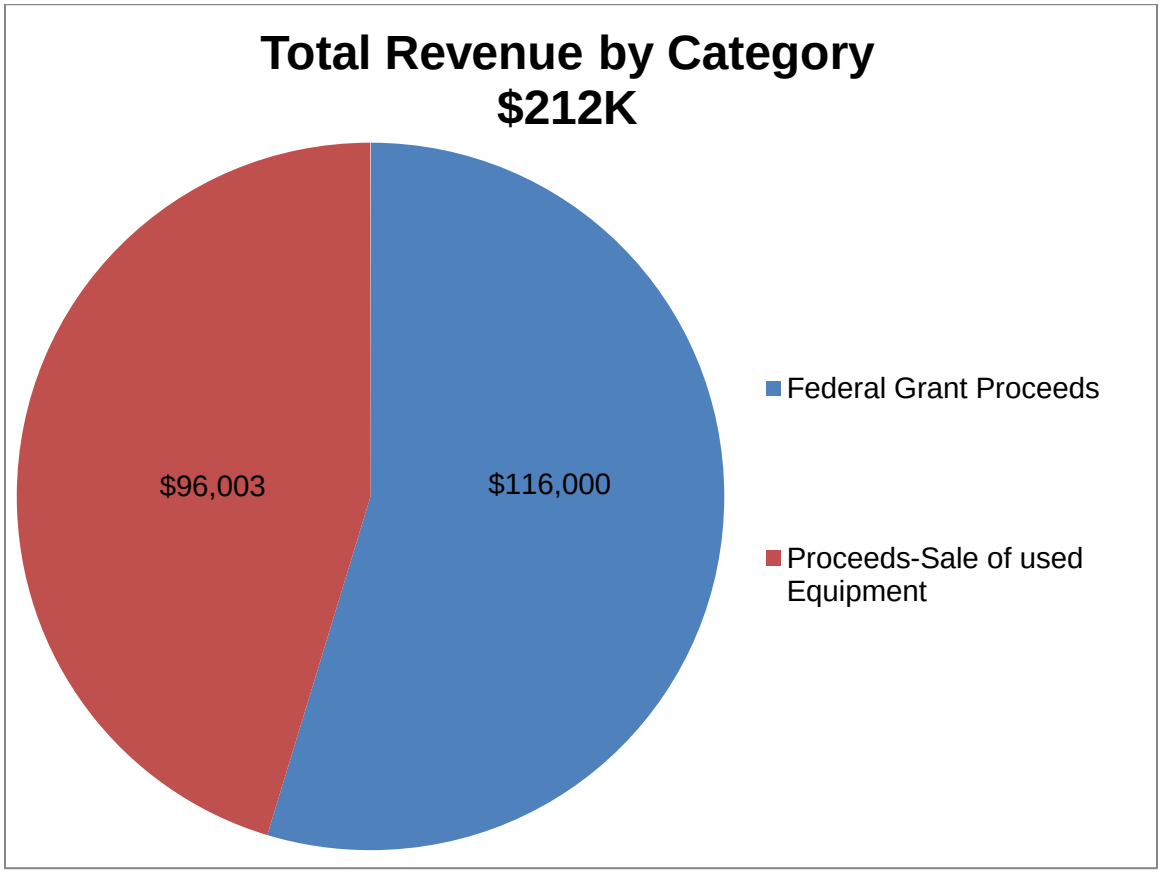
Non-General Fund

Revenue Changes	Dollars
Federal Grant Proceeds	($6,400)
Revenue from Auctions	($1,997)
Investment interest revenue	($30,000)

Expenditure Changes	Dollars
Personal Services	
Sr. Accountant in Treasury Services funded 25% from the interest proceeds from the investment of the LGC funds in 2014, and funded 100% general fund in 2015	($14,579)
Health cost changes, compression, and staff changes	($1,873)
Contractual Services	
Office equipment leases	($700)
Materials and Supplies	
Office and computer supplies, publications and subscriptions	($3,870)
Operating Expenditures	
Travel expenses, seminars and continuing education, indirect cost expenditures reduction	($2,350)
Internal Transfers	
Budgeted in FY14 for projected interest earnings for the ballpark to cover a portion for Senior Accountant- Debt salary. This is no longer needed in FY15.	($15,025)

REVENUE BY CATEGORY

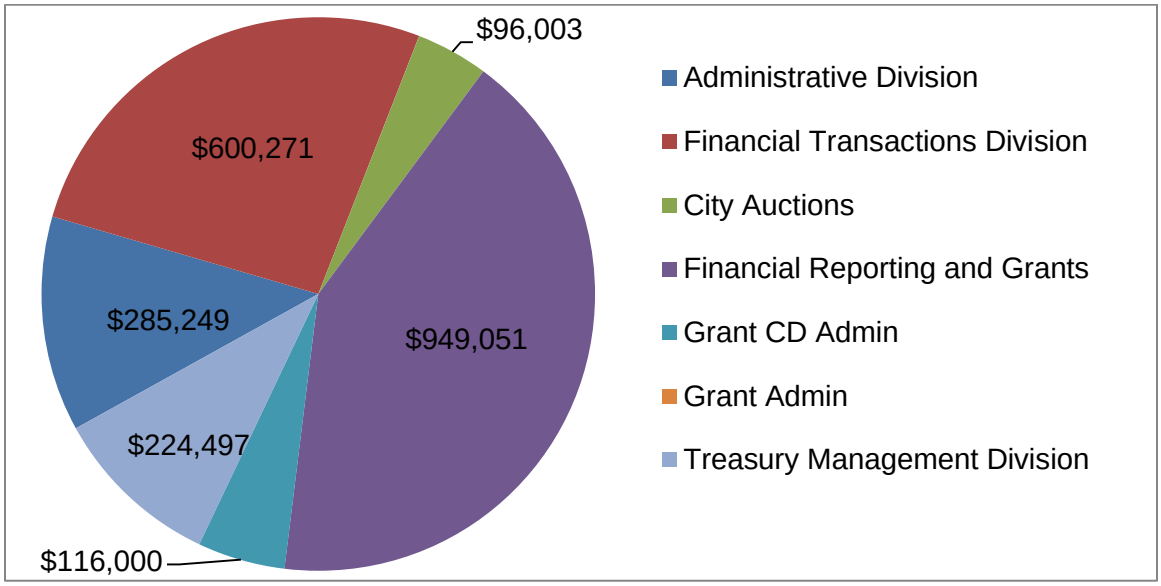
Revenue	Total
Federal Grant Proceeds	$116,000
Proceeds-Sale of used Equipment	$96,003
Grand Total	**$212,003**

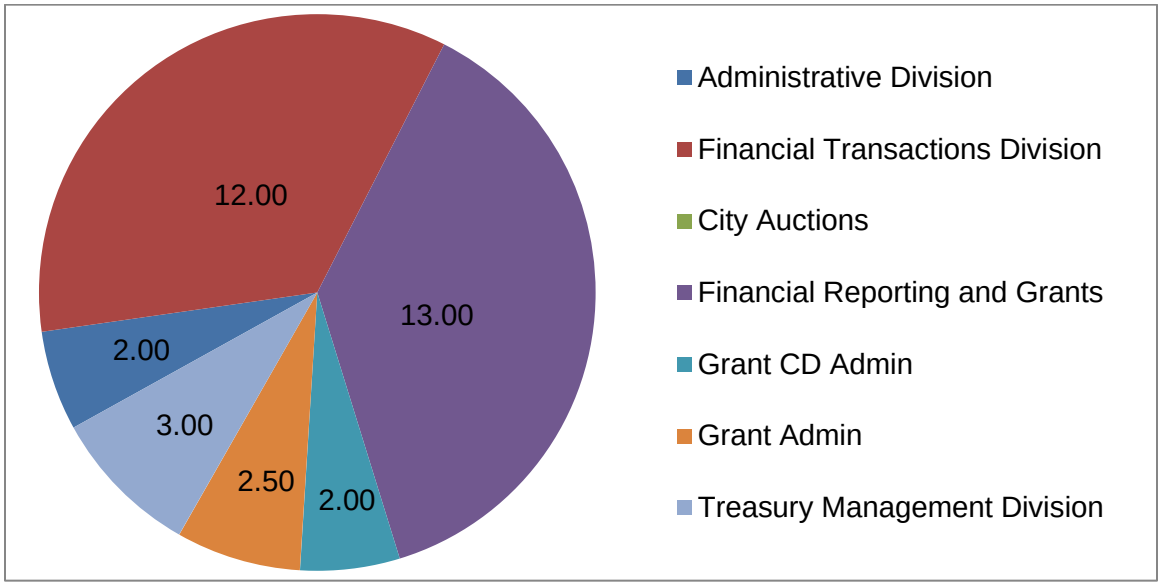


EXPENDITURES AND FULL-TIME-EQUIVALENT POSITIONS

Division	Total	FTE
Administrative Division	$285,249	2.00
Financial Transactions Division	$600,271	12.00
City Auctions	$96,003	
Financial Reporting and Grants	$949,051	13.00
Grant CD Admin	$116,000	2.00
Grant Admin *		2.50
Treasury Management Division	$224,497	3.00
Grand Total	**$2,271,071**	**34.50**

*Funded by other departments





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: Office of the Director | $235,734

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% of strategic and operational results achieved	N/A*	N/A*	80%
Result	% of City Officials inquiry responses provided within 24 hours	N/A*	N/A*	90%
Output	# of City Officials inquiry responses provided	N/A*	N/A*	TBD**
Demand	# of City Officials inquiry responses anticipated to be requested	N/A*	N/A*	TBD**
Efficiency	Administrative Division Expenditure per dollar total Department	N/A*	N/A*	TBD**

*New Measure
** Baseline data will need to be established for annual tracking.

PROGRAM: Human Resources Program | $49,515

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% of staffing levels maintained	N/A*	N/A*	80%
Result	% of positions filled within 60 days of a certified list	N/A*	N/A*	50%
Output	# of new hires	N/A*	N/A*	TBD**
Demand	# of hires anticipated to be processed	N/A*	N/A*	TBD**
Efficiency	$ program expenditures per department employee	N/A*	N/A*	TBD**

*New Measure
** Baseline data will need to be established for annual tracking.

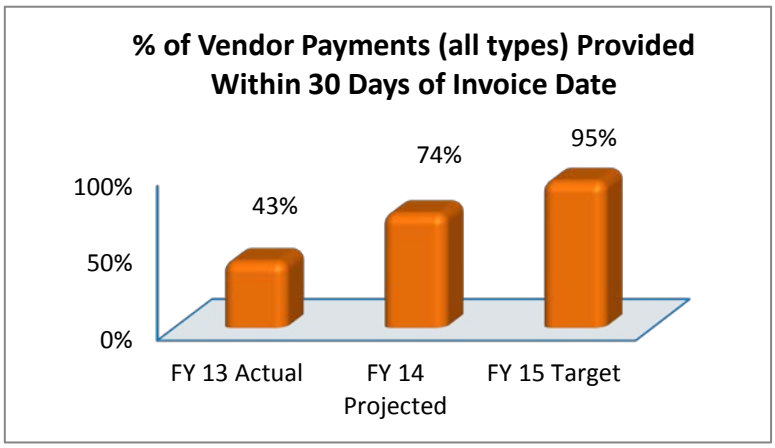
DIVISION: FINANCIAL TRANSACTIONS

The purpose of the Financial Transactions Division is to provide payroll, accounts payable, and accounts receivable services to City Departments so they can provide prompt payments to their vendors and employees, and obtain and record revenues.

Key Result
% of Vendor Payments (all types) Provided Within 30 Days of Invoice Date

Why is this measure important?
It is important to ensure that vendors are promptly paid and discounts are taken when possible.

What do these numbers tell us?
A higher percentage would indicate more vendors being paid within 30 days of invoice date.



PROGRAM: Accounts Payable — $189,311

The purpose of the Accounts Payable program is to provide training, technical assistance, and vendor payment services to City departments so they can responsibly provide prompt payments to their vendors and maintain goodwill in the community.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% of vendor payments (all types) provided within 30 days of invoice date.	N/A*	N/A*	95%
Result	% of all scheduled vendor payments that require express payment.	N/A*	N/A*	5%
Output	# vendor payments delivered	N/A*	N/A*	TBD**
Demand	# vendor payments expected to be requested	N/A*	N/A*	TBD**
Efficiency	Program expenditure per vendor payment delivered	N/A*	N/A*	TBD**

*New measure
** Baseline data will need to be established for annual tracking.

PROGRAM: Accounts Receivable	$206,634

The purpose of the Accounts Receivable program is to provide training, invoice payment and collection services to the City of El Paso and its Departments so they can realize revenues and continue providing services to the community.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% departments where collections are within 80% of billings	N/A*	N/A*	90%
Result	% total dollars billed, excluding demolitions, board & secure, and street damage, are collected	N/A*	N/A*	90%
Output	# total invoices generated and delivered	N/A*	N/A*	TBD**
Demand	# total invoices expected to be required	N/A*	N/A*	TBD**
Efficiency	Program expenditure per invoice generated/delivered	N/A*	N/A*	TBD**

*New measure
** Baseline data will need to be established for annual tracking.

PROGRAM: Payroll	$204,326

The purpose of the Payroll Accounting Program is to provide paychecks, liability payments, year-end income forms and training services to City departments and Pension Administration so they can ensure their employees and pension recipients are paid accurately and on time.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% employee paychecks (all types) that are accurate on the first run	N/A*	N/A*	99%
Result	% pension payments (all types) that are accurate on the first run	N/A*	N/A*	99%
Output	# employee payments provided	N/A*	N/A*	TBD**
Demand	# employee payments expected to be required/requested	N/A*	N/A*	TBD**
Efficiency	Program expenditure per employee and pension payments provided	N/A*	N/A*	TBD**

*New measure
** Baseline data will need to be established for annual tracking.

DIVISION: FINANCIAL REPORTING AND GRANTS

The purpose of the Financial Reporting and Grants Division is to provide accounting and reporting, revenue posting and tracking, debt analysis and reporting, grant development, and Capital Asset management services to City Departments, City Manager, and City Council so they can document and report City assets and comply with requirements by making informed decisions.

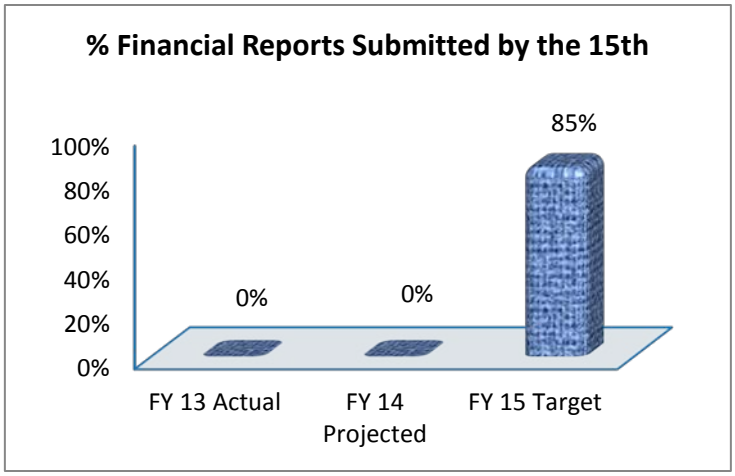
Key Result

% of financial reports (including all special reports) submitted by the 15th working day of the month or sooner

Why is this measure important?
Timely financial reporting is critical for management's decision making process regarding the finances of the City. It also enables departments to properly plan operations and projects.

What do these numbers tell us?
The higher the percentage the more financial reports that are provided within the target time frame.

*These items have not been previously tracked.



PROGRAM: Capital Assets and Equipment Management	$226,635

The purpose of the Capital Asset Management program is to provide assets tracking, accounting, reporting and training services to all City departments so they can document and report assets in their possession.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% of equipment assets documented within 8 business days of the date it is placed in service	N/A*	N/A*	95%
Result	% of equipment assets that are properly classified in the Asset Management System	N/A*	N/A*	95%
Output	# of equipment asset system entries completed	N/A*	N/A*	TBD**
Demand	# of equipment asset system entries expected to be required	N/A*	N/A*	TBD**
Efficiency	Program expenditure per equipment asset managed	N/A*	N/A*	TBD**

*New measure
** Baseline data will need to be established for annual tracking.

PROGRAM: Grants Development and Accounting	$368,461

The purpose of the Grants Development and Accounting program is to provide development, oversight, accounting, reporting and training services to City Departments so they can increase revenues to the City, properly account for grant funds, and comply with reporting requirements.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% of grant that are reviewed by Grants Administration staff prior to application submission	N/A*	N/A*	50%
Result	% grant reports that are submitted by the due date	N/A*	N/A*	95%
Output	# grant applications submitted	N/A*	N/A*	TBD**
Demand	# grant applications expected to be required/requested	N/A*	N/A*	TBD**
Efficiency	Program expenditure per grant dollar received	N/A*	N/A*	TBD**

*New measure
** Baseline data will need to be established for annual tracking.

PROGRAM: Financial Accounting and Reporting	$444,497

The purpose of the Financial Accounting and Reporting program is to provide financial reporting, training, review, and consultation services to the City Manager's Office and Departments so they can make decisions based on timely, accurate and reliable financial information.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% of financial reports (including all special schedules) submitted by the 15th working day of the month	N/A*	N/A*	85%
Result	% of financial reports that do not require recompilation or correction as per the Comptroller or CFO	N/A*	N/A*	90%
Output	# of monthly financial reports provided	N/A*	N/A*	TBD**
Demand	# of monthly financial reports expected to be required	N/A*	N/A*	TBD**
Efficiency	Program expenditure per financial report (all types) provided/submitted (total program expenditure per total number of interim financial statements and regulatory reports provided)	N/A*	N/A*	TBD**

*New measure
** Baseline data will need to be established for annual tracking.

PROGRAM: Revenues	$92,903

The purpose of the Revenues program is to provide revenue posting, tracking, and reporting services to the City Manager's Office and Departments so they can have accurate revenue resource information to make informed budgetary and service delivery decisions on a timely basis.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% of revenue analysis reports that are reconciled to the original source and the general ledger	N/A*	N/A*	95%
Result	% of revenue analysis reports submitted by the 15th working day of the month or sooner	N/A*	N/A*	85%
Output	# revenue postings completed	N/A*	N/A*	TBD**
Demand	# revenue postings expected to be requested/required	N/A*	N/A*	TBD**
Efficiency	Program expenditures per revenue dollar realized	N/A*	N/A*	TBD**

*New measure
** Baseline data will need to be established for annual tracking.

PROGRAM: Debt Management	$28,558

The purpose of the Debt Management program is to provide accurate debt accounting, analysis, reporting, and recommendations to the City Manager's Office and City Council so they can make informed decisions and preserve the ability for current and subsequent generations to issue debt for future needs.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% of debt related transactions properly recorded	N/A*	N/A*	100%
Output	# debt related entries provided	N/A*	N/A*	TBD**
Demand	# debt related entries expected to be required	N/A*	N/A*	TBD**
Efficiency	Program expenditures per debt payment provided	N/A*	N/A*	TBD**

*New measure
** Baseline data will need to be established for annual tracking.

DIVISION: TREASURY MANAGEMENT

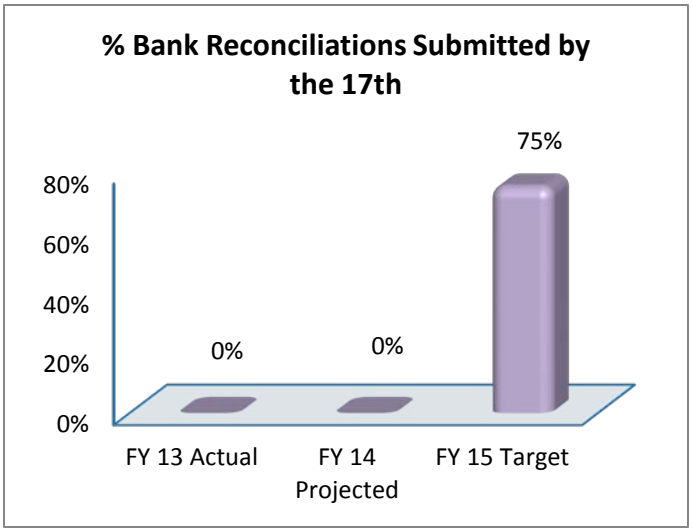
The purpose of the Treasury Management program is to provide investment management, cash management, related reporting and banking services to City departments and City Council so they can have a return on investments, receive the funds needed to deliver services, and make informed decisions.

Key Result
% of bank reconciliations submitted by the 17th working day of the month

Why is this measure important?
Timely bank reconciliations are critical for the operations of the City. Without timely bank reconciliations, it is difficult to ensure that management is making the best possible decision related to City funds.

What do these numbers tell us?
The number of bank reconciliations that have been provided within the target time frame.

*These items have not been previously tracked.



PROGRAM: Treasury Management — $224,497

The purpose of the Treasury Management program is to provide investment management, cash management, related reporting and banking services to City departments and City Council so they can have a return on investments, receive the funds needed to deliver services, and make informed decisions.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% of investments with WAM returns equal to or greater than the return of Treasury Bills of similar length	N/A*	N/A*	100%
Result	% of bank reconciliations submitted by the 17th working day of the month or sooner	N/A*	N/A*	75%
Output	# of investment actions completed	N/A*	N/A*	TBD**
Demand	# of investment actions expected to be completed	N/A*	N/A*	TBD**
Efficiency	Program expenditures per department customer served	$195	$201	$207

*New measure
** Baseline data will need to be established for annual tracking.

Purchasing & Strategic Sourcing

Purchasing & Strategic Sourcing

Mission Statement

The mission of the Purchasing and Strategic Sourcing Department is to provide internal and external training, bidding and contract administration services to City Departments so they can obtain goods and services at the best value to achieve their mission and results.

Budget Summary	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Personal Services	684,995	752,457	894,046	1,063,716
Contractual Services	10,174	11,415	20,900	12,900
Materials/Supplies	4,274	3,400	6,800	6,800
Operating Expenditures	7,037	11,963	12,100	32,054
Non-Operating/Intergovt. Exp	0	0	0	0
Internal Transfers	0	0	0	25,889
Capital Outlay	3,286	0	0	0
Total Appropriation	**709,766**	**779,235**	**933,846**	**1,141,359**

Source of Funds	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government	722,351	760,814	933,846	1,141,359
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	0	0	0	0
Nonmajor Governmental Funds	0	0	0	0
Fiduciary Funds	0	0	0	0
Proprietary Funds	-12,585	18,421	0	0
Total Funds	**709,766**	**779,235**	**933,846**	**1,141,359**

Positions	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
General Fund	0.00	0.00	13.50	15.50
Non-General Fund	0.00	0.00	5.50	5.50
Total Authorized	**0.00**	**0.00**	**19.00**	**21.00**

Purchasing & Strategic Sourcing

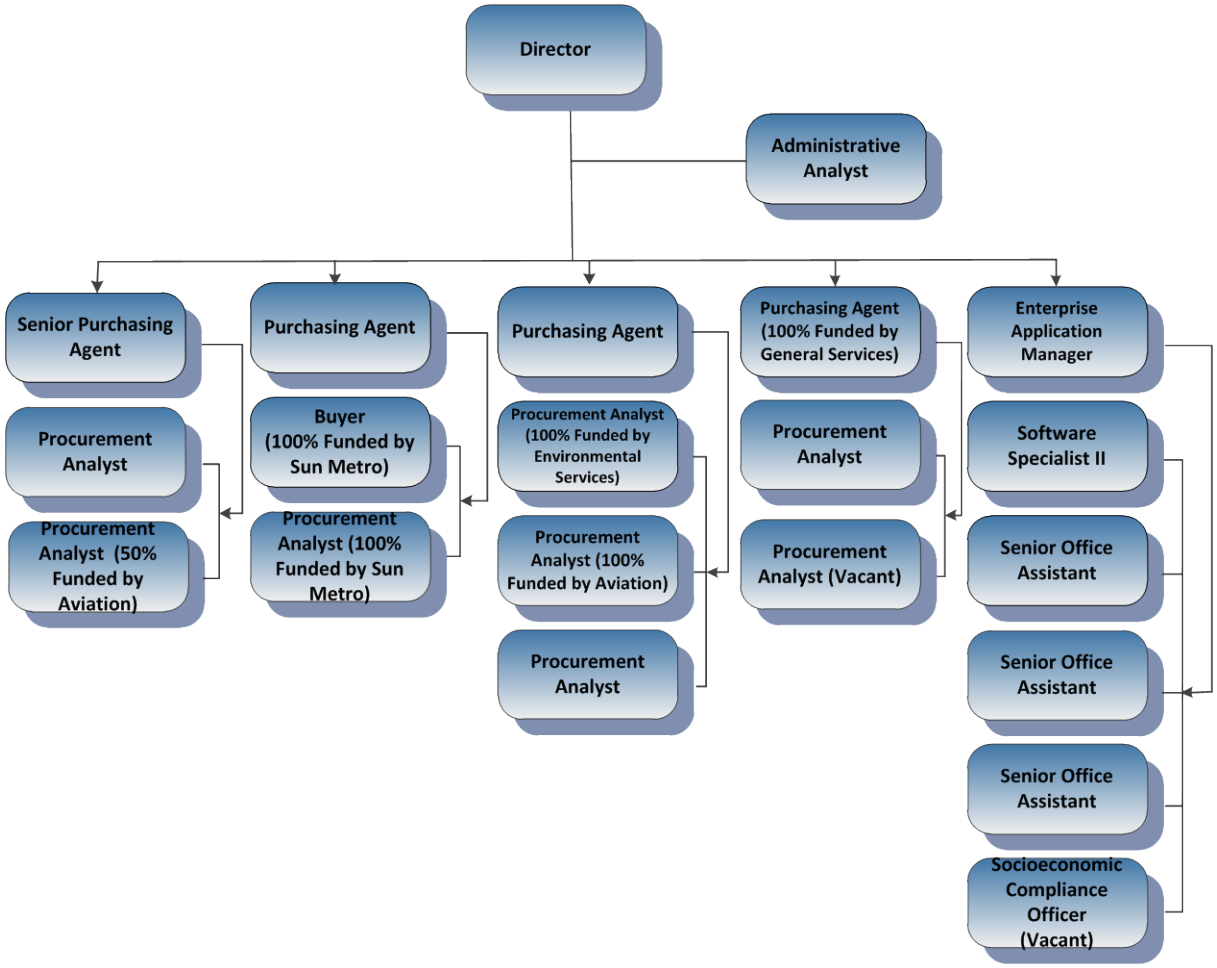
Division Summary

	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government				
Purchasing Administration	722,351	760,814	933,846	0
Administrative Division	0	0	0	406,164
Supply Chain Management Division	0	0	0	735,195
Sub Total	722,351	760,814	933,846	1,141,359

Proprietary Funds				
Purchasing Administration	(12,585)	18,421	0	0

All Funds Total	**709,766**	**779,235**	**933,846**	**1,141,359**

DEPARTMENT OF PURCHASING & STRATEGIC SOURCING



DEPARTMENT MISSION

The Mission of the Purchasing and Strategic Sourcing Department is to provide internal and external training, bidding, and contract administration services to City Departments so they can obtain goods and services at the best value to achieve their mission and results.

BUDGET HIGHLIGHTS

Purchasing & Strategic Sourcing Department
In FY2014, Strategic Sourcing began integrating actionable best practices into the business processes.

Business Process Mapping
The 2014 highlights consisted of mapping all of the procurement processes to examine process inefficiencies which were causing delays in the acquisition cycle. By mapping the processes Strategic Sourcing will be able to publish to our end users a repeatable process and published time frame for completing procurements. The mapping also facilitated the updating of the City's Purchasing & Strategic Sourcing Procedure Manual.

Technology and Technical Assistance
In 2014, technical PeopleSoft resources were transferred into the Strategic Sourcing Department to facilitate and manage the integration of PeopleSoft technical support for the e-procurement module and implementation of the e-catalog. The technical support consisted of conducting "needs assessments" with each department relative to the e-Procurement module. Upon completion of the needs assessment a customized training was conducted with each department. In addition to the above, said resources were instrumental in the launch of the e-catalog. The electronic catalog will allow user department to source items in an Amazon shopping cart experience. This will reduce the acquisition cycle for co-operative purchases from 21 to 3 calendar days.

Modifications were made to the Strategic Sourcing landing page to include a portal for vendors to (i) register as a Local Tier 1 or Tier 2 vendor; (ii) make tri-annual payments; (iii) establish a directory of certified Tier 1 and Tier 2 vendors. Said registration was in support of the Hire El Paso First – Local Bid Preference Ordinance.

Outreach and Local Speed Improvements
Strategic Sourcing was successful in the development and implementation of the Hire El Paso – First Local Bid Preference Ordinance. Our ordinance is the only module in the State of Texas with a tier system. Our Ordinance acknowledges companies that have a substantial economic presence without being headquartered in El Paso in addition to companies which are headquartered in El Paso. This model is being considered for adoption by the Water Utility and El Paso County.

In FY2015 Strategic Sourcing anticipates fully implementing the “e-Marketplace.”

The e-Marketplace is designed to change the paradigm of how businesses do business with the City. The e-marketplace is a centralized location where vendors (i) sign in as a guest a view bidding opportunities; (ii) registering as a bidder to receive e-mail notification of bidding opportunities; (iii) register to participate in our on-line bidding events, (iv) manage or update their vendor/bidder profile; and (v) even view the status of payments.

The e-Marketplace is a procurement model developed within the framework of (i) increasing transparency, (ii) cost savings and cost avoidance by reducing the internal administrative efforts; and (iii) reducing the amount of paperwork (paper friendly to paperless) required for doing business with the City. This will be accomplished through the implementation of PeopleSoft Strategic Sourcing module.

All of the above measures will transform and streamline the City’s acquisition processes and….change the paradigm of how vendors do business with the City of El Paso.

ISSUE STATEMENTS

Issue 1
Financial Reporting and the Value of Information

Continuing weakness in reporting of financial and non-financial performance info, if not addressed, will contribute to:

- Frustration due to inaccurate or unavailable information.
- Lack of ability to measure performance.
- Lack of accountability for performance results.
- Loss of trust in data integrity.
- Loss of citizens' trust in the governing process.
- Loss of elected officials' confidence in staff's execution of policy.
- Uninformed decision making.
- Use of subjective non-professional paradigms to guide decision making based on:
    - Personalities.
    - Relationships.
    - Perceptions grounded in unsubstantiated claims.
- Reactive decision making.
- Inhibiting effective proactive strategic planning.
- Increasing negative impacts associated with non-compliance with laws, grants requirements, and other regulations including:
    - Downgrade of bond rating, Loss of grant funding, etc.
    - Increasing resources required to monitor performance via other means.

Issue 2
Identify Change and Assimilation

A lack of ability to embrace and effectively/successfully manage the impacts of change in governance and community vision, if not addressed will contribute to:

- Loss of historical consciousness & confidence (i.e. EP is not isolated-has been crossroads historically).
- Return to patriarchal / patronage form of governance.
- An inward and traditional focus.
- Being out of the global loop/loosing opportunities.
- Economic stagnation.
- Continued pessimism regarding current identity.
- Intellectual stagnation.

- Limited opportunity to improve the quality of life.
- Fragmentation of city staff efforts.
- Inability to effectively implement policies that coincide with change.
- Difficulty of city government to lead the community.

Issue 3
Freedom to Deal with Issues

The lack of empowering staff to deal with issues coupled with policies and procedures that are too prescriptive if allowed to continue will create an atmosphere that results in:

- An ineffective government.
- Ineffective temporary solutions.
- Acceptance of going to the next level.
- Loss of morale due to a feeling of not being valued and poor job satisfaction.
- Fear to act.
- Lack of evaluation of risks in decision making.
- Perception that there is not tolerance for mistakes.

Issue 4
Human Resources Development and Deployment

The lack of decision authority by departments in the recruitment and retention of employees, coupled with a lack of resources and quality and relevant development opportunities for middle management, if not addressed will result in:

- Candidates with skill sets that do not match the departments' requirements which result in overall lower rate of performance.
- Job descriptions that do not accurately reflect the performance expectations.
- Inability to modify job descriptions in a timely manner when business needs change.
- Frequent and high rates of transfers as employees seek modest salary increases.
- Continued inefficiencies due to continuous training efforts.
- Higher and unnecessary rates of unfilled positions resulting in delays and lowered productivity.
- Increased burnout by loyal incumbent staff.
- Middle managers with significant skill gaps in decision making and problem solving.
- Increasingly wider gap in leadership development and succession planning.

Issue 5
Technology Issues

Poor and inconsistent levels of responsiveness and customer support, inadequate communication, and outdated, soloed, technology tools, coupled with the challenges of poor entity/enterprise-wide system implementation will continue to result in:

- Inability to meet deadlines.
- Inability to have confidence in data.
- Inability to deliver critical reports.
- Increased reliance on manual workarounds.
- Inability to deliver core functions such as payroll, purchase orders, and checks.
- Inability to invest time in strategic thinking.

Issue 6
Disjointed Grants Process

The disjointed grant process from pre-award to close-out, if not addressed will result in:

- Audit findings (granting agency/external auditors).
- Loss of funding.
- Fines.
- Loss of credibility.
- Additional burden on general fund.
- Cuts in resources (staff, services).

Issue 7
Accountability

Aspects of our organizational culture that encourage avoidance of accountability for decisions and actions of not addressed will continue to cause:

- Confusion.
- Inefficiencies.
- Use of inordinate amount of time, effort, and resources to resolve problems.
- Tasks not being done property the first time.
- Delay of projects.
- Over expenditures.
- Failure to meet performance expectations.

Issue 8
Economic Development

The lack of a clear, targeted comprehensive, aggressive economic development campaign and identified brand if unaddressed will result in:

- A stagnated private sector.
- Reduced tax base and public resources.
- Businesses deciding to not locate in El Paso.
- Businesses deciding not do business with the City of El Paso.
- Reduced funding for public services especially transportation, communication, and networking.

Issue 9
Strategic Partners

The insufficient and poorly-defined strategic partnerships combined with a lack of corporate level pre- budget pro-active planning creates:

- Failed hand-offs.
- Missed milestones/ incomplete projects.
- Misunderstandings.
- Failures to strategically coordinate plan, calendar, execute.
- Finger pointing.
- Passing the buck.
- Frustration.
- Lack of trust.
- Compliance rather than outcome-focused.
- Achieve minimum standard rather than excellence.
- Duplicated/wasted, internal/external, time/resources.

Issue 10
Customer Service

The lack of shared information with internal and external customers coupled with lack of customer focus, if not addressed, will continue to result in:

- Confusion for the public on where and how to get goods and services.
- Missed opportunities to leverage e-government & virtual city services (paying taxes, paying tickets, submitting bids, applying for a city job).
- Continued employee knowledge gap.
- Inability of departments to navigate the purchasing process.
- Frustrated citizens resulting in increased complaints & negative image amongst customers.

STRATEGIC RESULTS

Strategic Result 1: Reduced Procurement Timeframes
Issue Statements: 1, 2, 3, 5, 6, 10, 11

By 2015, El Paso City Departments, in collaboration with the Purchasing and Strategic Sourcing Department as their strategic partner, will experience a shortened purchasing cycle, greater clarity of specifications and higher quality of goods and services as evidenced by:

- 85% of procurement requests that are awarded within mutually agreed upon predetermined time frames.
- 50% of those procurements that include an acquisition schedule are included in each department's budget submission.
- 50% of procurement dollars related to procurements that include an acquisition schedule are included in budget submissions.
- 80% of Department procurements where the scope of work was developed in consultation with purchasing.
- 50% of purchasing buyers, procurement analysts, purchasing agents, and senior purchasing agents are certified purchasing professionals.

Strategic Result 2: Technology Implementation
Issues Statements: 2, 5, 6, 8, 10, 11

By December 31, 2016 the Strategic Sourcing, e-Catalog, e-procurement, and contracts Modules will be tested and fully implemented.

Strategic Result 3: Cost and Time Savings
Issue Statements: 2, 5, 6, 7, 8, 9, 11, 10

By December 31, 2016, Departments will achieve cost and time savings through e-catalogues and Direct Connect as evidenced by:

- 70% of procurements under $50,000 will be made through electronic catalogues and Direct Connect.
- Average number of days to complete purchases under $50k is reduced from 21 to 4.

DEPARTMENT ORGANIZATION

1. <u>ADMINISTRATIVE DIVISION</u>

1.1 Office of the Director.
1.2 Finance.
1.3 Human Resources.

2. <u>SUPPLY CHAIN MANAGEMENT DIVISION</u>

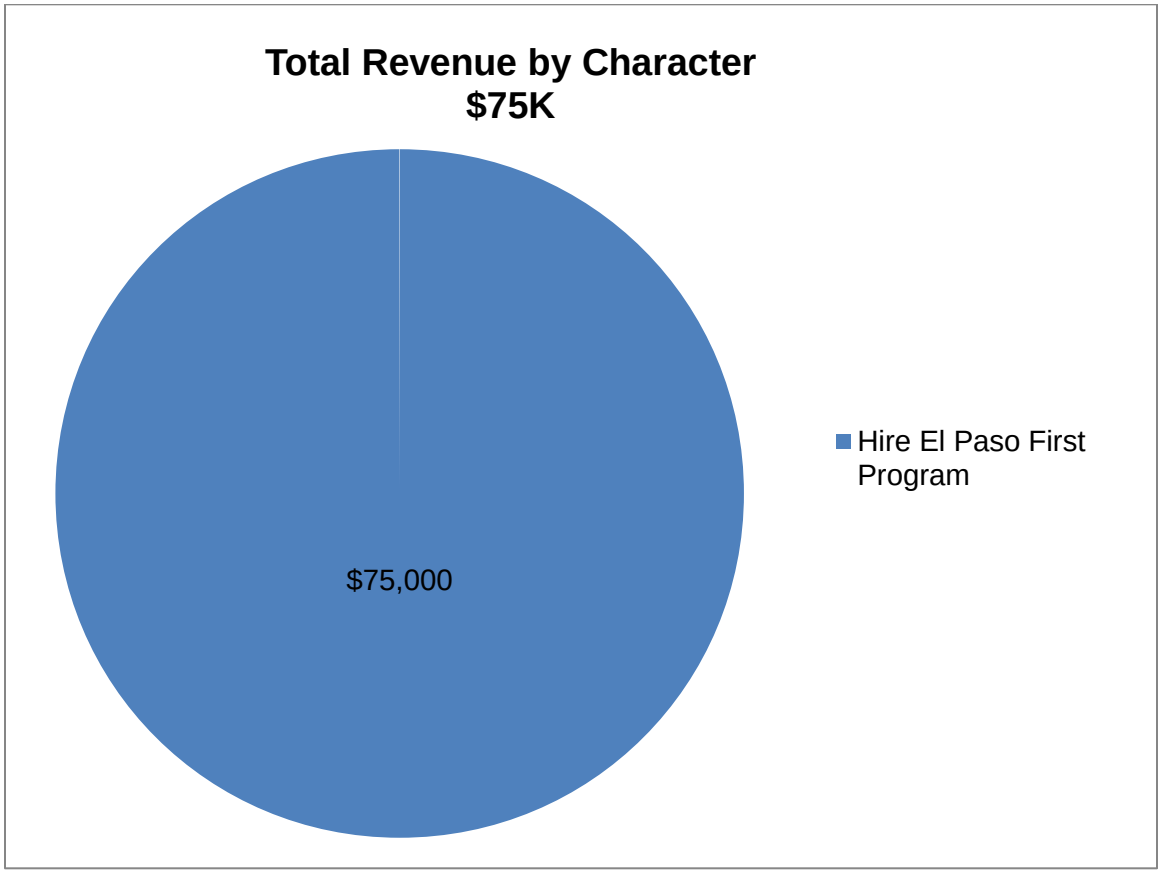
2.1 Pre-Solicitation Consulting Program.
2.2 Formal Procurements Program.
2.3 Informal Procurements Program.
2.4 Hire El Paso First.
2.5 E-Marketplace.

SIGNIFICANT CHANGES

General Fund	
Revenue Changes	Dollars
El Paso First Local Bid Preference Ordinance Fee	$75,000
Expenditure Changes	Dollars
Personal Services	
1 Position inactivated, compression, health cost change	($16,192)
Funding for positions transferred from IT (Enterprise Application Manager) and (Con) Software Specialist III	$200,127
Added "Hire El Paso First" position (sub fund of General Fund)	$49,111
Attrition	($63,376)
Contractual Services	
Training Instruction Contracts planned in Contractual Services in FY2014 and reclassified to Operating Expenditures to account for Strategic Sourcing Expenses for public outreach programs	($8,000)
Operating Expenditures	
Training Instruction Contracts planned as Contractual Services In FY2014 and reclassified in 2015 to Operating Expenditures to account for Strategic Sourcing Expenses for public outreach programs	$8,000
Travel Expense, Professional Licenses and Memberships, Seminars and Continuing Education	$7,454
Costs to conduct second Small Business summit	$4,500
Other Uses	
Excess of revenue generated transferred to Fund Balance to cover expenses for future years	$25,889

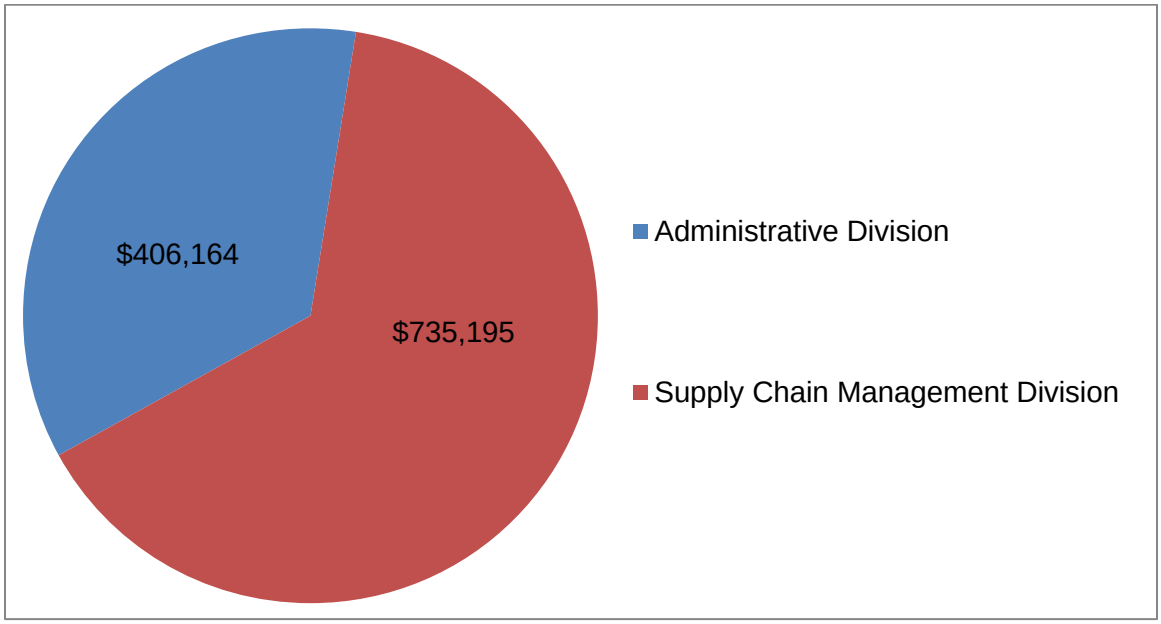
REVENUE BY CHARACTER

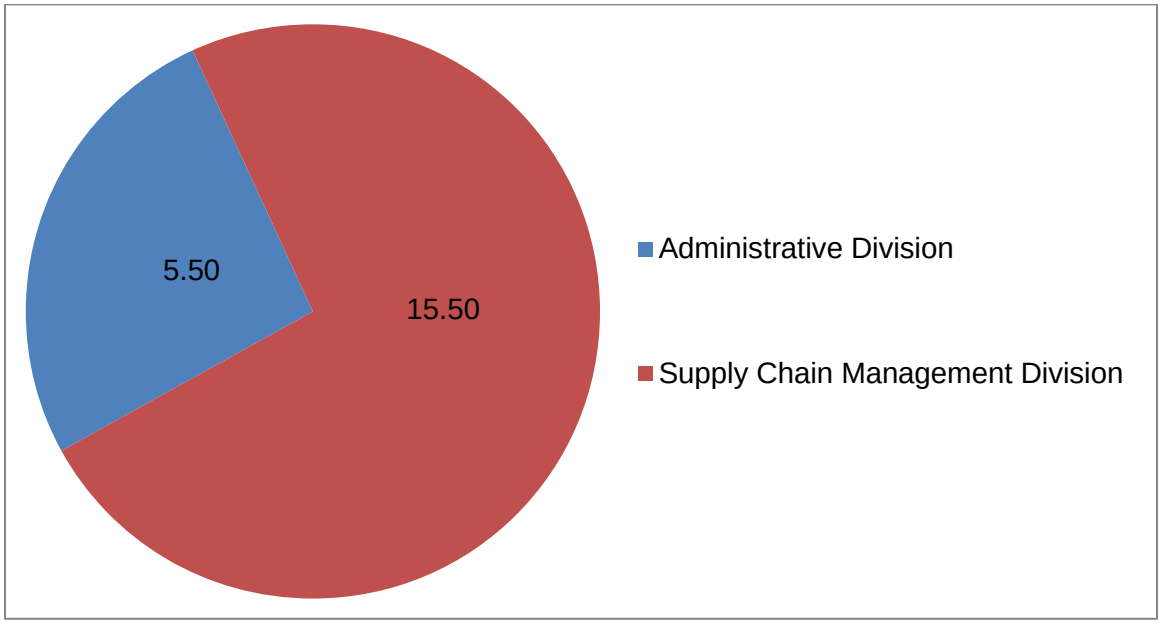
Revenue	Total
Hire El Paso First Program	$75,000
Grand Total	**$75,000**



EXPENDITURES AND FULL-TIME-EQUIVALENT POSITIONS

Division	Total	FTE
Administrative Division	$406,164	5.50
Supply Chain Management Division	$735,195	15.50
Grand Total	**$1,141,359**	**21.00**





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: Office of the Director | $236,880

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	90% of strategic and operational results achieved.	New Measure	New Measure	90%
Result	90% of City Official inquiry responses provided within 24 hours.	New Measure	New Measure	90%
Output	Number of City official inquiry responses provided.	New Measure	New Measure	19
Demand	Number of City official inquiry responses anticipated to be requested.	New Measure	New Measure	28
Efficiency	Administrative Division expenditure per dollar department expenditure.	New Measure	New Measure	$236,880

PROGRAM: Finance | $138,137

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	90% of reports and information submitted by the deadline.	New Measure	New Measure	100%
Result	80% of vendor invoice paid within 30 days.	New Measure	New Measure	95%
Output	Number of vendor invoices paid.	New Measure	25	25
Demand	Number of vendor invoices anticipated to be paid.	New Measure	27	27
Efficiency	Program expenditures per Department budget.	New Measure	New Measure	$138,137

PROGRAM: Human Resources	$31,147

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	10% of turnover rate.	38%	5%	10%
Result	50% positions filled within 60 days for GS positions.	0	0	75%
Output	Number of new hires processed.	1	3	1
Demand	Number of new hires anticipated to be processed.	1	3	1
Efficiency	$ Program expenditure per department employee (recommended measure).	New Measure	New Measure	$1,483.19

DIVISION: SUPPLY CHAIN MANAGEMENT

The purpose of the Supply Chain management Division is to provide consulting and RF(x) Management Services to City Departments so they can obtain gods and services to accomplish their missions.

PROGRAM: Pre-Solicitation Consulting Program	$132,497

The purpose of the Pre-Solicitation Consulting Program is to provide planning, guidance and review services to City Departments so they can issue a well- constructed solicitation with minimal delays.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	75% of formal procurements where the scope of work/ specifications were developed in consultation with Purchasing.	New Measure	New Measure	75%
Result	75% of informal procurements where the scope of work/ specifications was developed in consultation with Purchasing.	New Measure	New Measure	75%
Output	Number of procurement templates developed and delivered.	New Measure	New Measure	100
Demand	Number of solicitation technical / content guidelines requested/required.	New Measure	New Measure	375
Efficiency	Overall ROI (calculation formula TBD, pending National Association input).	New Measure	New Measure	7.3%

PROGRAM: Formal Procurement	$132,497

The purpose of the Formal Procurement program is to provide acquisition and contracting services to City Departments so they can obtain needed goods and services within agreed-upon timelines to achieve their strategic and operational results.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	75% of formal procurement customers who obtain their requested goods and services within mutually agreed-upon, pre-determined timelines.	New Measure	New Measure	80%
Result	90% of surveyed formal procurement customers who report they "strongly agree" or "agree" that they: a. Were provided clear explanations of the formal procurement processes they were engaged in, the implications of their choices, and timelines. b. Were provided sufficient opportunities to provide input into the development of the statements of work/specifications involved in their procurements, and did not experience unexpected or undue Formal Procurement delays that caused significant or unacceptable work stoppages delivered services to their customers.	New Measure	New Measure	90%
Output	% total formal procurements requested, excluding those that are requested through e-Marketplace procurements.	New Measure	New Measure	75%
Demand	% total formal procurements requested, excluding those that are requested through e-Marketplace procurements.	New Measure	New Measure	75%
Efficiency	$ Program expenditure per formal procurement completed.	New Measure	New Measure	$1,490

PROGRAM: Informal Procurement	$132,497

The purpose of the Informal Procurement program is to provide abbreviated acquisition and contracting services to City Departments so they can obtain needed goods and services within agreed-upon expedited timelines.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	75 % informal and formal procurement solicitations in which pre- solicitation consultation services were used successfully, as indicated by: a. Solicitation draft meets all 'critical' technical/ content guidelines. b. Solicitation draft gains legal approval, where indicated, at first submission to Legal Review (i.e. Draft can proceed with minor changes and/or with no requirement of further review). c. Solicitation generates no questions of a 'critical' nature, (that is, the answers to the questions do not necessitate Amendments, delays, or other types of rework on part of requestor or vendor). d. Procurement delivers the requested goods and services within or earlier than the mutually-agreed upon, pre-determined timelines and without renegotiated timelines.	New Measure	New Measure	75%
Result	90% of informal procurement customers who obtain their requested goods and services within mutually agreed-upon predetermined expedited timelines.	New Measure	New Measure	90%
Output	Number of informal solicitation pre-solicitation visit sessions provided.	New Measure	New Measure	400
Demands	Number of informal solicitation procurements requested, excluding those that occur through E-Marketing.	New Measure	New Measure	400
Efficiency	Program expenditure per informal procurements completed within 30 days of request.	New Measure	New Measure	$2,622

PROGRAM: E-Marketplace	$132,431

The purpose of the E-Marketplace Program is to provide e-Procurement design, template, testing, marketing and workshop services to the City so they can launch and fully implement a streamlined, environmentally responsible on-line bidding system.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	75% Informal procurements completed using on-line E-Procurement system (shared).	New Measure	New Measure	75%
Result	30% Formal procurements completed using on-line E-Procurement system (shared).	New Measure	New Measure	30%
Output	E-Procurement informal procurements completed.	New Measure	New Measure	1,000
Demand	Formal e-Procurements requested (Alternative: # formal procurements 'eligible' for E-Procurement).	New Measure	New Measure	30
Efficiency	Program expenditure per informal E-Procurement completed.	New Measure	New Measure	-30%

*Direct Contact, E-Catalog
**Includes all Strategic Sourcing Processes that are under development in any way and/or that are being tested, adapted, and/or delivered after development.

PROGRAM: Hire El Paso First	$205,273

The purpose of the Hire El Paso First Program is to provide certification services to City Departments so they can purchase services from certified vendors.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	100% of formal procurements where certified vendors are eligible.	New Measure	New Measure	80%
Result	50% contracts/dollars awarded to certified vendors.	New Measure	New Measure	50%
Output	Number of certifications provided.	New Measure	New Measure	250
Demand	Number of certifications provided.	New Measure	New Measure	250
Efficiency	Number of monitoring reviews conducts.	New Measure	New Measure	25

THE CITY OF EL PASO
TEXAS

PLAZA

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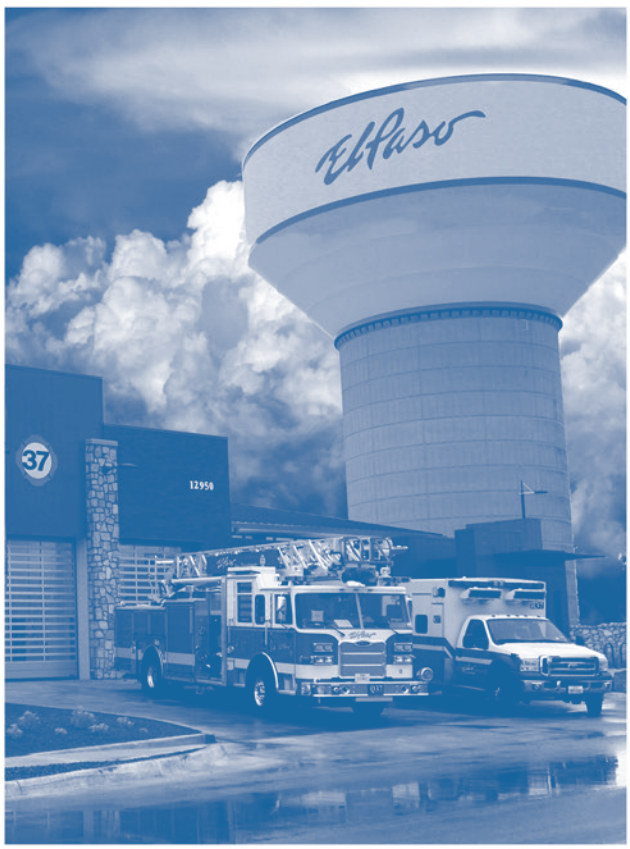
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Tax

EMERGENCY 911
POLICE
POLICE

WELCOME TO EL PASO
ELEVATION 3,958 ft

Tax

Mission Statement

The mission of the City of El Paso Tax Department is to provide tax collection and disbursement services to taxpayers and taxing entities so they can each fulfill their civic responsibilities of funding and providing public services.

Budget Summary	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Personal Services	1,179,501	1,078,889	1,259,645	1,250,898
Contractual Services	278,269	517,357	458,122	455,308
Materials/Supplies	32,216	26,854	36,050	36,050
Operating Expenditures	10,328	20,494	279,200	279,756
Non-Operating/Intergovt. Exp	3	0	126,000	126,000
Internal Transfers	0	0	0	0
Capital Outlay	465,623	8,811	0	0
Total Appropriation	**1,965,940**	**1,652,405**	**2,159,017**	**2,148,012**

Source of Funds	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government	1,965,940	1,652,405	2,159,017	2,148,012
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	0	0	0	0
Nonmajor Governmental Funds	0	0	0	0
Fiduciary Funds	0	0	0	0
Proprietary Funds	0	0	0	0
Total Funds	**1,965,940**	**1,652,405**	**2,159,017**	**2,148,012**

Positions	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
General Fund	24.50	24.50	24.50	24.50
Total Authorized	**24.50**	**24.50**	**24.50**	**24.50**

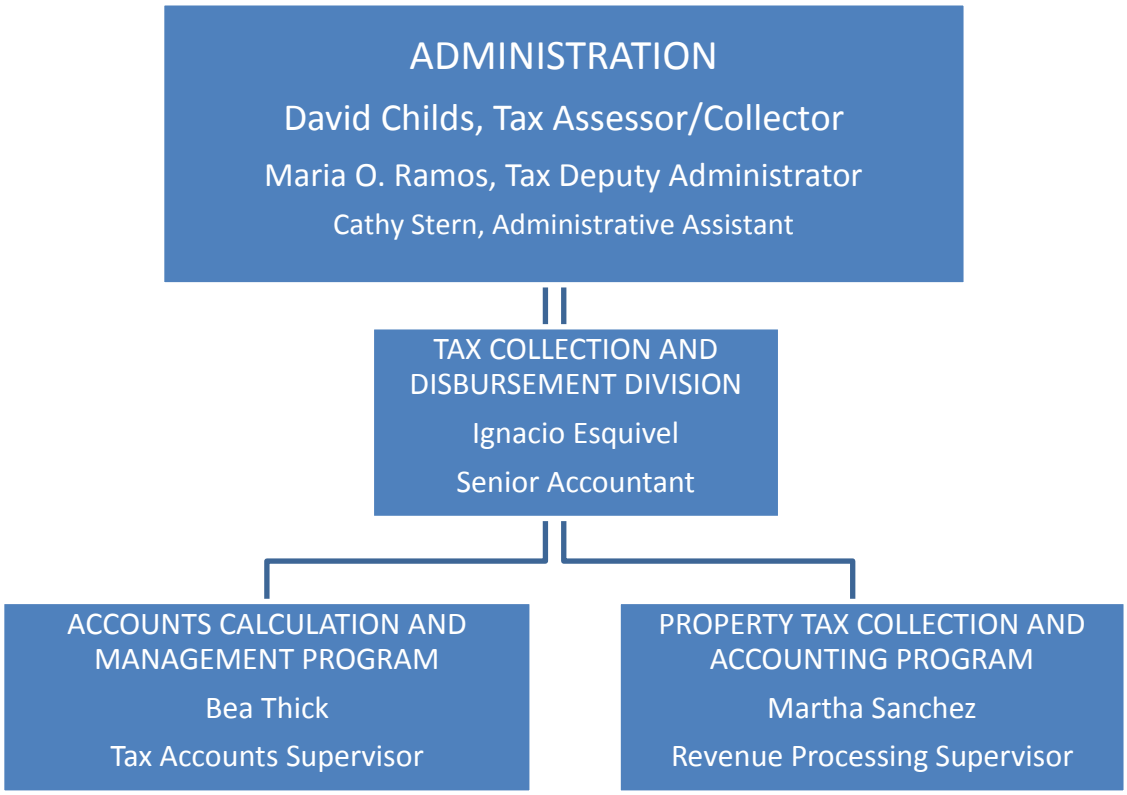
Tax

Division Summary

	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government				
Tax Office Collections	1,965,940	1,652,405	2,159,017	0
Tax Administration	0	0	0	594,084
Tax Collection & Disbursement	0	0	0	1,553,928
Sub Total	1,965,940	1,652,405	2,159,017	2,148,012

All Funds Total	**1,965,940**	**1,652,405**	**2,159,017**	**2,148,012**

CITY OF EL PASO
TAX DEPARTMENT



DEPARTMENT MISSION

The mission of the City of El Paso Tax Department is to provide tax collection and disbursement services to taxpayers and taxing entities so they can each fulfill their civic responsibilities of funding and providing public services.

BUDGET HIGHLIGHTS

The Tax Office had a second successful peak season at the new location inside the Wells Fargo Plaza. During the past fiscal year the Tax Office has implemented several improvements in operational efficiency and quality of customer service. These improvements include:

1) Increased services and improved information and navigation on the Tax Office website.
2) Citizen-friendlier tax statements.
3) Telephone Management Software and Call Center-specific staff.
4) "Be an A.C.C.C." Staff Performance Recognition program.
5) Increased notification to citizens regarding available refunds.
6) A citizen Greeter Desk.
7) Improved Office signage.
8) Improved Bi-Lingual Services/Communications.
9) Children's Activity Area in Lobby.
10) Ability to pay taxes via QR Code on tax bill.
11) Reviving of the Tax Advisory Committee.
12) Increased Account-specific document imaging.

As a result of the efficiencies created by these improvements, the Tax Office projects that we will come in under budget for FY2014 by a projected $65,000. The Tax Office's budget is shared by all the 38 participating taxing entities in the Tax Office consolidation and is sensitive to the per parcel fee charged to the entities for property tax collection services. The fee per parcel is expected to remain the same for FY2015.

ISSUE STATEMENTS

Issue 1
Financial Reporting and the Value of Information:

Continuing weakness in reporting of financial and non-financial performance info, if not addressed, will contribute to:

- Frustration due to inaccurate of unavailable information.
- Lack of ability to measure performance.
- Lack of accountability for performance results.
- Loss of trust in data integrity.
- Loss of citizens' trust in the governing process.
- Loss of elected officials' confidence in staffs' execution of policy.
- Uninformed decision making.
- Use of subjective non-professional paradigms to guide decision making based on:
    - Personalities.
    - Relationships.
    - Perceptions grounded in unsubstantiated claims.
- Reactive decision making.
- Inhibiting effective proactive strategic planning.
- Increasing negative impacts associated with non-compliance with laws, grants requirements, and other regulations including:
- Downgrade of bond rating, Loss of grant funding, etc.
- Increasing resources required to monitor performance via other means.

Issue 2
Identify Change and Assimilation

A lack of ability to embrace and effectively/successfully manage the impacts of change in governance and community vision, if not addressed will contribute to:

- Loss of historical consciousness & confidence (i.e. EP is not isolated-has been crossroads historically).
- Return to patriarchal / patronage form of governance.
- An inward and traditional focus.
- Being out of the global loop/loosing opportunities.
- Economic stagnation.
- Continued pessimism regarding current identity.

- Intellectual stagnation.
- Limited opportunity to improve the quality of life.
- Fragmentation of city staff efforts.
- Inability to effectively implement policies that coincide with change.
- Difficulty of city government to lead the community.

Issue 3
Freedom to Deal with Issues

The lack of empowering staff to deal with issues coupled with policies and procedures that are to prescriptive if allowed to continue will create an atmosphere that results in:

- An ineffective government.
- Ineffective temporary solutions.
- Acceptance of going to the next level.
- Loss of morale due to a feeling of not being valued and poor job satisfaction.
- Fear to act.
- Lack of evaluation of risks in decision making.
- Perception that there is not tolerance for mistakes.

Issue 4
Human Resources Development and Deployment

The lack of decision authority by departments in the recruitment and retention of employees, coupled with a lack of resources and quality and relevant development opportunities for middle management, if not addressed will result in:

- Candidates with skill sets that do not match the departments' requirements which result in overall lower rate of performance.
- Job descriptions that do not accurately reflect the performance expectations.
- Inability to modify job descriptions in a timely manner when business needs change.
- Frequent and high rates of transfers as employees seek modest salary increases.
- Continued inefficiencies due to continuous training efforts.
- Higher and unnecessary rates of unfilled positions resulting in delays and lowered productivity.
- Increased burnout by loyal incumbent staff.
- Middle managers with significant skill gaps in decision making and problem solving.
- Increasingly wider gap in leadership development and succession planning.

Issue 5
Technology Issues

Poor and inconsistent levels of responsiveness and customer support, inadequate communication, and outdated, siloes, technology tools, coupled with the challenges of poor entity/enterprise-wide system implementation will continue to result in:

- Inability to meet deadlines.
- Inability to have confidence in data.
- Inability to deliver critical reports.
- Increased reliance on manual workarounds.
- Inability to deliver core functions such as payroll, purchase orders, checks.
- Inability to invest time in strategic thinking.

Issue 6
Accountability

Aspects of our organizational culture that encourage avoidance of accountability for decisions and actions of not addressed will continue to cause:

- Confusion.
- Inefficiencies.
- Use of inordinate amount of time, effort, and resources to resolve problems.
- Tasks not being done property the first time.
- Delay of projects.
- Over expenditures.
- Failure to meet performance expectations.

Issue 7
Economic Development

The lack of a clear, targeted comprehensive, aggressive economic development campaign and identified brand if unaddressed will result in:

- A stagnated private sector.
- Reduced tax base and public resources.
- Businesses deciding to not locate in El Paso.
- Businesses deciding not do business with the city.
- Reduced funding for public services especially transportation, communication, and networking.

Issue 8
Strategic Partners

The insufficient and poorly-defined strategic partnerships combined with a lack of corporate level pre- budget pro-active planning creates:

- Failed hand-offs.
- Missed milestones/ incomplete projects.
- Miss understandings.
- Failures to strategically coordinate plan, calendar, execute.
- Finger pointing.
- Passing the buck.
- Frustration.
- Lack of trust.
- Compliance rather than outcome-focused.
- Achieve minimum standard rather than excellence.
- Duplicated/wasted, internal/external, time/resources.

Issue 9
Customer Service

The lack of shared information with internal and external customers coupled with lack of customer focus, if not addressed, will continue to result in:

- Confusion for the public on where and how to get goods and services.
- Missed opportunities to leverage e-government & virtual city services (paying taxes, paying tickets, submitting bids, applying for a city job).
- Continued employee knowledge gap.
- Inability of departments to navigate the purchasing process.
- Frustrated citizens resulting in increased complaints & negative image amongst customers.

STRATEGIC RESULTS

Strategic Result 1: Customer Service

Issue Statements: 1, 3, 4, 5, 6, 7, 8, 9

By 2016, the Tax Office will respond to every customer in a timely manner.

- 90% of telephone inquiry request responses provided within 1.5 minutes.
- 90% of walk-in inquiry requests responses provided within 30 minutes.
- 95% of customer requests where follow-up responses and/or resolutions are required will be provided by the next day.

Strategic Result 2: Timely, Accurate Reports

Issue Statements: 1, 3, 4, 5, 6, 7, 8, 9

By 2015, data & reports to the Taxing entities will be provided in a timely & accurate manner.

- 95% requested taxing entity reports will be provided by the next day after request.
- 100% of routine requested reports will be accepted by customers as data accurate.

Strategic Result 3: e-Payments Success

Issue Statements: 1, 2, 5, 7, 9

By 2016, e-payments will be an easy and preferred payment option.

- 10% of Tax Department transactions are completed by e-payment.
- 95% or more of e-payments will be successfully transacted.

DEPARTMENT ORGANIZATION

1. <u>ADMINISTRATIVE SERVICES DIVISION</u>

1.1. Office of the Director.
1.2. Finance.
1.3. Human Resources.

2. <u>TAX COLLECTION AND DISBURSEMENT DIVISION</u>

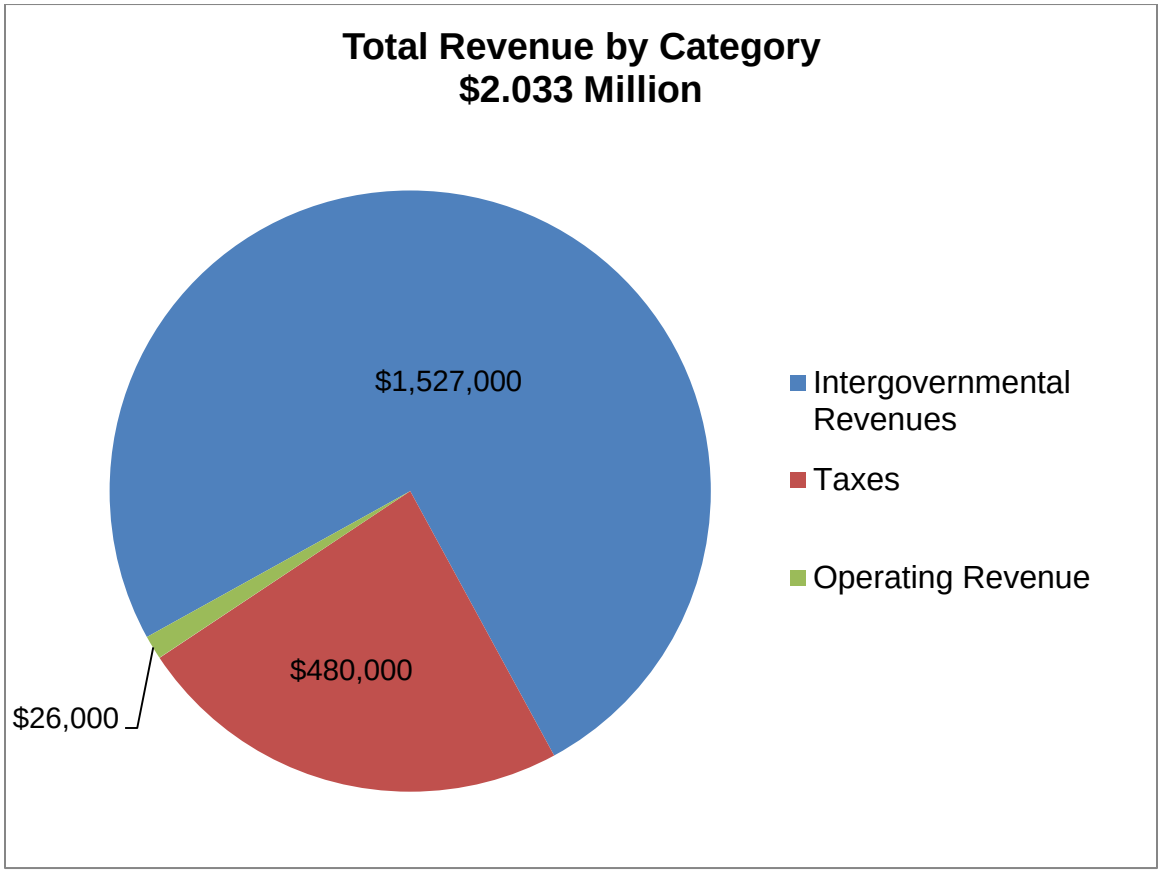
2.1. Accounts Management and Calculation Program.
2.2. Property Tax Collection and Accounting Program.

SIGNIFICANT CHANGES

General Fund	
Revenue Changes	Dollars
Tax Office Certificates previously budgeted in Non Departmental	($26,000)
Expenditure Changes	Dollars
Personal Services	
Salary savings due to two senior employees that were replaced by entry level employees. Part of these savings were offset by compression, and health cost increase	($8,747)
Contractual Services	
Reduced number of legal notices mailed	($7,200)
Building lease increase	$4,386
Operating Expenditures	
Indirect cost	$556

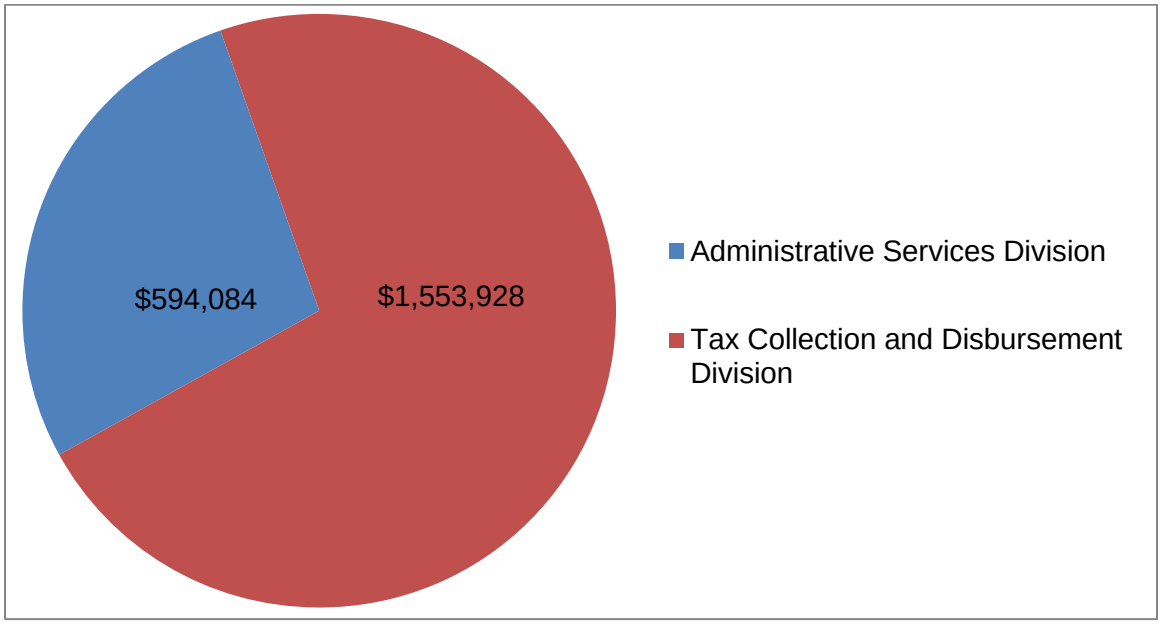
REVENUE BY CATEGORY

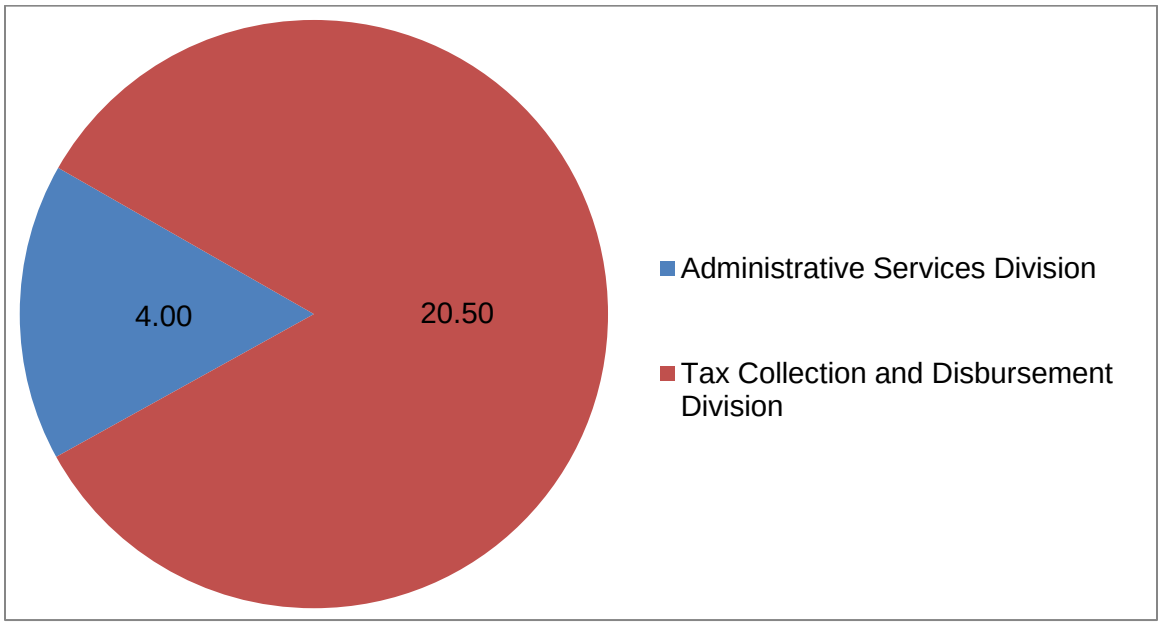
Revenue	Total
Intergovernmental Revenues	$1,527,000
Taxes	$480,000
Operating Revenue	$26,000
Grand Total	**$2,033,000**



EXPENDITURES AND FULL-TIME-EQUIVALENT POSITIONS

Division	Total	FTE
Administrative Services Division	$594,084	4.00
Tax Collection and Disbursement Division	$1,553,928	20.50
Grand Total	**$2,148,012**	**24.50**





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: Office of the Director | $164,185

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% of strategic and operational results achieved.	N/A*	N/A*	80%
Result	% of City Official inquiry responses provided by next day following request.	N/A*	N/A*	90%
Output	# of City Official inquiry responses provided.	N/A*	N/A*	Baseline Year
Demand	# of City Official inquiry responses anticipated to be requested.	N/A*	N/A*	Baseline Year
Efficiency	$ Administrative division expenditure per dollar department expenditure.	N/A*	N/A*	TBD

*Note – These are new measures.

PROGRAM: Human Resources | $49,985

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% turnover rate.	N/A*	N/A*	10%
Result	% positions filled within 60 days of a certified list.	N/A*	N/A*	50%
Output	# of new hires processed (including temporaries).	N/A*	7	7
Demand	# of new hires anticipated to be processed.	N/A*	N/A*	7
Efficiency	$ Program expenditures per department employee (recommended measure).	N/A*	N/A*	$1,999

*Note – These are new measures.

PROGRAM: Finance	$379,914

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% of reports and information submitted by the deadline.	N/A*	N/A*	100%
Result	% of vendor invoices paid within 30 days.	N/A*	N/A*	90%
Output	# of vendor invoices paid.	N/A*	N/A*	300
Demand	# of vendor invoices anticipated to be paid.	N/A*	N/A*	300
Efficiency	$ Program expenditures per dollar department budget.	N/A*	N/A*	$1,266

*Note – These are new measures.
** Through 5/31/2014.

DIVISION: TAX COLLECTION AND DISBURSEMENT

The purpose of the Tax Collection and Disbursement Division is to provide tax collection and disbursement services to taxpayers and taxing entities so they can each fulfill their civic responsibilities of funding and providing public services.

PROGRAM: Accounts Management and Calculation	$657,464

The purpose of the Accounts Management and Calculation program is to provide Property Tax Account updates, verifications, and statement services to Taxpayers and Taxing Entities so they can use current and accurate tax data to plan and make more informed financial decisions.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% of Telephone Inquiry Request Responses provided within 1.5 minutes.	N/A*	N/A*	90%
Result	% of Walk-In Inquiry Request Responses provided within 30 minutes.	N/A*	N/A*	90%
Output	# Total property tax accounts managed.	N/A*	N/A*	400,060
Demand	# Total property tax accounts expected to be managed.	N/A*	N/A*	415,000
Efficiency	$ Per property tax account managed.	N/A*	N/A*	$1.64

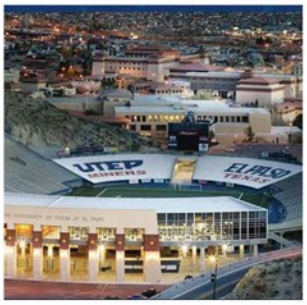
*Note – These are new measures.
**No validated corrections required or requested.

PROGRAM: Property Tax Collection and Accounting Program	$896,464

The purpose of the Property Tax Collection and Accounting program is to provide collections, disbursement, and reporting services to taxing entities and taxpayers so they can each fulfill their civic responsibilities of funding and providing public services.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% of current year tax dollars due that are collected.	98.5%	97.12%**	99%
Result	% of prior years' delinquent tax dollars that are collected.	30.5%	18.17%**	36.5%
Output	# Current year tax dollar collections (all types) collected.	N/A*	N/A*	400,060
Demand	# Current year tax dollar collections (all types) billed.	N/A*	N/A*	415,000
Efficiency	$ Program expenditure per tax account managed.	N/A*	N/A*	$2.24

*Note – These are new measures.
** Figures through May 31, 2014.



DEVELOPMENT & TOURISM

- Aviation
- City Development
- Community & Human Development
- Destination El Paso
- Library
- Museums & Cultural Affairs
- Parks & Recreation
- Zoo

PLAZA

brio

ElPaso
37
12950

Aviation

EMERGENCY 911
POLICE
POLICE

WELCOME TO EL PASO
ELEVATION 3,958 ft

Aviation

Mission Statement

To provide customers with a safe, efficient airport, operating in an environmentally conscious and self-sustaining manner.

Budget Summary	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Personal Services	17,508,982	15,012,128	17,200,903	17,109,709
Contractual Services	6,220,502	6,158,918	7,201,014	7,412,279
Materials/Supplies	2,027,742	1,904,959	2,615,947	2,855,327
Operating Expenditures	19,284,444	19,528,023	5,079,324	4,780,787
Non-Operating/Intergovt. Exp	1,463,607	1,351,866	2,472,188	4,077,951
Internal Transfers	52,169,577	36,361,114	13,665,619	14,736,410
Capital Outlay	0	20,235	790,300	600,745
Total Appropriation	**98,674,854**	**80,337,243**	**49,025,295**	**51,573,208**

Source of Funds	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government	0	0	0	0
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	0	0	0	0
Nonmajor Governmental Funds	0	0	0	0
Fiduciary Funds	0	0	0	0
Proprietary Funds	98,674,854	80,337,243	49,025,295	51,573,208
Total Funds	**98,674,854**	**80,337,243**	**49,025,295**	**51,573,208**

Positions	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
Non-General Fund	229.40	226.93	226.60	226.60
Total Authorized	**229.40**	**226.93**	**226.60**	**226.60**

Aviation

Division Summary

	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government				
Finance and Administration	0	0	0	0

Proprietary Funds				
Finance and Administration	8,467,427	9,408,145	13,460,475	14,657,705
Terminal	9,602,578	9,155,795	6,731,395	6,577,041
Passenger Facility Charges	10,133,295	36,241,155	6,166,498	5,537,551
Inventory Purchases	0	44,439	4,400,000	4,400,000
Customer Facility Charge	18,647	0	3,450,000	3,300,000
Butterfield Trail Golf Club	3,428,394	3,478,959	2,895,640	2,924,033
Aircraft Rescue Fire Fighters	3,708,296	2,052,946	2,592,722	2,573,770
Debt Reserves	1,190,907	1,085,608	2,128,038	3,847,641
Airport Police Operations	3,007,386	1,527,218	2,159,016	2,318,640
Ground Transportation	2,055,372	2,020,573	2,080,224	2,071,369
Airfield	6,889,422	7,192,211	1,555,653	2,192,259
Dispatch Badging	833,862	914,471	910,559	948,256
Airport FMS Unit	601,288	106,637	556,848	551,158
Hawkins Plaza	0	62	0	0
Butterfield Trail Industrial Park	352,541	425,671	550,113	583,800
Fixed Asset Purchases	103,528	7,064	790,300	600,745
Airport FAA Operations Canine	335,108	387,715	524,804	439,980
Aviation	1,196,681	1,220,131	431,780	447,520
Parking Enforcement Control	460,238	394,709	459,219	343,602
Air Cargo	2,427,114	2,477,402	450,627	455,237
Foreign Trade Zone	290,044	350,316	373,851	366,178
Airport Restricted Land Sales	240,989	131,348	321,750	352,750
Southern Industrial Park	212,082	230,718	214,732	209,635
Global Reach Development	934,628	1,143,428	96,715	109,644
Airport Hotels	71,870	90,261	76,636	78,994
Science and Technology Park	209,996	192,371	47,700	85,700
Airport Operating Account	17,491,957	119,959	0	0
Air Cargo Construction	24,027,980	(898)	0	0
Airport Grant Improvements	394,170	14,651	0	0
Inventory Issues	0	(66,767)	(4,400,000)	-4,400,000
Legal Reserves	(10,946)	(9,055)	0	0
Sub Total	98,674,854	80,337,243	49,025,295	51,573,208

All Funds Total	**98,674,854**	**80,337,243**	**49,025,295**	**51,573,208**

AVIATION

DEPARTMENT MISSION

To provide customers with a safe, efficient airport, operating in an environmentally conscious and self-sustaining manner.

BUDGET HIGHLIGHTS

FY 2014 was a busy year for the Department of Aviation, achieving the completion of capital improvement projects valued at over $41 million in total. Improvements in Butterfield Trail Industrial Park, which included roadway reconstruction and landscaping upgrades, were completed ahead of schedule. Airfield projects, valued in excess of $22 million and included major reconstruction of Taxiways Alpha and Lima, were also completed, keeping in line with the Airport's priority of safety and security and assurance of compliance with Federal Aviation Administration standards. In ongoing efforts to make the air travel experience a positive one at El Paso International Airport, we continued with aesthetic improvements to our terminal by adding brick pavers and lighting to the walkways in front of the terminal. We also had the groundbreaking for a first-class Consolidated Rental Car (ConRAC) Facility, programmed to open in early 2016, which will provide the car rental customer with under-roof facilities and protection from the elements but still maintain the convenience of a location adjacent to the terminal.

In FY 2014, EPIA also undertook an energy savings project, upgrading our heating and cooling system, enhancing lighting with a wireless control system, and installing solar window film on windows throughout the terminal, all of which will reduce our energy consumption. Our investment of $4.9 million will save an estimated $300,000 in FY 2015 and reduce CO2 emissions by approximately 3.685 metric tons per year. This project will assist us in our mission of operating the airport in an environmentally conscious and self-sustaining manner.

For FY 2015, the Airport's operating budget remains relatively flat – the most significant increase attributed to payment of principal and interest of the 2003 & 2011 Series Bonds and the 2014 Series Bonds for the Airport's ConRAC Facility; this budget reflects Airport management's goal of maintaining costs at reasonable levels without a reduction in service to the flying public.

SIGNIFICANT CHANGES

Non-General Fund

Revenue Changes	Dollars
Short Term Parking Lot fees increased from $10 to $15.	$248,800
Based on the Airline Agreement, Landing Fees were increased from $1.59 to $1.96 per 1000 lbs. because of reduced flights and cost increases.	$590,888
Ground Rentals increased due to new leases.	$688,302

Expenditure Changes	Dollars
Operating Expenditures	
Utility cost decreased in Electricity and Natural Gas due to Johnson Controls energy initiative.	($344,001)
Non-Operating Expenditures	
Bond Interest Expense Increased due to payment of interest of the new 2014 Series Bonds for the Airport's ConRAC Facility.	$1,719,603

Aviation

Goals, Objectives & Performance Measures

Function: Administration
Responsible for departmental accounting and property management.

Serves Council's Strategic Policy:
Maintain El Paso as an international transportation system hub.

Goal:

To ensure the Airport is self-sustaining in accordance with Federal Aviation Administration (FAA) policies and procedures and grant assurances. Monthly, quarterly and annual reports are prepared.

Objectives:

1.) To maintain and sustain appropriate cash balance and reserves to allow for future investments in essential aviation facilities and non-aviation revenue generating facilities. Financial reports are reviewed on a monthly, quarterly and annual basis.

2.) To maintain a stable and competitive cost structure for El Paso airline carriers while retaining cost recovery for airline operations and facility requirements. On an annual basis, rates and charges are analyzed and updated.

3.) To continue providing a high level of concession services in food and beverages and news and retail. Monthly, quarterly and annual reports are reviewed.

Performance Measures	FY 2013 Actual	FY 2014** Projected	FY 2015 Target
Non-Aviation Revenue	$22,868,827	$23,567,035	$23,841,234
% Non-Aviation Revenue/Total Operating Revenue	63.0%	65.3%	64.7%
Percent change in Net Assets	1%	0%	0%
Terminal rate per square foot	42.64 *	$44.07	43.85 *
Landing fee per 1,000 lbs. landed weight	$1.50 *	$1.59	1.96 *
Airport cost per enplanement	$6.04 *	$6.40	7.04 *
Food & Beverage Revenue Per Enplanement	$0.54	$0.55	$0.57
Retail Revenue Per Enplanement	$0.63	$0.58	$0.64

* Source: Projected Airline Rates and Charges Analysis subject to change.
** FY2014 amounts are subject to change based on actual results at end of year.

Aviation

Goals, Objectives & Performance Measures

Function: Development

Implement and oversee the Airport's Capital Improvement Program and grant administration.

Serves Council's Strategic Policy:

Maintain El Paso as an international transportation system hub.

Goal:

To administer a capital improvement program that plans for and meets future demands for the Airport. Monthly, quarterly and annual monitoring is conducted.

Objectives:

1.) To invest in the Airport's infrastructure through the implementation of an Improvement Program. On an annual basis, the five year capital improvement plan is updated. Capitalize on immediate business opportunities. Monitored on a monthly,

2.) To provide El Paso/Juarez industry with first class air cargo/Foreign Trade Zone/Customs Facilities and maintain appropriate space to allow expansion and capitalize on immediate business opportunities. Monitored on a monthly, quarterly and annual basis.

3.) To develop Airport land according to the Airport's Master Plan and Land Use Map. New land leases are generated and existing leases are renewed as appropriate.

Performance Measures	FY 2013 Actual	FY 2014** Projected	FY 2015 Target
Capital expenses per passenger *	$10.46	$21.67	$22.91
Taxiway L Reconstruction	$0.40	$1.00	-
Butterfield Trail Industrial Park Pavement Rehabilitation	40%	100%	-
Taxiway Radius Geometry Pavement Project	45%	100%	-
Rental Car Expansion (Demo of Air Cargo #1)	90%	100%	-
CONRAC Design & Construction	60% Design	5% Const.	80% Const.
Taxiway A Realignment (Design)	60%	100%	-
Cargo #4 Roof Replacement	New Measure	$0.80	$1.00
Reconstruction 8R-26L Taxiways U&V and new parallel Taxiway	New Measure	-	90%
Passenger Boarding Bridges	New Measure	-	70%
Baggage Belt Replacement	New Measure	-	100%
Concourse A Bathrooms	New Measure	-	60%

* Includes expenses for aviation-related capital improvement projects only.

** FY2014 amounts are subject to change based on actual results at end of year.

Aviation

Goals, Objectives & Performance Measures

Function: Operations
Providing exceptional airline passenger services, air cargo and general aviation support.

Serves Council's Strategic Policy:
Maintain El Paso as an international transportation system hub.

Goal:

To provide safe and state of the art aviation facilities for all airlines, passengers, air cargo and general aviation operators in compliance with Federal Aviation Administration (FAA) and Transportation Security Administration (TSA) requirements and standards. Daily monitoring of operational needs is conducted.

Objectives:

1.) To comply with federal regulations. Triennial review is conducted.

2.) To maintain compliance with safety requirements in accordance with FAA Part 139 Certification, Triennial Review is conducted.

Performance Measures	Actual FY 2013	Estimated FY 2014	Projected FY 2015
Maintain FAA Part 139 Certification *	Yes	Yes	Yes

* 14 CFR Part 139 requires FAA to issue airport operating certificates to airports that:
- Serve scheduled and unscheduled air carrier aircraft with more than 30 seats;
- Serve scheduled air carrier operations in aircraft with more than 9 seats but less than 31 seats.

Airport Operating Certificates serve to ensure safety in air transportation. To obtain a certificate an airport must agree to certain operational and safety standards and provide for such things as firefighting and rescue equipment. These requirements vary depending on the size of the airport and the type of flights available.

THE CITY OF EL PASO
TEXAS

City Development

City Development

Mission Statement

The mission of the City Development Department is to provide urban planning, building permit, inspection, licensing, and economic development services to the greater El Paso Community so that they can live in a safe, healthy, vibrant, and prosperous environment.

Budget Summary	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Personal Services	6,207,047	7,580,525	7,613,208	9,120,414
Contractual Services	1,927,002	5,385,566	5,651,338	9,606,457
Materials/Supplies	113,810	118,672	203,696	238,454
Operating Expenditures	130,459	182,536	144,553	175,146
Non-Operating/Intergovt. Exp	4,226,310	1,026,911	1,000,000	994,763
Internal Transfers	55,979	0	1,457,486	0
Capital Outlay	-239,574	110,132	0	0
Total Appropriation	**12,421,033**	**14,404,342**	**16,070,281**	**20,135,234**

Source of Funds	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government	6,996,848	8,810,314	8,339,422	9,378,447
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	268,014	339,754	1,457,486	0
Nonmajor Governmental Funds	5,156,171	5,237,285	6,273,373	10,756,787
Fiduciary Funds	0	0	0	0
Proprietary Funds	0	16,989	0	0
Total Funds	**12,421,033**	**14,404,342**	**16,070,281**	**20,135,234**

Positions	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
General Fund	112.20	125.63	140.18	141.47
Non-General Fund	0.00	2.67	6.76	11.33
Total Authorized	**112.20**	**128.30**	**146.94**	**152.80**

City Development

Division Summary

	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government				
Business Center	624,372	347,186	0	0
Administration	0	0	749,602	765,279
Building Permits Inspection - Commercial Inspections	769,524	153,310	0	0
Economic Development Administration	1,345,988	248,335	0	0
Building Inspection Permit - Administration	53,952	6,560	0	0
Building Permits Inspection - Plan Review	1,074,702	(378,569)	0	0
Building Permits Inspection - Residential Inspections	880,114	260,541	0	0
Building Permits Inspection Plan Review	569,176	1,754,307	0	0
Business Center and Administration	0	1,135,108	0	0
Building & Development Permitting	0	306,789	3,929,471	4,307,016
Building Permits Inspections Residential Inspections	0	598,183	0	0
Building Permits Inspections Commercial Inspections	0	835,657	0	0
Planning	0	1,077,175	1,162,206	1,210,547
Land Development	0	457,962	0	0
Economic Development	0	1,572,198	1,101,054	1,672,509
One-Stop-Shop	0	190,669	1,323,141	1,341,777
Development Services Administration	0	(24)	0	0
Plan Review	0	2,271	0	0
Building Inspection Permit Administration	0	267	0	0
Planning Administration	1,679,020	238,388	0	0
Marketing & Outreach Division	0	0	73,948	81,319
Economic Development CD Administration	0	4,001	0	0
Sub Total	6,996,848	8,810,314	8,339,422	9,378,447

Capital Projects				
Economic Development Administration	0	141,928	0	0
Economic Development	0	0	1,457,486	0
Building Plan Services Capital Projects Quality of Life Zoo	(239,574)	0	0	0
Federal Economic Development Grants	507,588	172,017	0	0
Business Center and Administration	0	25,809	0	0
Sub Total	268,014	339,754	1,457,486	0

City Development

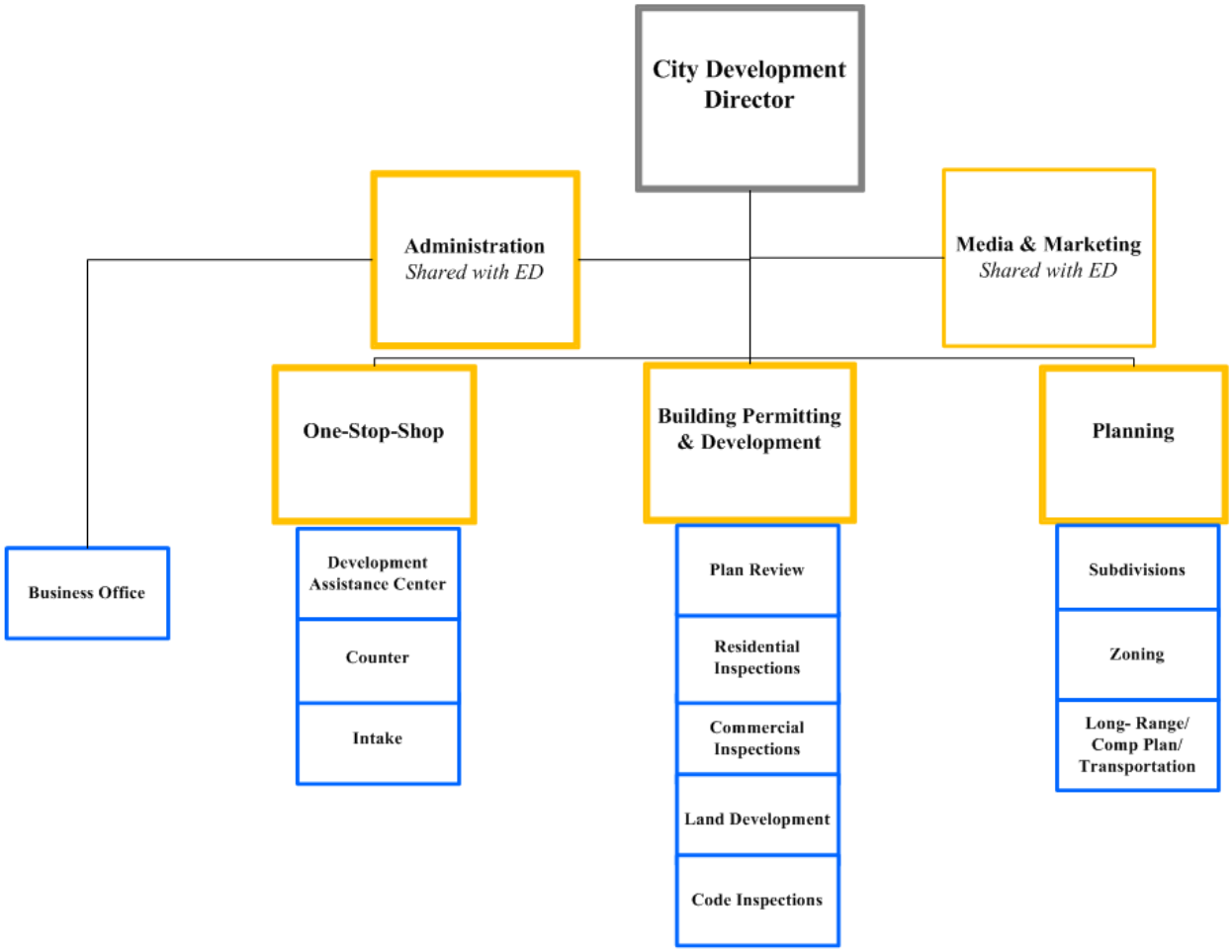
Division Summary

Nonmajor Governmental Funds				
380 Economic Development Project	3,988,652	4,010,451	5,536,661	9,622,770
Economic Development Tax Increment Reinvestment Zone	231,741	188,042	330,816	454,807
Business Center and Administration	173,922	0	0	0
Building & Development Permitting	0	0	0	679,210
Planning Department Grants	334	0	0	0
Economic Development	0	0	405,896	0
Economic Development Administration	584,722	1,155,592	0	0
Economic Development Grants	176,800	(116,800)	0	0
Sub Total	5,156,171	5,237,285	6,273,373	10,756,787

Proprietary Funds				
Planning	0	8,636	0	0
Economic Development	0	8,353	0	0
Sub Total	0	16,989	0	0

All Funds Total	**12,421,033**	**14,404,342**	**16,070,281**	**20,135,234**

CITY DEVELOPMENT & ECONOMIC DEVELOPMENT



City Development Department

The Mission of the City Development Department is to provide urban planning, building permit, inspection, licensing, and economic development services to the greater El Paso community so they can live in a safe, healthy, vibrant, and prosperous environment.

BUDGET HIGHLIGHTS

The City Development Department approached this budget process mindful of General Fund revenue constraints and city-wide obligations. While the department adopted a budgetary increase over FY2014, we made a genuine effort to sensibly manage the ever increasing cost of salaries, health care, pension, and additional factors both within and outside of our direct control. We reduced attrition levels to fund department-wide vacancies:

- The One-Stop-Shop funded support staff to decrease wait times in-person and on the phone.
- Building Permit & Inspections is funded to staff Inspector positions to achieve their strategic goal of providing 24 hour turnaround time on inspections as well as meeting ISO targets for health and safety.
- Planning adopted a budget which will staff core functions to allow for a manageable caseload, quicker turnaround times and more opportunity to interact with citizens on a case-by case basis.

In total, we adopted a General Fund revenue increase of over $1M, driven primarily by an increase in commercial activity and proposed Subdivision review and inspection fee change which will allow us to recoup up to half of the true cost of providing service.

General fund expenditure variances are driven by Personal Services costs, particularly the hiring of key Building and Electrical Inspector positions which have a direct impact on health & safety and One-Stop/ Planning positions which impact customer service. We have offset some of this overage by deleting the Transportation Planning role and reassigning staff to core Planning functions. Those major drivers along with increases for compression adjustments, healthcare, pension, and other factors are outlined in detail under Significant Changes.

The mission of the Economic Development department is to improve the economic opportunities and quality of life for all residents of our region. We will do so by: Expanding and diversifying the local tax base, creating quality job opportunities for all levels of employment, encouraging responsible, diverse growth and development, enhancing El Paso's quality of life as an attractive and desirable place to live, work, play and grow, supporting the growth of existing businesses and fostering entrepreneurship & innovation. Our immediate goal is to achieve the AEDO (Accredited Economic Development Organization) designation: this level of professional excellence will heighten the visibility of our organization in the community and validate our commitment to higher achievement. It is a statement to our community, clients and stakeholders that we take economic development seriously and that we are committed to strategic planning and organizational performance and excellent customer service.

Accordingly, the FY2014 budget adopted funding for currently filled positions as well as the Public Information Officer function which is shared with City Development, a Planner to assist Historic Preservation, and a much needed Sr. Economic Development Specialist to assist with research requests from potential businesses scouting El Paso. We have recently hired a Land & Contract Specialist to assist the Real Estate Manager, as Council dissolved the outside contract mid-year in FY2014.

ISSUE STATEMENTS

Issue 1: CUSTOMER SERVICE

The lack of a consistent application of Best Practices customer service and a defined customer service culture, if not addressed, will result in:

- Increased customer dissatisfaction
- Increased avoidance of the permitting process
- Increased animosity towards government
- Diminished staff availability to solve problems
- Decreased ability to increase the tax base

Issue 2: ECONOMIC DEVELOPMENT ROLE

The lack of agreed-upon roles, strategies and targets for economic development in the region, if not clarified, will result in:

- Continued waste of resources
- Diminished ability to retain or recruit talent and higher paying jobs
- Increased inability to leverage the region's strengths

Issue 3: PERCEPTIONS OF "RED TAPE"

The perception of too much "red tape" and bureaucracy in the development process, if not addressed, will result in:

- Continued misunderstanding of the development process and the purpose of regulations
- Conflicting Council policy direction
- Negative impact on employee morale, resulting in unsatisfactory customer interaction
- Continued adversarial relationships
- Continued perceptions that the City is an impediment to satisfying customer needs and growth of the business environment

Issue 4: GROWTH, DEMAND, AND CAPACITY

The increasing demand, based on population growth and Quality of Life bonds, for inspections, plan review, and licensing, combined with persistent but unpredictable demand and static staffing levels, if not addressed, will continue to result in:

- Increased customer wait times at multiple points throughout the year
- Potential loss to customer of project funding or tax incentives
- Project delays that increase costs for customers
- Customer dissatisfaction
- Development projects that are potentially abandoned

Issue 5: TECHNOLOGY INEFFICIENCIES

The continued lack of critical supportive technology, specifically EDR (Electronic Document Review) will, if not addressed, continue to result in:

- wait times (multiple plans split and distributed to various disciplines)
- Increased customer Inefficient paper-based workload distribution system, which leads to increased customer wait times for plan reviews
- Inability to provide customers access to plan review status in real time
- Inability to meet customer expectations for e-commerce and e-government
- Inability to provide staff trained in newest plan review technologies and methods to meet customer demands

Issue 6: LACK OF A RECOGNIZABLE "EL PASO" BRAND

The continued lack of an El Paso brand, both within the community and the development profession will if not addressed, continue to result in:

- Lack of competitive advantage
- Diminished retention and attraction of talent
- Decreased tourism
- Diminished ability to retain or recruit higher paying jobs
- Increased tax dollars to combat negative perceptions, news, and images

Issue 7: IMPACT OF EL PASO'S 'BUILT' ENVIRONMENT

The inability of the region to link Economic Development strategy to a higher quality and sustainable 'built' environment will, if not addressed, result in :

- Lost economic opportunity
- Perpetuation of suburban sprawl
- Decreased tax base
- Decreased attraction of a talented workforce
- Decreased attraction of retirees
- Lack of competitive advantage

Issue 8: LACK OF CITY-WIDE COMPLAINT TRACKING AND MANAGEMENT

The lack of a City-wide policy and consistently applied set of procedures for tracking and addressing complaints from the public will, if not addressed, result in

- Inconsistent responses to customers
- Duplication of efforts
- Poor follow-up and unresolved complaints
- Friction between departments and elected officials

STRATEGIC RESULTS

Strategic Result 1

By 2014, city of El Paso development customers will experience a One-Stop-Shop that is the model for the state of Texas, as evidenced by:

- 90% of residential plans reviewed within 5 business days
- 80% of commercial plans reviewed within 15 business days
- 90% of commercial plans reviewed within 15 business days by 2015
- 90% of customized plan review projects reviewed within 8 business days
- 98% of residential and commercial inspections completed within 24 hours of request
- 90% of customer wait times in the one-stop-shop are 10 minutes or less
- 100% of plats have an action taken by the City Planning Commission within 30 days of submittal, where a 30 day waiver was not requested
- 75% of residential and commercial plans reviewed are (rti) ready to issue upon first review
- 90% of land development applications are reviewed within two weeks
- 95% of customers rating all survey interaction measures at “good” or “very good”.
- 95% of secret shoppers rating all survey interaction measures at “good” or “very good”.
- By October 1, 2014, electronic document review (EDR) is fully deployed throughout city departments for all development application types.
- By December 31, 2013, City Development responds to periods of peak demand by implementing a flexible staffing model that includes the ability to outsource for all plan review and inspection activities.

Strategic Result 2

By December 31, 2013 City Development have in place a “state of the field” demand- based service delivery model as evidenced by:

- An immediately available, pre-qualified contract pool of plan reviewers and inspectors.
- No performance measure will drop by more than 10% during any peak activity period*.
- Ability to immediately contract third party plan review and inspection services.
- A completed fee study.
- By December 2014, ___% of the cost of development services will be covered by development fees.(Need direction)

*Peak activities defined by demand that exceeds the previous year mean level by 30% or more

Strategic Result 3

By 2017, City Development will collaborate with the City's public/private sector partners to develop and implement a regional strategic Economic Development plan that achieves the following goals as evidenced by the following performance metrics (TBD) and data:

- Low unemployment
- Higher paying jobs
- Green jobs and businesses
- Business start-ups including locally owned businesses
- A vibrant urban core
- Redevelopment of underutilized assets
- A culture of wealth creation
- Recognizable image

Strategic Result 4

By 2022, the City's Plan El Paso shall be implemented as evidenced by:

- % annual milestones achieved

DEPARTMENT ORGANIZATION

1. **ADMINISTRATIVE DIVISION**
   - 1.1 Office of the Director
   - 1.2 Grant Administration
   - 1.3 Finance Program
   - 1.4 Human Resources

2. **ONE-STOP-SHOP DIVISION**
   - 2.1 One-Stop-Shop

3. **ECONOMIC DEVELOPMENT DIVISION**
   - 3.1 Historical Preservation
   - 3.2 Redevelopment and New City Centers
   - 3.3 Economic Growth
   - 3.4 Internal Sustainability
   - 3.5 Community Sustainability
   - 3.6 Real Estate
   - 3.7 International Affairs and Trade Development

4. **MARKETING AND OUTREACH DIVISION**
   - 4.1 Marketing and Outreach

5. **PLANNING DIVISION**
   - 5.1 Zoning
   - 5.2 Subdivision
   - 5.3 Smart Code
   - 5.4 Comprehensive Plan

6. **BUILDING AND DEVELOPMENT PERMITTING DIVISION**
   - 6.1 Building and Development Permitting

SIGNIFICANT CHANGES

General Fund

Revenue Changes	Dollars
Increased Revenue for reimbursed expenditures, Subdivision Fees, Mechanical Permits, Electrical Permits, Etc. Decreases in Residential Building permits and roofing permits.	$1,084,318

Expenditure Changes	Dollars
Personal Services	
Funding for a Economic Development Director, 4 New Economic Development positions and funding for existing positions held for Attrition in FY2014.	$974,239
Contractual Services	
Reduction in Appraisal Services, and outside contracts	($68,052)
Removal of Building Lease Budget	($14,420)
Materials and Supplies	
Increase computer equipment for efficient plan reviews and movement from the practice of paper copy review of plans to digital reviews.	$20,370
Operating Expenditures	
Reduction in seminars and continuing education	($29,083)
Increase in the travel budget to promote Economic growth for the city.	$61,300
Non-Operating Expenditures	
Community Service budget project budget has been eliminated-Borderplex	($100,000)

Non General Fund

Revenue Changes	Dollars
Increase from El Paso Electric Proceeds to fund the Impact Fund.	$653,889
Decreased proceeds from the sale of land.	($2,323,987)
Increase in Transfers from the General Fund to cover Chapter 380 Agreements (economic development agreements)	$3,678,998

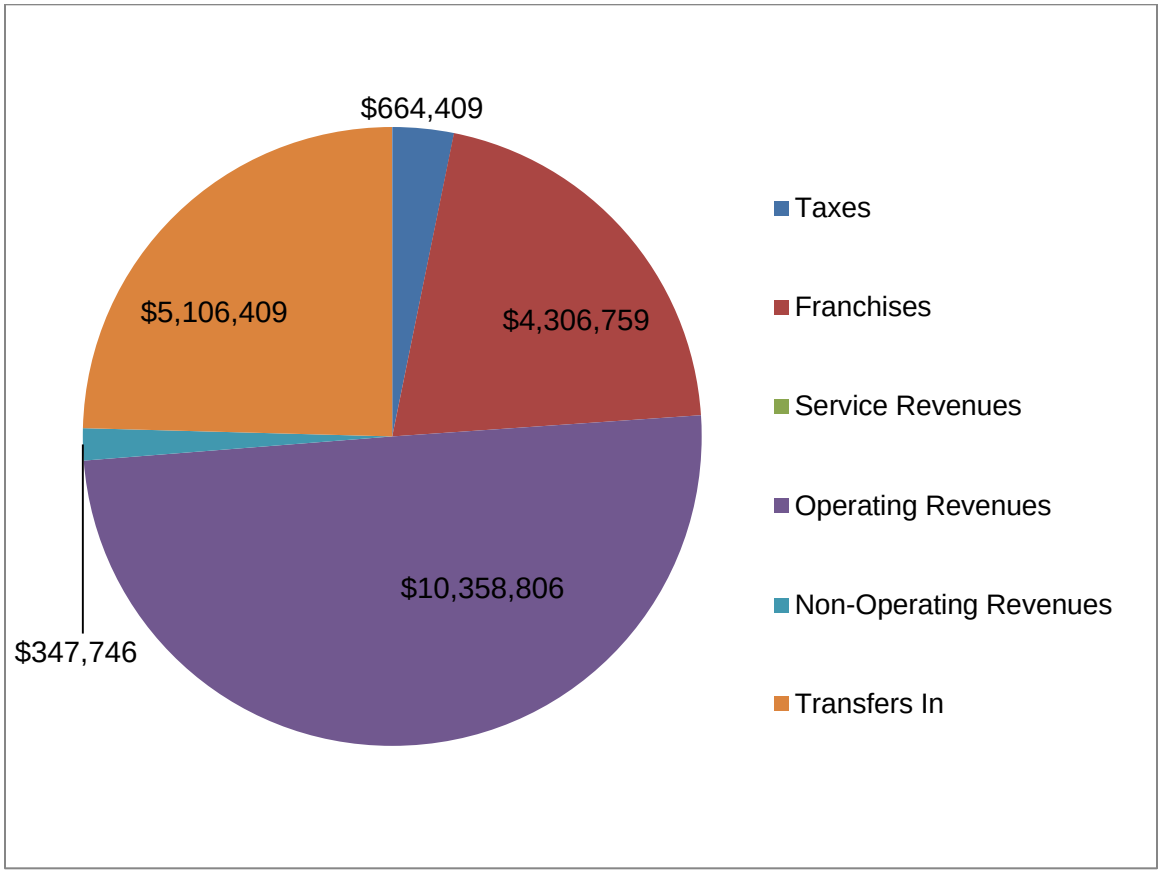
Expenditure Changes	Dollars
Personal Services	
11 Building Inspectors paid for by the Environmental Fee moving to City Development Sustainability Program moved to General Services.	$340,827
Contractual Services	
Increased Property Tax Rebate costs related to Chapter 380 Agreements	$3,022,828
Increased Consulting Services	$419,516

Non General Fund (Cont.)

Expenditure Changes (Cont.)	Dollars
Increased Chapter 380 Agreement Sales Tax Rebates	$496,117
Materials and Supplies	
Increased gasoline cost to cover the building inspectors funded from Environmental Fee	$39,750
Operating Expenditures	
Reductions in travel, seminars and professional licenses. Increase to cover cellphones	($14,350)
Non-Operating Expenditures	
Increase in community Service Projects- Chapter 380 Agreements	$124,762

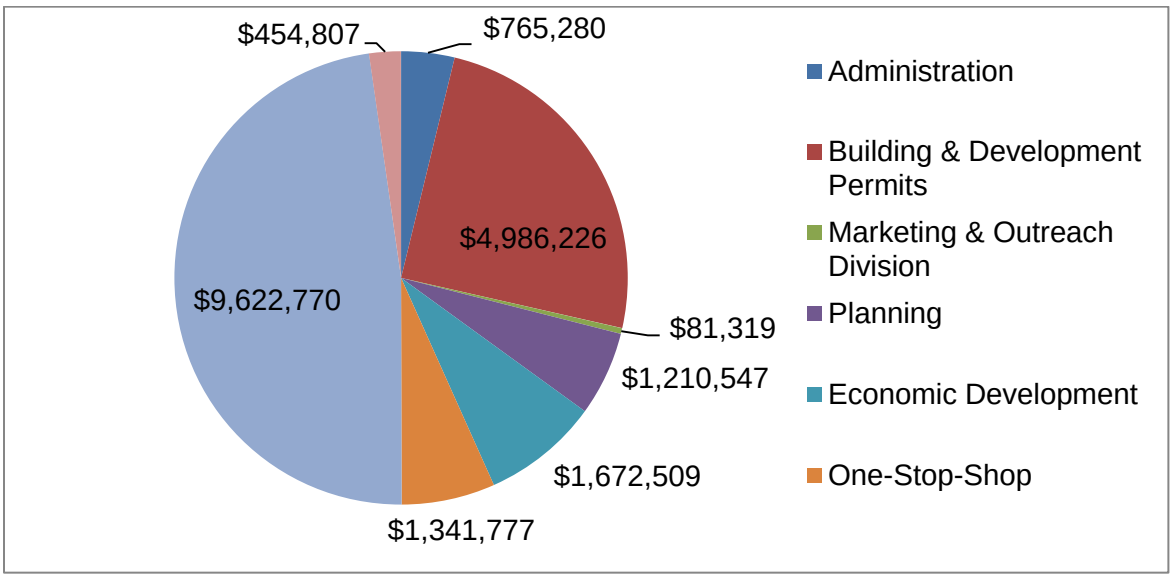
REVENUE BY CATEGORY

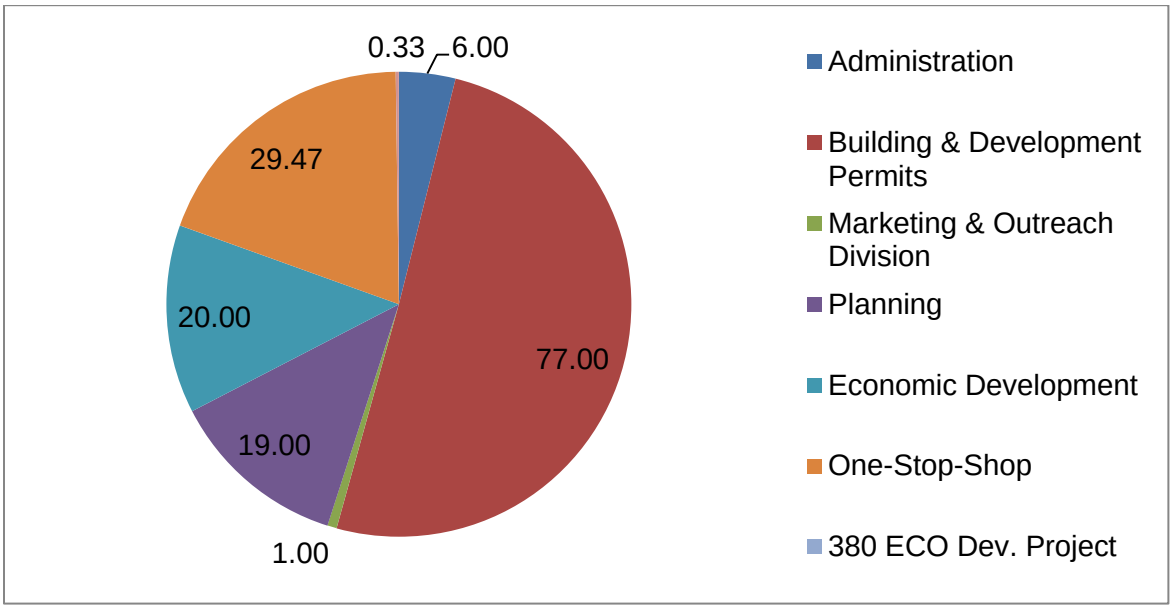
Taxes	$664,409
Franchises	$4,306,759
Operating Revenues	$10,358,806
Non-Operating Revenues	$347,746
Transfers In	$5,106,409
Grand Total	**$20,784,129**



EXPENDITURES AND FULL-TIME-EQUIVALENT POSITIONS

Division	Total	FTE
Administration	$ 765,280	6.00
Building & Development Permits	$ 4,986,226	77.00
Marketing & Outreach Division	$ 81,319	1.00
Planning	$ 1,210,547	19.00
Economic Development	$ 1,672,509	20.00
One-Stop-Shop	$ 1,341,777	29.47
380 ECO Dev. Project	$ 9,622,770	
Eco Development TIRZ	$ 454,807	0.33
Grand Total	**$ 20,135,234**	**152.80**





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/$765,280

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.

Family of Measures		FY 2013 Actual	FY14 Projected	FY 2015 Target
Result	Percent of City Official inquiry responses provided	N/A	100%	100%
Result	Percent of City Official inquiry responses provided within 24 hours*	N/A	+/- 80%	+/-85%
Output	Number of City Official inquiry responses provided	N/A	+/- 15	+/-20
Demand	Number of City Official inquiry responses anticipated to be requested	N/A	+/- 15	+/-15
Efficiency	Administrative Division expenditure per dollar department expenditure	N/A	4%	4%

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

PROGRAM/COST: Grant Administration/$0

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.

Family of Measures		FY 2013 Actual	FY14 Projected	FY 2015 Target
Result	Percent of grant funds expended**	100%	0%	0%
Result	Percent of grant applications approved	100%	0%	0%
Output	Dollar amount of grant funds managed	$1,015,000	$0	$0
Demand	Dollar amount of grant funds anticipated to be managed	$1,015,000	$0	$0
Efficiency	Program expenditures per amount of grants funds managed	N/A	$0	<.06

* No new dollars anticipated or received

PROGRAM: Finance/$0

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.

Family of Measures		FY 2013 Actual	FY14 Projected	FY 2015 Target
Result	Percent of reports and information submitted by deadline	95%	100%	100%
Result	Percent of vendor invoices paid within 30 days	98%	+/- 90%	100%
Result	Percent of dollars locally awarded when a local option is available	N/A*	N/A	95%
Demand	Number of vendor invoices anticipated to be paid	N/A*	1035	1100
Efficiency	Program expenditures per Department budget**	N/A	<.06	<.06

*Not currently being tracked.

PROGRAM: Human Resources/$0

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

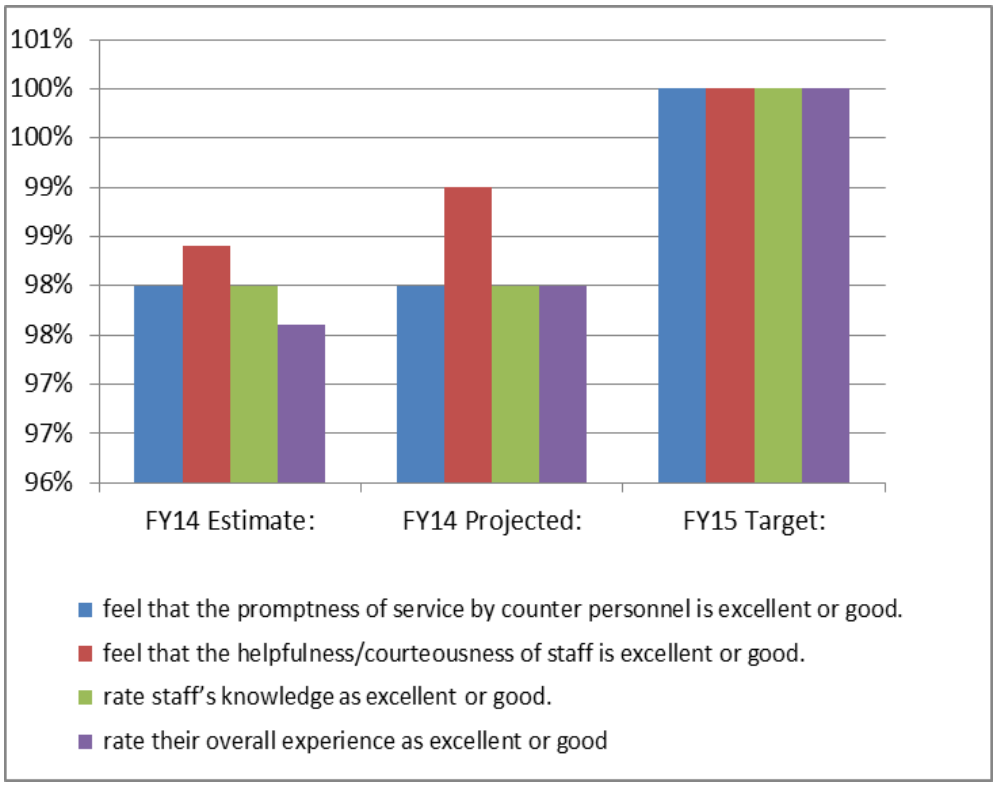
Family of Measures		FY 2013 Actual	FY14 Projected	FY 2015 Target
Result	Percent of positions filled within 60 days for GS positions*	N/A*	N/A	60%
Result	Percent of positions filled within 90 days for PM and EX positions*	N/A*	100%	80%
Result	Percent of positions filled within days of a certified list*	N/A*	100%	90%*
Demand	Number of new hires anticipated to be processed	Pending	8	10

*Not tracked, unsure of baseline. Out of department's direct control. Limited data- vacancies held.

DIVISION: ONE-STOP-SHOP

The purpose of the One-Stop-Shop division 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.

KEY RESULT:
95% of customers rate all survey interaction measures at "good" or "excellent"



Why is this measure important? The One-Stop-Shop customer service model is aligned with a Federal Executive Order stating: The public deserves competent, efficient, and responsive service from government. Departments and agencies must continuously evaluate their performance in meeting this standard and work towards improvement. The effort to "put people first" has become an ongoing goal among everyone charged with the responsibility to provide services directly to the public by identifying their needs and concerns. As a City, it is imperative that, as a whole, we exceed service expectations of the public. These services, which include plan review, permitting, inspections, incentive options, licensing, and code compliance information are specifically targeted areas of the One Stop Shop.
By incorporating best practices and eliminating the worst of private entities, we as a City have better streamlined our service delivery to be more efficient and have become successful at better serving the public.

What do the numbers tell us about how we are delivering the service to citizens? This survey is provided to every customer immediately following intake, counter review, DAC interaction, and/or business center transactions. It allows us to evaluate customer/ staff relations and modify service delivery as necessary.

PROGRAM/COST: One-Stop-Shop/$1,341,777

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.

Family of Measures		FY 2013 Actual	FY14 Projected	FY 2015 Target
Result	Percent of customers rate all survey interaction measures at “good or “very good”	98%	97.6%	98%
Result	Percent of “secret shoppers” rate all survey interaction measures at “good” or “very good”	100%	N/A	98%
Output	Number of Case Manager assignments provided***	New	New	New
Demand	Number of Pre-Application/Pre-Development Consultations expected to be requested	91	(+/-) 120	120
Demand	Number of customer interactions expected	38,663	****50,048	50,000

*Department started measuring customer satisfaction in February 2013 via survey
** Department did not commence secret shopper program until summer of FY13.
Pending new secret shoppers data in FY14- dependent on community participation.
***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.

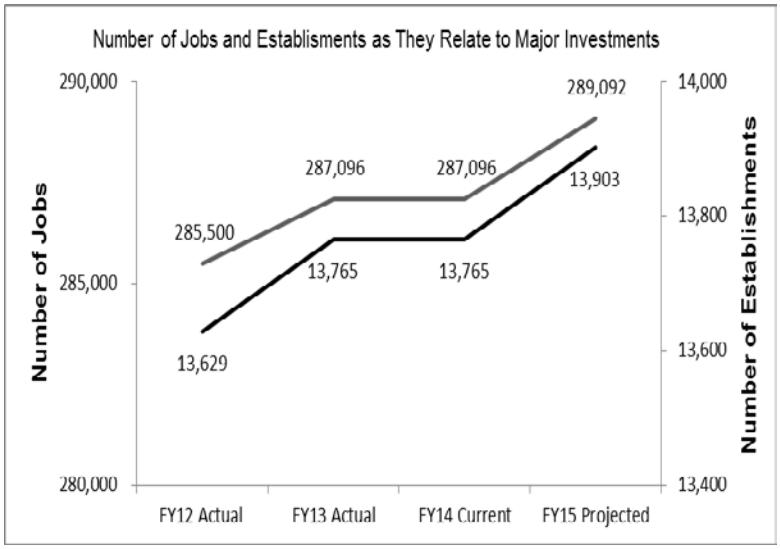
DIVISION: ECONOMIC DEVELOPMENT

The purpose of the Economic Development Division is to provide business development, redevelopment and advocacy services to the El Paso Regional and International Community so they can create jobs, increase the local tax base and create new and expand existing businesses.

Key Result:
Increase in number of jobs and establishments as they relate to major investments

Why is this measure important?

This measure is important because it informs us if a major investment (e.g. a business expansion, hotel development, commercial/office/industrial expansion, etc.) has had a positive effect on local economic growth; can be used to examine growth in specific industry sectors as well.



What do the numbers tell us about how we are delivering the service to citizens?

When major investments are made (i.e. company constructing a multi-million dollar building and creating more than 100 jobs +) other types of businesses can receive temporary and permanent benefits. For establishments these benefits translate as new business opportunities and market expansion. For job seekers this means more employment opportunities and dollars earned

PROGRAM/COST: Historic Preservation/$87,392

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.

Family of Measures		FY 2013 Actual	FY14 Projected	FY 2015 Target
Result	Number loss by demolition of designated properties	1	0	0
Output	Number of historic properties that are renovated to design guidelines and standards	200	190	250
Output	Number of applications processed	215	250	300
Demand	Number of Historic Preservation Public Education Sessions expected to be required or expected	8	6	10
Demand	Number of applications expected to be received	250	270	300

PROGRAM/COST: Redevelopment and New City Centers/$405,654

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.

Family of Measures		FY 2013 Actual	FY14 Projected	FY 2015 Target
Result	Percent of development projects resulting in subsequent private investments with at least equal value within 3 years	New	New	New
Result	Dollar increase in the tax base for contiguous properties over 3 years following project completion	New	New	New
Result	Dollar amount of incentives provided	New	$0	New
Demand	Number of Historic Preservation Public Education Sessions expected to be required or expected	New	6	12
Efficiency	Program expenditure per Development Incentive Agreement Provided	New	$0	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: Real Estate Services/$266,357

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.

Family of Measures		FY 2013 Actual	FY14 Projected	FY 2015 Target
Result	Dollar Amount of revenue generated by the sale of City Surplus properties	$0	$0	$5,000,000
Result	Percent of leases that are compliant with City of El Paso policies and Council Decisions*	N/A	100%	100%
Result	Percent of surplus properties sold or leased which meet the City's development goals**	N/A	N/A	100%
Result	Ratio ($) program expenditures to real estate revenues generated	N/A	N/A	$1/$10
Efficiency	Program expenditures per City property managed	N/A	$48.78	$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/2525 updated 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/$10,734,549

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/$256,135

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)

Family of Measures		FY 2013 Actual	FY14 Projected	FY 2015 Target
Result	Number of job increases achieved (Economic Growth)	1,380	1,500	1,575
Result	Number of new business established (EG)	13,560	13,745 (2012)	14,432
Result	Ratio of median county wages to average median wage of last 3 years (EG)	Median $12.86 Average $17.76	Median $12.25 Average $16.92	Median $13.00 Average $18.00
Result	Number of existing business which either increase their facilities or grow their workforce (EG)	1	3	3
Result	Dollar amount of incentives provided	$2.0 million	$3,248,584	$3.0 million
Demand	Number of manufacturing related jobs in El Paso & Juarez (both)	El Paso – 18,180 Juarez – 215,612	El Paso- 17,400 Juarez- 237,677	El Paso – 18,000 Juarez – 213,478
Result	Dollar amount of Capital Investment generated by EB5** (IA&TD)	0	0	>0
Result	Number of Jobs created by EB5** (IA&TD)	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

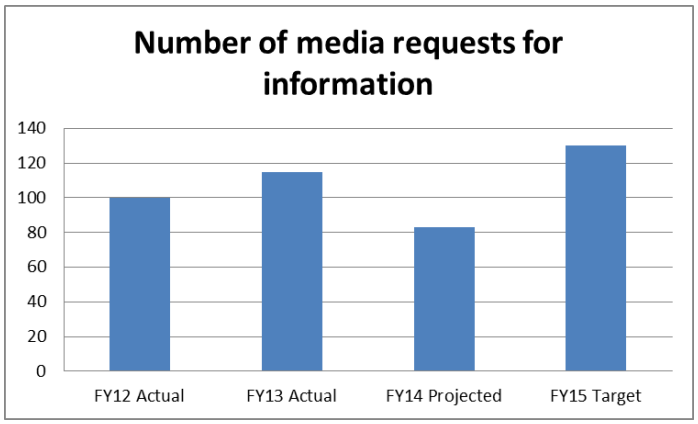
DIVISION: MARKETING AND OUTREACH

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

Key Result:
Number of media requests for information

Why is This Measure Important?
It ties communication program metrics to the department's key initiatives by showing the value of campaigns and demonstrating the trends of a company as viewed by the media and community we serve.

What Do These Numbers Tell Us?
These numbers tell us if we are interacting with the media and whether the message of the City's growth is being presented to citizens.



PROGRAM/COST: Marketing and Outreach/$81,319

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.

Family of Measures		FY 2013 Actual	FY14 Projected	FY 2015 Target
Result	Number of key initiatives where comprehensive messaging campaign is designed, scoped, launched, and fully executed	4	9	10
Result	Number of subscribers, social media followers	500	6,563	10,000
Result	Number of media requests for information	115	83	130
Output	Number of marketing material designs completed	50	51	65
Demand	Number of community outreach meetings expected to be requested or required	12	7	15

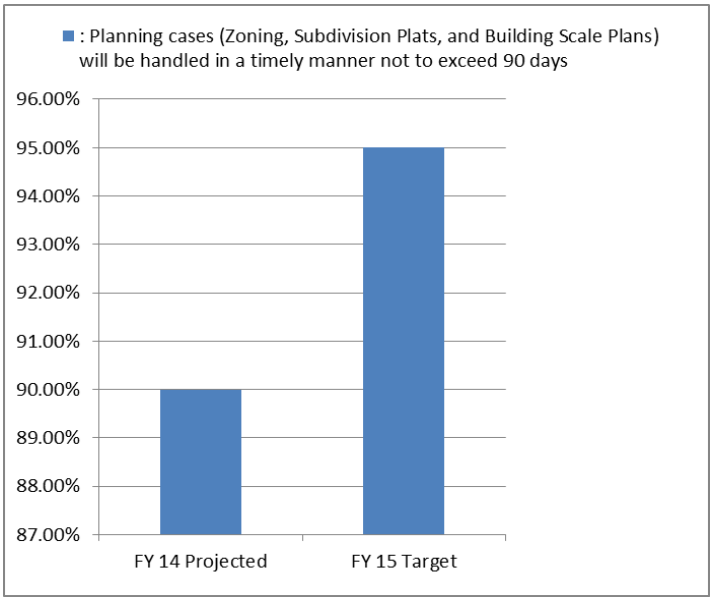
DIVISION: PLANNING

The purpose of the Planning Division is to provide Comprehensive Plan, Zoning, Subdivision & Smart Code services to the greater El Paso community so they can initiate and move forward with projects in an orderly and timely manner consistent with "*Plan El Paso*".

KEY RESULT:
Planning cases (Zoning, Subdivision Plats, and Building Scale Plans) will be handled in a timely manner not to exceed 90 days.

Why is this measure important? It is important that Planning staff be responsive to applicants' requests for land development entitlements and that applications/cases are handled responsibly and as expeditiously as possible.

What do the numbers tell us about how we are delivering the service to citizens? The measure indicates a department that works efficiently and provides the most professional and proactive services as possible.



PROGRAM/COST: Zoning/$391,438

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.

Family of Measures		FY 2013 Actual	FY14 Projected	FY 2015 Target
Result	Percent of detailed site plans that are consistent with Plan El Paso guidelines	100%	100%	100%
Result	Percent of rezoning cases that are consistent with the Future Land Use Map	95%	100%	95%
Output	Number of Zoning cases handled	465	624	700
Output	Number of Pre-Application Consultations conducted	40	55	65
Efficiency	Program expenditure per Zoning case handled*	N/A	N/A	$696

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

PROGRAM/COST: Subdivision/$374,371

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.

Family of Measures		FY 2013 Actual	FY14 Projected	FY 2015 Target
Result	Number of targeted Code Amendments (Sections) that are accepted with recommendations that are consistent	2	2	3
Output	Number of Plat Reviews (all types) completed (this includes land studies)	110	95	120
Output	Number of Platting Determinations/Letters provided	275	248	310
Output	Number of 5 Day Reviews completed	170	144	200
Output	Number of Vacations & Dedications completed	22	8	15
Output	Number of Vesting Reviews completed	75	32	50

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PROGRAM: Smart Code/$0

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.

Family of Measures		FY 2013 Actual	FY14 Projected	FY 2015 Target
Result	Percent of land within the City limits that is zoned “smart code”	2.91%	3.04%	3.25%
Result	Percent of Smart Code Version 10 Section Revisions completed	25%	25%	100%
Output	Number of Smart Code Building Scale Plan Reviews completed	10	9	10
Output	Number of rezoning acres under review	2,190	350	563
Demand	Number of Smart code Building Scale Plan Reviews expected to be requested by private sector PSB	10	15	12

PROGRAM: Comprehensive Plan/$444,738

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”.

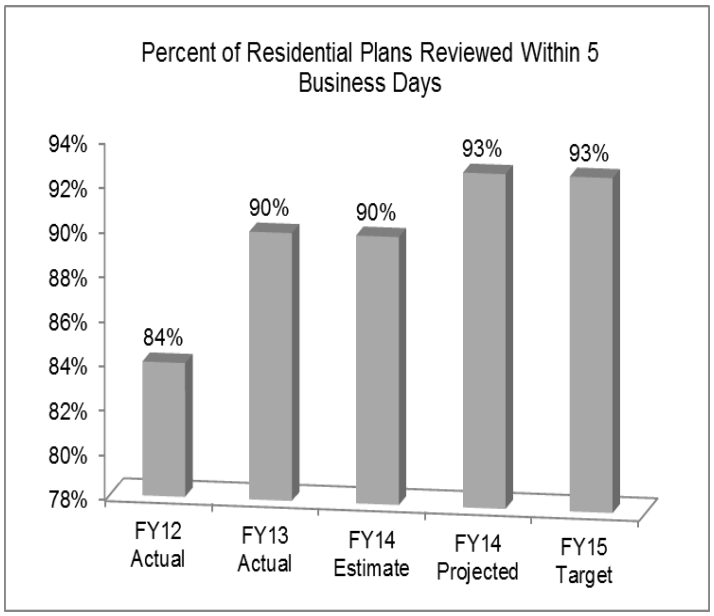
Family of Measures		FY 2013 Actual	FY14 Projected	FY 2015 Target
Result	Percent of Plan El Paso milestones achieved	N/A	N/A	N/A
Output	Number of Comprehensive Plan Reviews and Status Reports provided	N/A	0	2
Output	Number of annual Plan El Paso milestones managed	N/A	N/A	N/A
Demand	Number of Comprehensive 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.

DIVISION: BUILDING AND DEVELOPMENT PERMITTING

The purpose of the Planning Division is to provide Comprehensive Plan, Zoning, initiate and move forward with projects in an orderly and timely manner consistent with "*Plan El Paso*".

Why is this measure important?
This measure directly reflects the department's responsiveness to developers and builders within the city. The actual number of permits issued provides for one economic indicator of construction activity within the city. The percentage of plans reviewed and returned to the respective builder within established time frames provides for a smooth and consistent construction process without delays. In concert with the number of inspections conducted within one day of request also assures that construction activity within the city does not suffer undue delays. The review and inspection process is one that must work in concert with the building industry to support a healthy and cost effective environment for all residents.



What do the numbers tell us about how we are delivering the service to citizens?
The numbers indicate that for this fiscal year we continue to meet the measures established and partner effectively with the building community.

PROGRAM/COST: Building and Development Permitting/$4,986,226

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.

Family of Measures		FY 2013 Actual	FY14 Projected	FY 2015 Target
Output	Number of Permits issued	28,749	29,000	29,000
Output	Number of Inspections provided	65,000	65,000	70,000
Output	Number of Residential Plan Reviews provided	3,000	2,800	2,800
Output	Number of Commercial Plan Reviews provided	1,500	1,700	1,700
Output	Number of Customized Plan Reviews provided	125	100	100

Community and Human Development

Community & Human Development

Mission Statement

Serve as a catalyst for community partnerships, collaboration and change that will revitalize low income neighborhoods, enhance human services, expand housing opportunities and improve the quality of life for low and moderate income persons.

Budget Summary	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Personal Services	2,881,018	2,396,090	2,159,534	2,201,661
Contractual Services	353,887	169,505	243,747	206,095
Materials/Supplies	31,372	19,566	37,746	53,691
Operating Expenditures	824,330	631,719	745,717	548,861
Non-Operating/Intergovt. Exp	8,296,259	8,366,633	6,273,663	6,460,715
Internal Transfers	0	0	0	0
Capital Outlay	7,775,368	2,671,119	4,132,032	3,902,968
Total Appropriation	**20,162,234**	**14,254,632**	**13,592,439**	**13,373,991**

Source of Funds	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government	485,398	331,949	463,234	472,546
Community Development Block Grants	16,521,499	13,319,965	13,129,205	12,901,445
Debt Service	0	0	0	0
Capital Projects	0	0	0	0
Nonmajor Governmental Funds	3,155,337	602,718	0	0
Fiduciary Funds	0	0	0	0
Proprietary Funds	0	0	0	0
Total Funds	**20,162,234**	**14,254,632**	**13,592,439**	**13,373,991**

Positions	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
General Fund	7.00	7.15	5.59	4.70
Non-General Fund	54.78	35.85	34.41	33.30
Total Authorized	**61.78**	**43.00**	**40.00**	**38.00**

Community & Human Development

Division Summary

	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government				
Neighborhood Services Conservation Program	378,522	281,929	412,366	415,366
Relocation Services Gen Fund	106,876	50,020	50,868	57,180
Sub Total	485,398	331,949	463,234	472,546

Community Development Block Grants				
CD Aging Services	0	(6)	0	0
CDBG Capital Projects Renovation	5,630,184	2,901,391	4,255,932	4,111,968
CDBG Home Entitlement Grants	1,859,759	1,631,878	2,234,097	2,263,704
CDBG Revolving Loan Fund	4,226,361	2,449,096	2,400,000	2,340,000
Empowerment Zone Enterprise	362,850	487,374	239,327	352,586
HUD CD Administration	1,390,037	1,163,690	1,339,082	1,253,888
CDBG Social Service Projects	1,326,335	1,151,691	1,008,549	888,758
Federal Social Service Grants	679,807	747,482	784,524	762,858
CDBG Emergency Shelter Grants	365,041	780,592	506,288	566,912
CDBG Special Purpose Grants	635,216	1,990,181	341,186	360,771
Foster Grandparent Advisory	1,911	0	0	0
RSVP Advisory Council Foundation	6,019	4,053	0	0
CD PSB Funded Projects	37,186	0	0	0
CD UDAG Funded Projects	793	12,543	20,220	0
Sub Total	16,521,499	13,319,965	13,129,205	12,901,445

Nonmajor Governmental Funds				
Federal Social Service Grants	69,765	0	0	0
CDBG Social Service Projects	524,800	0	0	0
CDBG Special Purpose Grants	182,960	596,393	0	0
CDBG Revolving Loan Fund	1,784,432	0	0	0
HUD CD Administration	867	0	0	0
CDBG Capital Projects Renovation	592,513	0	0	0
Neighborhood Services Conservation Prog.	0	6,325	0	0
Sub Total	3,155,337	602,718	0	0

All Funds Total	**20,162,234**	**14,254,632**	**13,592,439**	**13,373,991**

Community and Human Development
Significant Changes

General Fund

Expenditure Changes	Dollars
Personal Services	
Reduction in personnel costs due to position changes partially offset by increases pension and health contributions.	($11,034)
Contractual Services	
Increase in outside contracts related to the Neighborhood Summit and planned activities	$12,200
Materials and Supplies	
Slight increases for office supplies and equipment purchases needed for the Neighborhood Summit and planned activities	$1,631
Operating Expenditures	
Increase for continuing education, mileage, and continuing education	$2,775

Non General Fund

Revenue Changes	Dollars
Intergovernmental Revenue	
Reduced funding from federal sources	($206,134)

Expenditure Changes	Dollars
Personal Services	
Overall cost increase mainly attributed to health, pension and compensation and/or position changes costs.	$53,162
Contractual Services	
Implementation of in-house billing; reduced engineering charges due to reduced CDBG funding for facilities.	($53,592)
Materials and Supplies	
Planned FGP small equipment purchases; slight increase supplies	$14,314
Operating Expenditures	
Reduction in the indirect cost rate based on the cost allocation plan	($224,552)
Capital Expenditures	
Decrease in funding for facility projects due to reduced CDBG funds	($229,064)

Community & Human Development

Goals, Objectives & Performance Measures

Function: Foster Grandparents Program
Provide volunteer opportunities to low-income seniors.

Serves Council's Strategic Policy:
To become the most livable city in the United States and be recognized as an international city.

Goal:
To provide volunteer opportunities to low-income seniors, 55 years of age or older through the provision of providing services to children with special or exceptional needs.

Objectives:

1.) In FY 2015, provide 150 low-income seniors the opportunity to provide 123,192 hours of volunteer service in volunteer sites that address compelling community needs.

2.) In FY 2015, provide volunteer opportunities to seniors that provide life enrichment or enhancement as demonstrated by a 90% satisfaction rating based on an annual survey.

3.) In FY 2015, have at least 75% of children assigned to the Foster Grandparents demonstrate improved academic engagement.**

4.) In FY 2015, retain at least 90% of seniors enrolled in the Foster Grandparent Program.

Performance Measures	FY2013 Actual	FY 2014 Projected	FY 2015 Target
Service hours provided by 150 Foster Grandparents*	126,750	123,192	123,192
Achieve a 90% satisfaction rating on the annual volunteer satisfaction survey	94%	90%	90%
75% of children assigned to Foster Grandparents will be promoted to the next appropriate grade level**	83%	83%	80%
90% of volunteers will be retained for one year as indicated by volunteer timesheets	92%	90%	90%

* 123,192 is the amount of service hours that FGP is contracted with the Corporation for National Service, therefore, the projected goal will always be the contracted amount.

** 75% is the minimum base goal required and the percentage will change depending on the nature of the disabilities of the children. Again, the projected percentage goal will always be the contracted amount.

Community & Human Development

Goals, Objectives & Performance Measures

Function: Housing Programs
Increase the stock of affordable housing.

Serves Council's Strategic Policy:

To become the most livable city in the United States and be recognized as an international city.

Goal:
To expand housing opportunities for low and moderate income persons by increasing the stock of decent affordable owner-occupied housing and developing affordable rental housing through a variety of federally funded housing programs.

Objectives:
1. In FY 2015, increase the number of rehabilitated housing units through the Single-Family Owner-Occupied Rehabilitation Program, Minor Repair Program and Residential Sewer Connection Program.
2. In FY 2015, provide a First-Time Homebuyer Assistance Program for low and moderate income homebuyers.
3. In FY 2015, develop affordable housing in the City of El Paso through funding, construction and/or collaboration with non-profit housing agencies and developers.

Performance Measures	FY2013 Actual	FY 2014 Projected	FY 2015 Target
Owner-occupied housing units rehabilitated/ re-constructed	47	40	47
First-time homebuyers assisted	29	30	27
Affordable rental housing units	30	35	14

Community & Human Development

Goals, Objectives & Performance Measures

Function: Administration

Provide oversight and management of federal funds to benefit low to moderate income persons.

Serves Council's Strategic Policy:

To become the most livable city in the United States and be recognized as an international city.

Goal:

Provide low and moderate income persons residing in the City of El Paso with infrastructure, housing and public service opportunities to improve their living conditions.

Objectives:

1.) In FY 2015, complete a minimum of 14 public capital improvement projects.

2.) In FY 2015, utilize Federal Emergency Solutions Grant funds to effectively prevent homelessness and to assist emergency shelters.

3.) In FY 2015, provide low and moderate income individuals with public services such as children and youth support services; elderly and person with disabilities services; mental and medical health services; and homeless, emergency shelter and housing services.

Performance Measures	FY2013 Actual	FY 2014 Projected	FY 2015 Target
Projects completed	13	14	14
Cost of providing shelter/number of families-individuals housed*	$664,705/ 6,172	$506,288/ 3,625	$566,288/ 3,404
Cost of providing public services/number of low and moderate income individuals served	$1,364,738/ 10,939	$1,166,750/ 8,159	$1,074,900/ 6,573

Community & Human Development

Goals, Objectives & Performance Measures

Function: Retired and Senior Volunteer Program

Provide enrichment for older adults through community service opportunities.

Serves Council's Strategic Policy:

To become the most livable city in the United States and be recognized as an international city.

Goal:

Provide enrichment for older adults through significant community service work.

Objectives:

1.) In FY 2015, provide a minimum of 50,000 volunteer service hours in the El Paso community based on new grant requirements set by the Corporation for National and Community Services.

2.) In FY 2015, develop new volunteer stations that meet the requirements of the Corporation for National and Community Service (CNCS). A minimum of 2 volunteer stations will be developed.

3.) In FY 2015, maintain at least 30 volunteer stations that serve the needs in El Paso community in areas such as law enforcement, food banks, thrift stores, hospice, companionship, wildlife, land and vegetation, school districts, diabetics awareness, and other human needs. This is based on new grant mandates set by the CNCS.

4.) In FY 2015, maintain a minimum of 500 volunteers in the Retired and Senior Volunteer Program (RSVP). This is based on new grant requirements set by the Corporation for National and Community Services.

5.) In FY 2015, maintain a 90% overall program approval rating.

Performance Measures	FY2013 Actual	FY 2014 Projected	FY 2015 Target
Volunteer services hours	200,000	190,000	50,000
New volunteer stations	2	2	2
Volunteer stations in county of El Paso	83	75	30
Number of RSVP volunteers	1,300	1,120	500
Overall program approval rating	90%	90%	90%

Community & Human Development

Goals, Objectives & Performance Measures

Function: Neighborhood Services Program
Assist residents to actively engage in improving and preserving their neighborhoods.

Serves Council's Strategic Policy:
To facilitate opportunities for citizens to be involved in local government.

Goal:
Develop programs that address the physical, economic, and social well-being of residents and neighborhoods throughout the City of El Paso.

Objectives:

1) In FY 2015, implement QOL Bond Funded Neighborhood Improvement Program.

2) In FY 2015, maintain/increase the number of neighborhood associations by focusing on programs, services and outreach to encourage participation.

3) In FY 2015, successfully enroll and graduate participants from the Neighborhood Leadership Academy.

4) In FY 2015, mentor graduates of the Leadership Academy for the purpose of establishing new neighborhood associations and participation in boards and commissions.

5) In FY 2015, host a Neighborhood Summit to promote services and opportunities available to residents and neighborhood associations.

6) In FY 2015, award successful Community Solutions grants with grantees meeting or exceeding 90% of their contracted performance measures.

7) Substantial completion of construction of 12 affordable units achieved (St. Anne's)

8) Successfully close out HUD Neighborhood Stabilization Program (NSP)

Performance Measures	Actual FY 2013	Estimated FY 2014	Projected FY 2015
NIP applications received/ % of available funds approved for projects	N/A	41/83%	40/90%
Number of newly recognized neighborhood associations	6	4	5
Number of individuals enrolled/graduated from the Neighborhood Leadership Academy	68/43	62/43	65/45
Percent of graduates appointed to a board/commission	8.0%	8.0%	8.0%
Number of vendors/residents in attendance at the Neighborhood Summit	27/115	25/120	25/125
Percent of contracted performance measure being met or exceeded	N/A	85%	90%
Substantial completion of St. Anne's Affordable housing units	N/A	N/A	Achieved
HUD approved closure of NSP program	N/A	1 (TDHCA)	1 (HUD)

Community & Human Development

Goals, Objectives & Performance Measures

Function: Empowerment Zone Program
Provide economic opportunities for Empowerment Zone (EZ) residents.

Serves Council's Strategic Policy:
To become the most livable city in the United States and be recognized as an international city.

Goal:
Produce economic opportunity programming, in line with the community designed strategic plan, to assist in the revitalization of the designated El Paso Empowerment Zone.

Objectives:
In FY 2014, assist businesses to establish or expand within the El Paso Empowerment Zone with small business loans.

Performance Measures	FY2013 Actual	FY 2014 Projected	FY 2015 Target
EZ residents placed in jobs (or assisted in retaining a job)	888	NA*	NA*
EZ residents placed in job training programs	20	NA*	NA*
EZ businesses receiving technical assistance	180	NA*	NA*
Application prospect contacts	110	226	225
Applications received	10	7	10
New loans issued (#/$)	2/$344,729	1/$112,500	5/$1M
Number of jobs created/retained	53	53	80
Loan portfolio size (#/outstanding principal$)	74/$2.4M	59/$1.8M	64/$2.8M
Loan servicing contacts	122	211	150

Notes:

*For FY 2014 and thereafter activity is limited to the EZ small business loan program as funded by RLF program income per closeout by HUD.

Destination El Paso

Destination El Paso

Mission Statement

The mission of Destination El Paso is to provide convention, tourism, venue and event management services to visitors, clients, and the greater El Paso community so they can enjoy a pleasurable experience that enhances quality of life and generates economic growth.

Budget Summary	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Personal Services	65,194	55,814	92,120	89,244
Contractual Services	8,359,654	10,228,482	8,434,146	9,253,626
Materials/Supplies	9,460	8,047	12,050	9,308
Operating Expenditures	728,802	653,002	780,400	813,662
Non-Operating/Intergovt. Exp	0	0	0	0
Internal Transfers	2,364,511	2,345,170	3,412,065	3,447,477
Capital Outlay	130,244	1,399,472	0	0
Total Appropriation	**11,657,865**	**14,689,987**	**12,730,781**	**13,613,317**

Source of Funds	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government	0	0	0	0
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	2,494,755	3,744,642	3,225,000	3,237,875
Nonmajor Governmental Funds	9,163,110	10,945,345	9,505,781	10,375,442
Fiduciary Funds	0	0	0	0
Proprietary Funds	0	0	0	0
Total Funds	**11,657,865**	**14,689,987**	**12,730,781**	**13,613,317**

Positions	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
Non-General Fund	0.20	1.19	1.00	0.00
Total Authorized	**0.20**	**1.19**	**1.00**	**0.00**

Destination El Paso

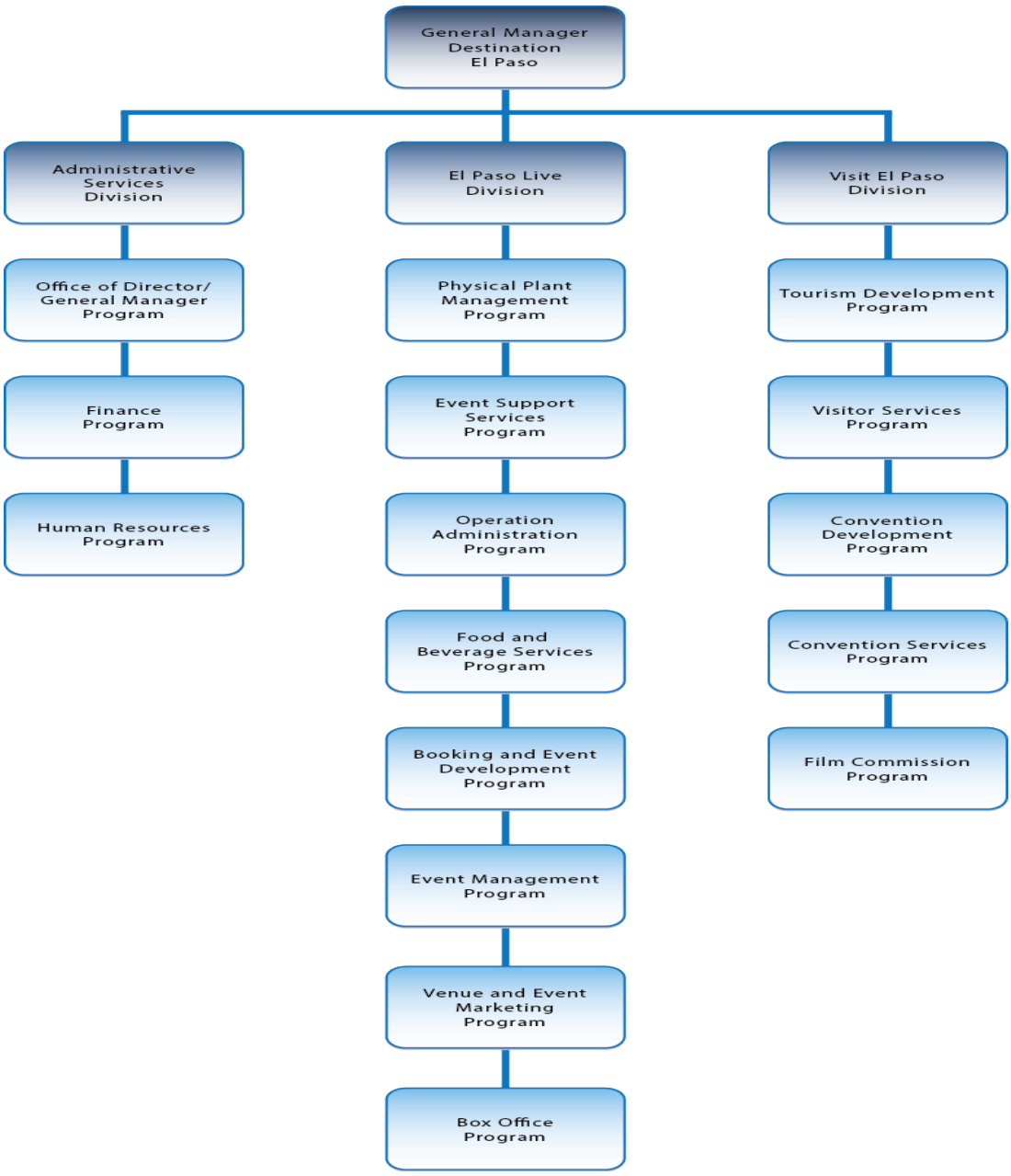
Division Summary

	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Capital Projects				
Performing Arts Center Rolling	2,494,755	3,744,642	3,225,000	3,237,875
Sub Total	2,494,755	3,744,642	3,225,000	3,237,875

Nonmajor Governmental Funds				
El Paso Live	6,089,612	7,625,439	6,259,151	6,000,730
Visit El Paso	3,073,498	3,319,906	3,246,630	3,246,630
Administrative Division	0	0	0	1,128,082
Sub Total	9,163,110	10,945,345	9,505,781	10,375,442

All Funds Total	**11,657,865**	**14,689,987**	**12,730,781**	**13,613,317**

Destination El Paso



DEPARTMENT MISSION

The mission of Destination El Paso is to provide convention, tourism, venue and event management services to visitors, clients, and the greater El Paso community so they can enjoy a pleasurable experience that enhances quality of life and generates economic growth.

BUDGET HIGHLIGHTS

Fiscal Year 2014 began with our new umbrella brand, Destination El Paso, with its two branded operating divisions, Visit El Paso and El Paso Live. Destination El Paso continues to operate with an allotment of HOT funding and revenue generated from operations.

Visit El Paso provides destination marketing services to visitors, industry professionals and the greater El Paso community. Despite the continued challenges that face the tourism industry today, we continue to advance our efforts to project a positive image for our city and attract a diverse base of tourists both leisure and business to our area. Our Tourism Development program continues to celebrate great results from our digital, social media and online marketing. Our FY2013 redesigned websites continue to grow. Advertising efforts in Northern Mexico continue to reap benefits. Our Convention Development program provides hospitality industry sales services to meeting planners, organization executive directors, presidents, boards and/or committees. Our presence was visible during 2014 Conference USA Men's & Women's Basketball Championships which had roughly 88,300 attendees, over 3,500 visitors and utilized 3,300 room nights. We continue to see Hotel Occupancy Tax (HOT) Revenue remain steady and healthy. Our team along with our extended community partners continues to align and present El Paso as a viable business and leisure travel destination.

Our other division, El Paso Live, provides venue management and event development services to patrons, event organizers and the greater El Paso community. Our venue management and oversight include the following: Judson Williams Convention Center, Abraham Chavez Theatre, The Plaza Theatre McKelligon Canyon Pavilion & Amphitheatre, two parking garages, In-house Food & Beverage and our primary Box Office. We take great pride in the operation and management of the facilities which fall under our footprint and strive to operate in the most efficient manner. Our Booking and Development program continues to grow contract services and provide event development. Our sales team continues to bring quality entertainment to the community such as; 8 performances of Jersey Boys, part of our very successful Broadway Series, George Lopez, Jerry Seinfeld, Queens of the Stone Age, the STEM Conference hosted over 5,000 local students, just to name a few. Alfresco Friday's remain as popular as ever to the community. We have added a mobile kitchen to our outside plaza to better serve any of our outdoor events. We anticipate exceeding our estimated revenue goal of $4,500,000 while remaining within our operating budget.

In FY2015, Destination El Paso has increased its revenue projection from $4,500,000 to $4,600,000 an increase of 2%, while our allotment of HOT funding remained the same as

FY2014. However, we anticipate HOT revenue collected for FY2014 and FY2015 to exceed budget. We will host the United States Bowling Congress 2015 Open Championships (USBC) to be held from February 28 thru July 12, 2015 and project 48,000 participants, plus guests, from all 50 states with a total projected attendance of 69,600. Although beneficial to the community, USBC will impact our operations by taking the Judson Williams Convention Center off-line; 62 lanes will be built in the Center. We intend to apply to the State of Texas Trust Fund (ETF) program to recoup some direct expenditure related to USBC. At this time, we estimate $750,000 to qualify for ETF reimbursement. We will also add Cohen Stadium to our management footprint and look forward to reestablishing the marketability of this venue.

ISSUE STATEMENTS

Issue 1

Ongoing local negative impressions and misinformation coupled with a lack of fundamental pride in the community, unless addressed, will result in:

- Negative economic impacts
- Negative perceptions of our community (internal & external)
- Inability to recruit professionals and specialists
- Loss of business attraction and retention
- Lack of appeal to retirees
- Loss of convention and tourism activity

Issue 2

The increasingly competitive nature of other destinations combined with the lack of quality amenities, hospitality services and first rate attractions if not addressed will continue to result in:

- Reduced effectiveness of marketing efforts, regionally, nationally and internationally.
- Decline in attracting top rate entertainment, attraction and business opportunities.
- Continuation of “brain drain” (Exporting young, talented, educated people)
- Decline in attendance at existing attractions
- Reduction in hotel occupancy
- Decline in air service to/from El Paso

Loss of hospitality jobs and related economic impact [12,000 Jobs-2012]

Issue 3

Community demand for high quality and increased quantity of services without appropriate funding, if not addressed, will result in:

- Loss of ability to compete locally, regionally and nationally
- Erode the quality of the customer experience
- Decline in entertainment opportunities for the public

- Reduction of marketing efforts in convention and tourism development
- Increased risk and effects on client, patron, guest and employee
- Inability to retain, recruit and offer competitive wages and benefits consistent with industry standards

Issue 4

Failure to meet ongoing demands for city financial incentives, convenient air service, high-quality low-cost hotel rooms and exemplary customer service will result in:

- Loss of conventions and meetings
- Reduction of interest by national entertainment and tourism companies
- Dissatisfaction and eventual loss of customers
- Major loss of city revenues and the inability to gain potential convention/tourism revenues

Issue 5

The continued use of Hotel/Motel Occupancy Tax (HOT) for programs without required quantifiable measures that directly relate to Hotel Occupancy and offering tax rebates for projects that do not meet the city's strategic results, if not addressed will result in:

- Profound negative impact on the ability to market destination El Paso
- Will reduce Hotel Occupancy and decrease revenue
- Inability to provide upgrading and modernization of aging infrastructure
- Increased costs to the local customer
- Expenditures in excess of actual HOT revenue collections.

Issue 6

Continued aggressive downtown development without consideration of effects on access to events, activities and facilities, if not addressed will result in:

- Discouragement of the citizens and visitors to venture downtown
- Loss of confidence in the ability to deliver a pleasurable experience
- Loss of confidence in the EP market by the national entertainment industry resulting in loss of events.
- Clients who elect to go elsewhere or demand additional incentives

STRATEGIC RESULTS

Strategic Result 1:

By 2015, the City of El Paso will have garnered positive imagery on a national level as measured by:

- Hosting 20 nationally recognized travel writers annually
- $3 million in editorial impact* achieved through print and broadcast media
- 35 feature articles in qualified media
- The contributions of 30% of 5,000 digital ambassadors and their effective distribution of positive messaging

*Editorial Impact is an industry formula of the value of editorial impressions

Strategic Result 2:

By 2015, customers and visitors will experience high overall satisfaction and a positive impression of El Paso, our facilities and services, as evidenced by:

- Client satisfaction resulting in 85% of annual events rebooking facility
- Overall rating of event coordination of 4.5 out of 5 or higher on post event survey
- Overall rating of food and beverage quality and service of 4.5 out of 5 on post event survey
- Overall rating of facility operations of 4.5 out of 5 on post event survey
- 85% of visitors surveyed will report overall satisfaction with our Visitor Services

Strategic Result 3:

Continue to promote El Paso as a desirable destination as evidenced:

- By 2018, increase the number of visitors by 10% as evidenced in the 2016 state travel report over 2013 baseline
- By 2018, the number of convention sales leads generated will increase by 50% over 2013 baseline
- By 2018, the number of conventions booked citywide will increase by 50% over 2013 baseline
- By 2018, the number of media impressions (# of people who see traditional print, digital or broadcast advertisements) will increase by 50% over 2013 baseline

Strategic Result 4:

Continue to positively influence the growth of the lodging industry as evidenced:

- By 2018, the gross hotel revenue city-wide will increase by 10% over 2013 baseline
- By 2018, the hotel occupancy rate will be maintained at or above 65%
- By 2018, the number of hotel rooms (supply) will increase by 5% over 2013 baseline
- By 2018, the average length of stay will be maintained at 3.2 days or above

Strategic Result 5:

Efficiently managing facilities to meet or exceed industry standards as evidenced:

- By 2016, reduce the labor cost of Convention Center Garage to <35% of parking revenue
- By 2016, reduce IT expenditures by 15% over 2013 baseline through reorganization and consolidation
- By reducing utility (electricity, water, and gas) usage per capita by 2% over previous year
- By less than 5% non-scheduled downtime of network and physical plant equipment.

Strategic Result 6:

Optimize revenue generated through facility rental, parking, food and beverage sales, and ancillary revenue, as evidenced by:

- By 2018, maintain more than 600 event days annually
- By 2018, 15% increase of facility rental revenue over 2013 baseline
- By 2018, 15% increase of food and beverage revenue over 2013 baseline
- By 2018, 15% increase of parking revenue over 2013 baseline
- By 2018, 15% increase of ancillary revenue over 2013 baseline

DEPARTMENT ORGANIZATION

1. **ADMINISTRATION DIVISION**
   - 1.1. Office of the Director/General Manager
   - 1.2. Finance
   - 1.3. Human Resources

2. **EL PASO LIVE**
   - 2.1. Physical Plant Management
   - 2.2. Event Support Services
   - 2.3. Operations Administration
   - 2.4. Food and Beverage Services
   - 2.5. Booking and Event Development
   - 2.6. Event Management
   - 2.7. Venue and Event Marketing
   - 2.8. Box Office

3. **VISIT EL PASO**
   - 3.1. Tourism Development
   - 3.2. Visitor Services
   - 3.3. Convention Development
   - 3.4. Convention Services
   - 3.5. Film Commission

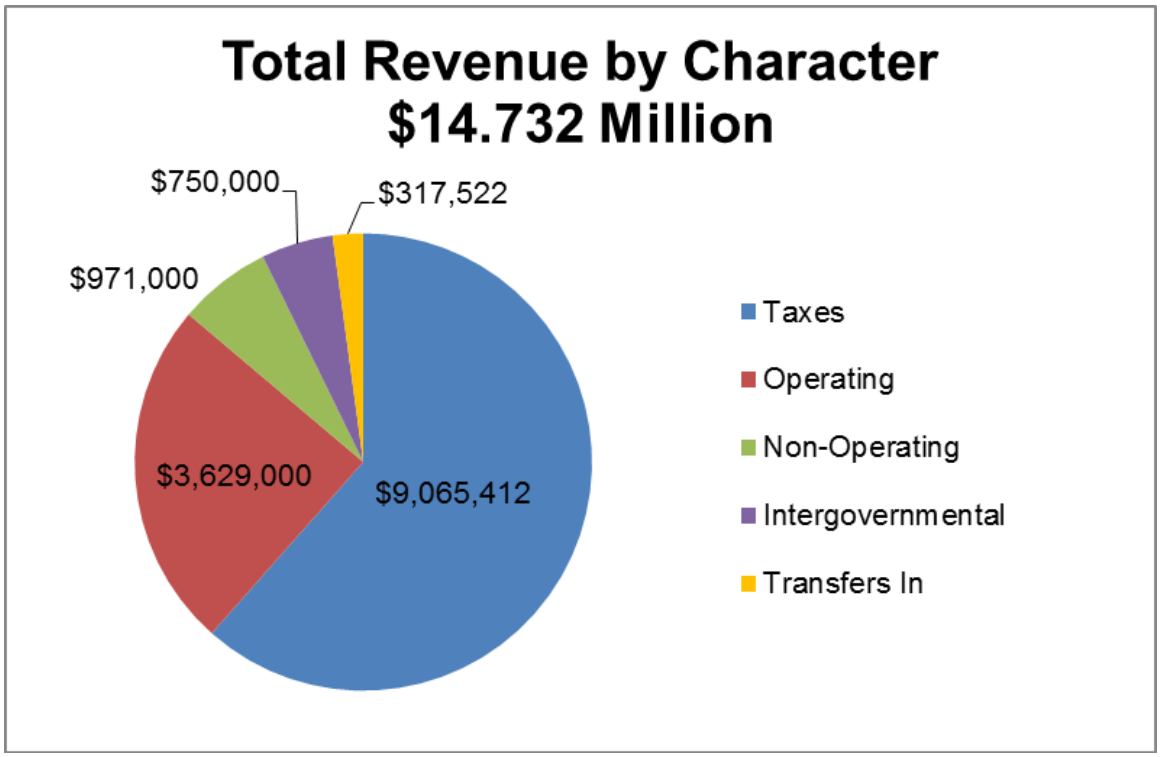
SIGNIFICANT CHANGES

Non General Fund

Revenue Changes	Dollars
Increased Hotel Occupancy Tax projection	$35,412
Increased Parking Fee and Sales to the Public revenue	$100,000
Increased Civic Center Revenue due to anticipated recovery from State for operating United States Bowling Congress Open Championships	$750,000

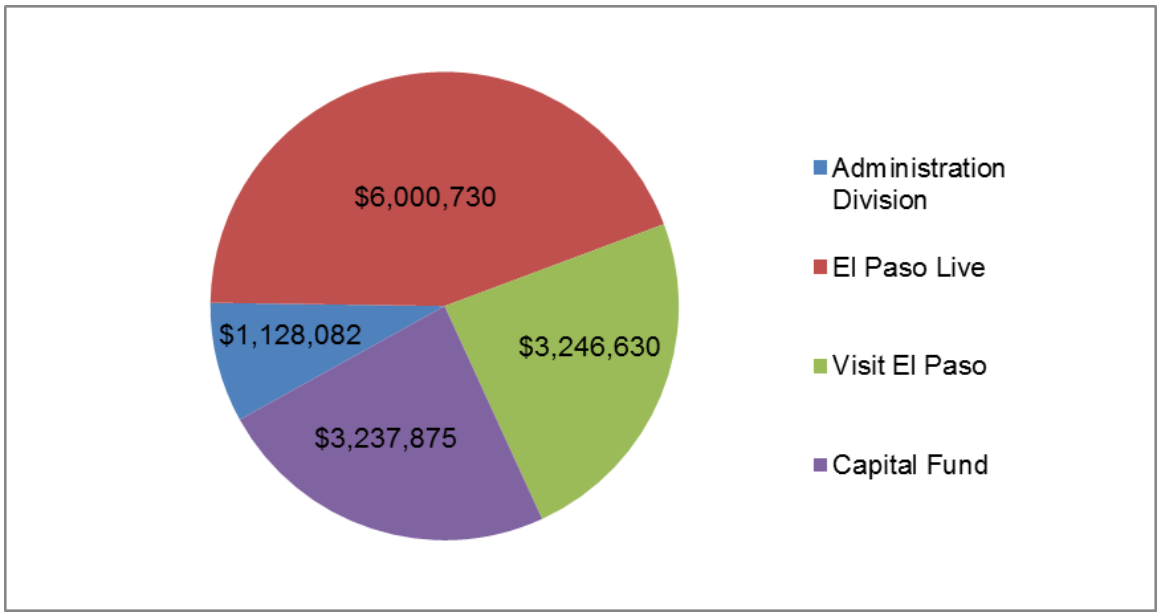
Expenditure Changes	Dollars
Personal Services	
Decreased Personnel Costs due to change in Deputy City Manager salary	($2,876)
Contractual Services	
Increased Management Consultant Services and Recreation and Cultural Contracts for expenses related to hosting United States Bowling Congress Open Championships	$750,000
Materials and Supplies	
Decreased Gasoline based on actuals	($2,742)
Operating Expenditures	
Increased Electricity based on anticipated usage	$29,422
Other Uses	
Increased Interfund Transfers due to expected 380 Tax Rebate Agreement attributable to the contract with the Doubletree Hotel	$22,537
Increased Fund Balance Transfers due to change in HOT projection	$12,875

REVENUE BY CHARACTER



EXPENDITURES AND FULL-TIME-EQUIVALENT POSITIONS

Division	Total
Administration Division	$1,128,082
El Paso Live	$6,000,730
Visit El Paso	$3,246,630
Capital Fund	$3,237,875
Grand Total	$13,613,317



The Capital Fund is not included as part of the Strategic Business Plan

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: Office of the Director/General Manager | $406,004

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

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	95% of strategic and operational results achieved			95%
Result	95% of city official inquiry responses provided within 24 hours			95%
Output	# of City Official inquiry responses provided			Baseline
Demand	# of City Official inquiry responses anticipated to be requested			Baseline
Efficiency	$ Administrative Division expenditure per dollar Department expenditure			

PROGRAM: Finance | $382,502

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	95% of monthly and year-end financial reports submitted by the deadline			95%
Result	90% of vendor invoices paid in 30 days			90%
Output	# of vendor invoices paid			Baseline
Demand	# of vendor invoices anticipated to be paid			Baseline
Efficiency	$ program expenditure per check processed			

PROGRAM: Human Resources | $129,974

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	90% turnover rate			90%
Result	Less than 5 OSHA reportable lost work days from employee injuries each year			<5
Output	# of new hires processed			Baseline
Demand	# of new hires anticipated to be processed			Baseline
Efficiency	$ program expenditure per department employee			

DIVISION: EL PASO LIVE

The purpose of the El Paso Live division is to provide venue management and event development services to patrons, event organizers and the greater El Paso community so they can enjoy quality entertainment and events in facilities that exceed expectations.

PROGRAM: Physical Plant Management | $1,047,308

The purpose of the Physical Plant Management program is to provide environmental controls, event utility connections, maintenance & repair services to clients, staff and the public so they can have a positive experience in a safe and comfortable environment.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	100 % removal of all human element risks in accordance with annual FM Global audit.			100%
Result	85% of work orders completed in less than 7 working days			85%
Output	# of work orders completed			Baseline
Demand	# of work orders anticipated to be completed			Baseline
Efficiency	$ program expenditure per work order			

PROGRAM: Event Support Services	$878,938

The purpose of the Event Support Services program is to provide operational development and execution services to staff, clients and the general public so they can have a positive and successful event in a safe, secure and clean environment.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Increase number of cars parked annually by 5%			5%
Result	90% of event services ratings at 4 out of 5 or above on post event survey			90%
Output	# of cars parked			Baseline
Demand	# of expected parking spaces to be filled			Baseline
Efficiency	$ program expenditure per # of events served.			

PROGRAM: Operations Administration	$621,326

The purpose of the Operations Administration program is to provide operational support, planning and administrative services to clients and staff so they can produce a successful event in a safe and functional environment.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	90% of work orders are assigned to staff within one working day			90%
Result	100% compliance with safety program training requirements			100%
Output	# of work orders assigned			Baseline
Demand	# of expected work orders to be assigned			Baseline
Efficiency	$ program expenditure per work order			

PROGRAM: Food and Beverage Services	$1,525,641

The purpose of the Food and Beverage Program is to provide banquet, concession and event amenity services to guests, clients and patrons so they can enjoy high quality goods and services that exceed their expectations while creating a lasting and favorable impression.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	90% of clients rate food and beverage quality and service at 4 out of 5 or above on exit survey			90%
Result	Average $3.00 per person at concession events per year			$3 average
Output	# of banquet functions per year			Baseline
Demand	# of banquet functions requested per year			Baseline
Efficiency	$ Food & Beverage Program expenditure per revenue sales			

PROGRAM: Booking and Event Development	$384,282

The purpose of the Booking and Event Development program is to provide event development and contract services to clients so they can experience a professional and efficient booking process leading to return business.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Client satisfaction resulting in 85% of clients rebooking facilities			85%
Result	90% of event development ratings at 4 out of 5 or above on exit survey			90%
Output	# of events contracted			Baseline
Demand	# of proposals requested			Baseline
Efficiency	$ Program expenditure per proposals issued			

PROGRAM: Event Management	$318,725

The purpose of the Event Management program is to provide Event Consultation & Coordination services to the general public, clients, promoters, and performing artists so they can achieve a successful and positive event experience.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	90% of event coordinator ratings at 4 out of 5 or above on exit survey			90%
Result	85% of cost estimates that are within 10% of actual costs			85%
Output	# of events served per year			Baseline
Demand	# of events requested per year			Baseline
Efficiency	$ Program expenditure per events served			

PROGRAM: Venue Event Marketing	$95,340

The purpose of the Venue Event Marketing program is to provide event marketing services to the Promoters, Media Outlets, and the General Public so they can receive a positive marketing experience leading to increased attendance and economic growth.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	90% of tour promoters rate marketing services at 4 out of 5 or above on exit survey			90%
Result	1.5% increase in attendance over the prior year			1.5%
Output	# of events served per year			Baseline
Demand	# of events requested			Baseline
Efficiency	$ Program expenditure per events served			

PROGRAM: Box Office | $156,593

The purpose of the Box Office program is to provide information, ticketing action plans, ticket issuances, and event settlement services to promoters and the general public so they can engage in a professional and efficient ticketing experience.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	90% of box office performance ratings in post event surveys at 4 out of 5 or above of exit survey			90%
Result	90% of ticketed event settlements completed within 3 days of event			90%
Output	# of ticketed events served per year			Baseline
Demand	# of ticketed events requested			Baseline
Efficiency	$ Program expenditure per ticketed events served			

DIVISION: VISIT EL PASO

The purpose of the Visit El Paso division is to provide destination marketing services to visitors, industry professionals and the greater El Paso community so they can have a pleasurable and memorable experience while positively impacting the city's economy.

PROGRAM: Tourism Development | $1,456,390

The purpose of the Tourism Development is to provide brand marketing, positive multimedia messaging, destination promotion and visitor and event support services to visitors, media, local and regional communities, and tourism industry professionals so they can develop and strengthen a positive image of Destination El Paso thereby increasing the economic impact on the community.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	10% increase of social and multimedia audiences from previous year			10%
Result	5% increase in website traffic from previous year			5%
Output	# of social and multimedia followers and subscribers			Baseline
Demand	# of social and multimedia followers and subscribers expected to be recruited			Baseline
Efficiency	$ program expenditure per visitor to El Paso*			

PROGRAM: Visitor Services	$127,778

The purpose of the Visitor Services Program is to provide information and education services to visitors, military families, local and regional communities and hospitality industry so they can increase their leisure activities in Destination El Paso thereby enhancing the positive image of the community.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	10% increase in number of tradeshows/travel fairs attended in the local, regional and state levels			10%
Result	Survey 5% of guests of visitor centers each month identifying purpose of visit, economic impact and top attractions			5%
Output	# of expected requests for information			Baseline
Demand	# of expected requests for information			Baseline
Efficiency	$ program expenditure per visitor to the centers			

PROGRAM: Convention Development	$1,430,527

The purpose of the Convention Development program is to provide hospitality industry sales services to meeting planners, organization executive directors, presidents, boards and/or committees so they can receive a well-executed and enhanced experience that focuses on our affordable destination.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	80% of proposals result in confirmed bookings			80%
Result	8% increase annually in room nights booked through convention and meeting bookings			8%
Output	# of conventions, conferences and meetings held			Baseline
Demand	# of conventions, conferences and meetings expected to be held			Baseline
Efficiency	$ per room nights booked			

PROGRAM: Convention Services	$62,611

The purpose of the Convention Services program is to provide support, preparation, assistance and benefit services to clients so they can experience a well-planned visit or event that exceeds their expectations.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Conduct pre and post-convention meetings with organizers of groups larger than 150 total room nights.			# Meetings Conducted
Result	90% of survey respondents rate convention services program at 4 of 5 or above			90%
Output	# of conventions, conferences and meetings serviced			Baseline
Demand	# of conventions, conferences and meetings expected to be serviced			Baseline
Efficiency	$ program expenditure per room nights booked			

PROGRAM: Film Commission	$169,324

The purpose of the El Paso Film Commission program is to provide film permits, location options, crisis management and crew and production services to film industry professionals so they can complete their project in a timely and efficient manner thereby enhancing the economic impact on the community.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	15% increase in film leads generated			15%
Result	60% or above of productions utilize local crew and talent			60%
Output	# of wrapped productions			Baseline
Demand	# of productions expected to wrap			Baseline
Efficiency	$ program expenditure per production wrapped			

PLAZA

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ElPaso
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Library

EMERGENCY 911
POLICE
POLICE

WELCOME TO EL PASO
ELEVATION 3,958 ft

Library

Mission Statement

The El Paso Public Library serves our diverse community through information access, cultural enrichment, and life-long learning.

Budget Summary	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Personal Services	7,757,137	7,631,201	6,683,235	6,867,452
Contractual Services	462,996	403,386	405,957	435,798
Materials/Supplies	1,440,981	1,562,656	1,569,521	1,578,345
Operating Expenditures	256,768	65,267	19,600	22,975
Non-Operating/Intergovt. Exp	0	0	0	0
Internal Transfers	0	0	0	0
Capital Outlay	2,007,309	1,273,506	0	0
Total Appropriation	**11,925,191**	**10,936,016**	**8,678,313**	**8,904,570**

Source of Funds	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government	8,397,095	8,568,701	8,678,313	8,904,570
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	0	0	0	0
Nonmajor Governmental Funds	3,528,096	2,367,315	0	0
Fiduciary Funds	0	0	0	0
Proprietary Funds	0	0	0	0
Total Funds	**11,925,191**	**10,936,016**	**8,678,313**	**8,904,570**

Positions	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
General Fund	170.56	168.70	155.30	149.50
Non-General Fund	80.00	35.50	-0.50	0.00
Total Authorized	**250.56**	**204.20**	**154.80**	**149.50**

Library

Division Summary

	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government				
Cataloging Ordering Process	1,571,562	1,734,169	1,803,666	1,839,885
Main Library	1,314,155	1,632,246	1,627,312	1,706,193
Library Administration	1,700,160	1,106,968	998,051	996,273
Richard Burgess Branch Operations	478,372	498,661	611,945	563,904
Dorris van Doren - West Regional	448,663	478,590	483,155	534,244
Esperanza Acosta Moreno - East	397,460	411,581	435,832	450,995
Judge Marquez Mission Valley Branch Operations	361,117	388,039	393,405	405,344
Ysleta Branch Operations	313,013	346,611	330,555	353,534
Clardy Fox Branch Operations	324,129	319,656	305,415	284,578
Westside Branch Operations	325,392	295,764	322,905	335,748
Irving Schwartz Branch Operations	312,749	362,004	308,613	378,154
Memorial Branch Operations	294,148	295,823	314,728	325,461
Armijo Branch Operations	277,663	306,952	289,824	320,890
Cielo Vista Branch Operations	278,512	274,557	327,152	326,910
Library Bookmobile Tec mobile	0	117,080	125,755	82,457
Sub Total	8,397,095	8,568,701	8,678,313	8,904,570

Nonmajor Governmental Funds				
E-Rate	18,633	3,752	0	0
Texas State Library Grants	259,840	6,546	0	0
Library Private Local Grants	2,751	719	0	0
Federal Library Grants	3,146,951	2,270,100	0	0
Library Restricted Donations	99,838	81,353	0	0
Esperanza Acosta Moreno - East	0	10	0	0
Library Administration	83	4,835	0	0
Sub Total	3,528,096	2,367,315	0	0

All Funds Total	**11,925,191**	**10,936,016**	**8,678,313**	**8,904,570**

Library
Significant Changes

General Fund

Revenue Changes	Dollars
Library Fees	($106,667)
Membership Fees	$1,835
Reimbursed Expenditures and Damages	($2,352)
Facility Rentals Revenue	($1,191)
Photostats	$38,168

Expenditure Changes	
Personal Services	
Salary & Benefits: Increase due to salary adjustments and pension cost; Funding to support Quality of Life related program expansion	$184,220
Contractual Services	
Security Contracts (Main Library): Cost transferred from General Services Department	$31,468
Interlocal Agreements: Cost of database services aligned from Publications fund code	$14,160
Janitorial Services: Increased to meet contractual obligations	$5,126
Print Services Contracts: Decrease due historical trend	($7,627)
Outside contracts: Reduction 85% to meet budget targets	($3,961)
Equipment Maintenance: Decrease as new vehicles are under warranty	($10,000)
Copier Contract Services: Increased due to historical trends	$675
Materials and Supplies	
Gasoline for new Quality of Life Bookmobiles	$12,000
Publications: Increase for new Bookmobile collections	$26,340
Supplies Computer Equipment: Decreased to meet budget targets	($14,822)
Cleaning supplies: Decrease to meet budget targets	($15,329)
Supplies: Increase due to historical trends	$635
Operating Expenditures	
Travel and Mileage Allowance: Increase to reflect actual usage	$3,375

Library

Goals, Objectives, & Performance Measures

Function: Library System

Provide access to technology, information, and community programming

Serves Council's Strategic Policy:

Goal D: We will improve our competitiveness through investments in our public facilities and infrastructure impacting our quality of life.

Goal E: We will deliver services timely and efficiently with focus on continual improvement.

Goal F: We must deliver on our promises regarding the quality of life bond projects.

Goal:

The mission of the Library is to provide learning spaces, enrichment opportunities, and literacy services to our community so they can create, collaborate, and connect.

Objectives:

El Paso Public Library will provide customers with the support they need to initiate and develop their reading, financial and health literacy skills in order to meet their personal goals and make decisions that affect their lives.

Performance Measures	FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Program Attendance	118,673	106,598	101,269
Computer Sessions	539,080	696,177	647,445
Library Visits	1,957,399	1,900,703	1,805,668
Service Hours Weekly	645	645	645

Museums & Cultural Affairs

Museums and Cultural Affairs

Mission Statement

The Museums and Cultural Affairs Department is committed to the continued development of the City's arts industry, providing quality programs that are representative of the city's diverse cultures; and to maximizing available resources in order to enhance the city's cultural vitality.

Budget Summary	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Personal Services	2,690,050	2,822,318	2,750,607	2,782,132
Contractual Services	1,123,931	1,065,336	955,586	1,161,639
Materials/Supplies	229,754	172,296	177,749	237,412
Operating Expenditures	235,887	130,703	150,011	117,413
Non-Operating/Intergovt. Exp	301,605	295,885	266,281	267,342
Internal Transfers	0	0	11,755	33,000
Capital Outlay	465,952	211,945	37,000	2,000
Total Appropriation	**5,047,179**	**4,698,483**	**4,348,989**	**4,600,938**

Source of Funds	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government	2,245,319	2,303,421	2,332,765	2,367,009
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	572,994	355,575	0	0
Nonmajor Governmental Funds	2,228,866	2,039,487	2,016,224	2,233,929
Fiduciary Funds	0	0	0	0
Proprietary Funds	0	0	0	0
Total Funds	**5,047,179**	**4,698,483**	**4,348,989**	**4,600,938**

Positions	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
General Fund	40.62	40.80	40.80	42.01
Non-General Fund	16.23	18.30	20.28	19.34
Total Authorized	**56.85**	**59.10**	**61.08**	**61.35**

Museums and Cultural Affairs

Division Summary

	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government				
Art Museum Administration	797,357	832,457	820,859	832,974
History Museum Operations	609,124	612,190	619,337	612,214
Art Museum Curatorial	319,924	304,126	311,218	310,171
ARC Administration	225,931	243,608	271,822	189,501
ARC Program and Programming	0	0	0	8,222
Archaeology Museum	162,769	166,337	149,555	185,117
Art Museum Education	130,214	144,703	159,974	168,337
Museum Local Private Grant	0	0	0	60,473
Sub Total	2,245,319	2,303,421	2,332,765	2,367,009

Capital Projects				
Art Museum Administration	6,356	0	0	0
ARC Administration	411	0	0	0
COs 2% Artworks	459,758	355,575	0	0
ARC Arts Program Programming	106,469	0	0	0
Sub Total	572,994	355,575	0	0

Nonmajor Governmental Funds				
ARC Program and Programming	1,146,113	1,102,248	1,119,618	1,119,617
Art Museum Restricted Funds	441,359	323,443	274,314	63,250
Art Member Restricted Funds	91,491	160,015	122,906	126,613
History Museum Restricted Funds	117,702	57,513	97,038	20,600
History Museum Store	0	25,602	10,150	27,476
History Museum Education	0	610	20,400	20,300
Art Museum Gift Shop	105,125	96,178	99,417	106,141
Arts Culture Grants	21,225	89,313	0	70,370
Arts Culture Grants	0	0	0	35,270
Arts Culture Restricted Funds	12,361	20,507	119,664	0
Museum Acquisition Restricted	34,556	29,999	30,000	35,000
Museum School Services	13,730	30,573	27,071	165,470
Archaeology Museum Gift Shop	20,576	17,344	28,520	18,051
Archaeology Museum Restricted Funds	12,285	12,908	14,300	15,950
Museum Grants	55,368	34,590	0	20,000
Archaeology Museum Grants	149	2,676	0	0
History Museum Grants	156,826	4,200	0	188,600
History Museum	0	0	0	5,900

Museums and Cultural Affairs

Division Summary

Museum Local Private Grant	0	0	0	58,381
Art Museum Miscellaneous Projects	0	31,768	52,826	136,940
Sub Total	2,228,866	2,039,487	2,016,224	2,233,929

All Funds Total	**5,047,179**	**4,698,483**	**4,348,989**	**4,600,938**

Museums and Cultural Affairs
Significant Changes

General Fund

Expenditure Changes	Dollars
Personal Services	
Increased due to Quality of Life staff for the Digital Wall in addition to salary, pension, and healthcare increases; partially offset by allocating portion of business office staff to the Hotel Occupancy Tax fund	$46,491
Contractual Services	
Decreased Outside Contracts budget and moved to Recreational Supplies	($3,171)
Materials and Supplies	
Increased Recreational Supplies and Uniforms for the Art Museum	$3,650
Operating Expenditures	
Decreased Shipping to meet budget target; Art Museum will pay for any shipping from other funds	($9,694)

Non General Fund

Revenue Changes	Dollars
Increased Federal, State, and Local Grant Proceeds to incorporate anticipated FY15 grants offset by a decrease in anticipated donations, sales, and event fees	$217,707

Expenditure Changes	Dollars
Personal Services	
Decreased Personnel Costs due to the elimination of the Art District Coordinator position and a part time Museum Store Manager which are partially offset by paying a portion of the business office staff from the Hotel Occupancy Tax fund	($14,961)
Contractual Services	
Increased Outside Contracts due to budgeting of anticipated grants; offset by decreases related to a one time exhibit expense and aligning Printing Services Contracts with actuals	$212,483
Materials and Supplies	
Increased due to anticipated reception costs for Guggenheim exhibit and to use correct account for purchasing artwork	$56,013
Operating Expenditures	
Decreased Travel and Shipping to align with actuals and anticipated costs	($22,904)

Non General Fund (Cont.)

Expenditure Changes (Cont.)	Dollars
Other Uses	
Increased Interfund Transfers to move money from Art Museum Restricted fund to the Art Museum Store	$21,245
Capital Outlay	
Decreased Cultural Works per Office of the Comptroller directive to use Artwork account	($35,000)

Museums & Cultural Affairs

Goals, Objectives & Performance Measures

Function: Museums
Collect, interpret, preserve, and exhibit art and artifacts.

Serves Council's Strategic Policy:

Goal D: We will improve our competitiveness through investments in our public facilities and infrastructure impacting our quality of life.

Goal E: We will deliver services timely and efficiently with focus on continual improvement.

Goal F: We must deliver on our promises regarding the quality of life bond projects.

Goal:

To educate museum visitors through the use of the permanent collection and through changing exhibitions, lectures, films, and classes about art as well as archaeology and history of this region.

Objectives:

1.) In FY 2014, provide a series of exhibitions, both temporary or from permanent collections, for the citizens and visitors of El Paso.

2.) In FY 2014, provide educational programs of lectures, films, workshops, symposia and tours.

3.) In FY 2014, create and sustain revenue streams to support museums' missions.

Performance Measures	FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Total attendance	136,500	119,622	157,000
Total youth attendance	27,150	22,919	33,000
Number of education programs	1,300	1,000	1,180
Number of free programs	750	904	1,146
Funds raised through memberships /donations	$315,200	$234,238	$281,900
Funds raised through grants/foundations	$210,200	$341,883	$201,000

Museums & Cultural Affairs

Goals, Objectives & Performance Measures

Function: Cultural Affairs

Engage in arts and cultural activities that inspire and celebrate the City of El Paso and the region.

Serves Council's Strategic Policy:

Goal D: We will improve our competitiveness through investments in our public facilities and infrastructure impacting our quality of life.

Goal E: We will deliver services timely and efficiently with focus on continual improvement.

Goal F: We must deliver on our promises regarding the quality of life bond projects.

Goal:

Provide a wide spectrum of art, culture, and heritage opportunities to visitors and citizens of El Paso.

Objectives:

1.) In FY 2014, manage, contract, promote and present high quality and diverse cultural programming.

2.) In FY 2014, increase public awareness and participation in art, culture and heritage programming and events.

3.) In FY 2014, create and sustain revenue streams to support art, culture & heritage programming and events.

Performance Measures	FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Number of events/programs	185	90	89
Total attendance	353,890	117,306	119,652
Funds raised through grants/donations/sponsorships	$75,170	$66,660	$66,660

Museums & Cultural Affairs

Goals, Objectives & Performance Measures

Function: Cultural Funding Programs

Award grants supporting a vast array of cultural and heritage organizations, programs and individual artists.

Serves Council's Strategic Policy:

Goal D: We will improve our competitiveness through investments in our public facilities and infrastructure impacting our quality of life.

Goal E: We will deliver services timely and efficiently with focus on continual improvement.

Goal F: We must deliver on our promises regarding the quality of life bond projects.

Goal:

Provide direct funding and support to art, culture, and heritage organizations and individuals to produce a diversity of art, culture, and heritage programming and events in El Paso.

Objectives:

1.) In FY 2014, secure art, culture, and heritage services for the citizens and visitors of El Paso.

2.) In FY 2014, administer funding to optimize resources available for programs and events.

Performance Measures	FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Number of events/programs	3,380	1,635	1,667
Total attendance	446,131	526,533	537,000
Number of organizations/total awards	57/$298,923	70/396,765	67/$396,765
Average cost per attendee	$0.67	$0.75	$0.73

Parks & Recreation

Parks & Recreation

Mission Statement

To provide indoor and outdoor leisure services to persons of all ages so they can develop skills, socialize, experience nature, relax and live a healthier lifestyle.

Budget Summary	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Personal Services	8,803,799	9,445,049	9,254,136	9,662,545
Contractual Services	1,520,132	1,519,705	1,767,415	1,780,981
Materials/Supplies	786,149	736,282	795,013	835,180
Operating Expenditures	258,951	225,286	232,360	221,808
Non-Operating/Intergovt. Exp	133,629	143,889	104,551	114,395
Internal Transfers	0	0	0	0
Capital Outlay	1,452,239	288,338	0	0
Total Appropriation	**12,954,899**	**12,358,549**	**12,153,475**	**12,614,909**

Source of Funds	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government	11,208,024	11,810,348	11,867,024	12,318,613
Community Development Block Grants	254,440	223,018	229,551	239,396
Debt Service	0	0	0	0
Capital Projects	78,479	0	0	0
Nonmajor Governmental Funds	1,413,956	325,183	56,900	56,900
Fiduciary Funds	0	0	0	0
Proprietary Funds	0	0	0	0
Total Funds	**12,954,899**	**12,358,549**	**12,153,475**	**12,614,909**

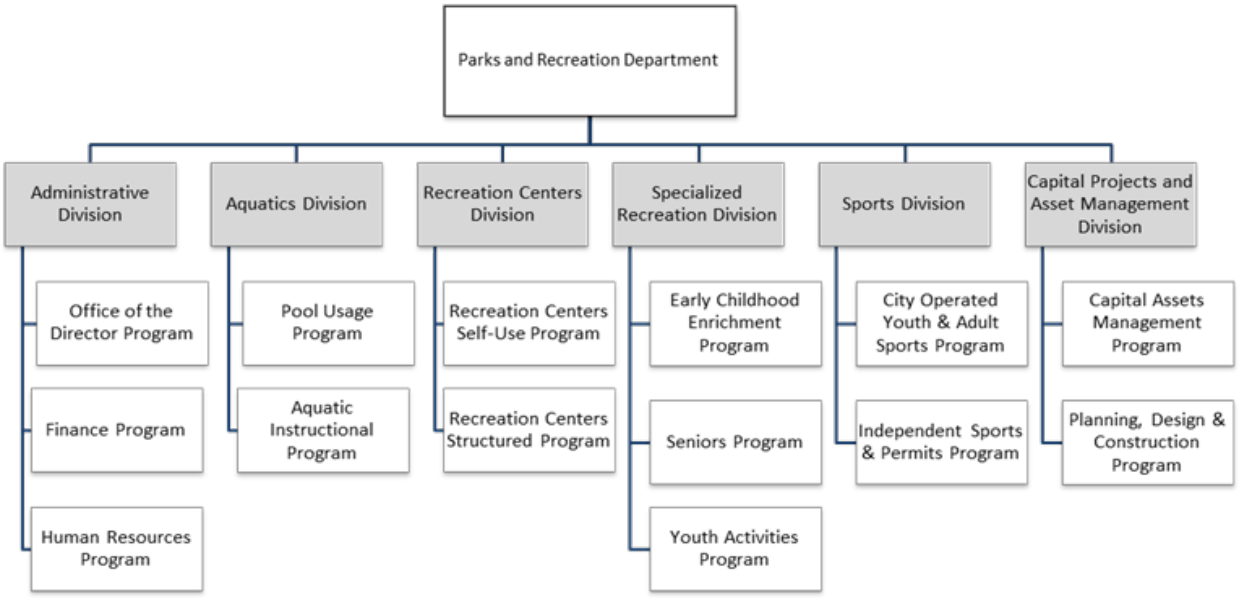
Positions	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
General Fund	259.55	266.70	266.44	273.99
Non-General Fund	11.68	10.85	11.16	11.05
Total Authorized	**271.23**	**277.55**	**277.60**	**285.04**

Parks & Recreation

Division Summary

	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government				
Parks and Recreation Administration	0	2,184	0	0
Recreation Centers	2,618,268	2,826,473	3,310,619	3,452,868
Aquatics	2,281,518	2,358,677	2,225,475	2,235,711
Facilities Maintenance	0	0	0	0
Specialized Recreation	0	0	2,330,764	2,279,098
Sports	2,221,748	2,237,395	2,341,186	2,444,345
PARD Administration	1,200,502	1,281,300	1,021,597	1,205,363
Senior Center Operations	1,240,434	1,316,510	0	0
After School School Sites	529,094	614,759	0	0
Capital Projects - Asset Management	478,500	483,158	637,383	701,228
Daycare Operations	301,964	348,999	0	0
Leisure Instruction	219,138	228,587	0	0
Special Events	116,568	112,463	0	0
Parks CD Funded Projects	182	(182)	0	0
Armijo Recreation Center Operations	138	0	0	0
Shelters General Administration	(30)	25	0	0
Sub Total	11,208,024	11,810,348	11,867,024	12,318,613
Community Development Block Grants				
Recreation Centers	0	0	40,863	39,677
Specialized Recreation	0	0	188,688	199,719
Parks CD Funded Projects	254,440	223,018	0	0
Sub Total	254,440	223,018	229,551	239,396
Capital Projects				
Parkland Dedication Fees	78,479	0	0	0
Nonmajor Governmental Funds				
Shelters General Administration	7,829	25,169	0	0
Recreation Centers	0	0	29,500	29,500
Specialized Recreation	0	0	27,000	27,000
Capital Projects/Asset Management	0	0	400	400
Parks Department Private Local Grants	91,608	11,588	0	0
Parks CD Funded Projects	0	182	0	0
Parks Federal Funded Grants	72,578	0	0	0
Parks State Funded Grants	257,580	1,200	0	0
Parkland Dedication Fees	984,361	287,044	0	0
Sub Total	1,413,956	325,183	56,900	56,900
All Funds Total	**12,954,899**	**12,358,549**	**12,153,475**	**12,614,909**

El Paso Parks & Recreation



DEPARTMENT MISSION

The purpose of the Parks and Recreation Department is to provide indoor and outdoor leisure services to persons of all ages so they can develop skills, socialize, experience nature, relax and live a healthier lifestyle.

BUDGET HIGHLIGHTS

The Parks and Recreation Department in Fiscal Year 2014 was faced with a series of challenges to meet financial as well as operational goals. The Parks and Recreation Director was not funded, and significant personnel reductions in salary attrition and later progressive hiring freezes have confronted staff to be creative and develop solutions to maintain service levels. As a result, the Department budget is balanced and we have weathered the storm with no service reductions.

In preparing the Fiscal Year 2015 budget, we have included full funding for the Parks and Recreation Director and other key positions in order to maintain service levels and meet the significant challenges of an expanding park system from Quality of Life (QOL) bond impacts.

While faced with budget reductions, the Department has continued **to seek out new processes and revise operations to deliver services more efficiently and effectively**. Examples of this include:

- Relocating the grant funded After School Program to school sites only, and offering a drop-in after school at recreation centers, enabling the City to minimize costs while expanding service to additional facilities.
- Require a fee for portable restroom facilities and cleanup, assessed to independent sports groups', ensuring basic service is offered at specific fields.
- Re-writing the concession RFP to bid out Parks in groups and adding the healthy food component. This ensures healthy, reliable concessions at all athletic fields and yields revenue back to the City.

The Department continues to **deliver on promises regarding the quality of life projects**, by implementing the QOL program with 54 projects in some level of park development, working towards completion of the first three year bond rollout ending in FY16. The planning section within the Department is responsible for park standards, design and quality assurance for over 80 projects, including QOL, Parkland Dedication, Community Development Block Grants (CDBG), and QOL Neighborhood Improvement Programs. Significant projects for FY15 in design include the Westside Pool, Eastside Regional Park, and the Eastside Sports Complex. Significant projects in construction include San Jacinto Plaza renovation, Pavo Real Pool Enclosure, Cheryl Ladd Park, Barron Park, and many individual park improvement projects. Continuing concern and attention should be given to operational costs associated with opening these new facilities.

ISSUE STATEMENTS

Issue 1

The increasing age, use and deteriorating condition of Parks and Recreation parks, facilities and equipment, combined with an increasing number of facilities and equipment will, if not addressed, continue to result in:

- Lack of access (i.e. increased downtime and unscheduled closures);
- Increased complaints;
- Fewer choices for recreational activity;
- Fewer choices for recreational activity;
- Less staff time increased complaints;
- Available for providing core services; and
- Fewer sustainable facilities and practices.

Issue 2

The increasing economic gap combined with special interest group requests and competition for limited resources will, if not addressed, continue to result in:

- Reduced participation by lower income customers; and
- Those who can afford it will push out those that can't

Issue 3

The continued lack of Parks and Recreation facilities in the City of El Paso will, if not addressed, result in:

- Increased complaints;
- Parkland not accessible within ¼ mile of every home;
- Overuse and overcrowding of existing facilities; and
- Fewer recreational of technologies.

Issue 4

The increasing demand for automated parks and recreation services (i.e. registration, Wi-Fi, automated light control for athletic fields, game consoles for virtual recreation, etc.) will, if not addressed, continue to result in:

- Increased customer complaints;
- Increased wait time for services;
- Loss of participants; and
- Less choices for recreational equipment and activities Increased costs of implementation.

Issue 5

The public's increased awareness that sedentary lifestyles have led to chronic disease and obesity, combined with demand for more parks and recreation facilities and programs, if not addressed, will result in:

- Overcrowding and over use of facilities;
- Waiting lists for programs and facilities; and
- Increased customer complaints.

Issue 6

The continued lack of awareness of the benefits provided by the Parks and Recreation Department will, if not addressed, result in:

- The continued lack of awareness of the benefits provided by the Parks and Recreation Department, will if not addressed, result in:
- Missed opportunities for customers to participate in Parks and Recreation programs and services;
- Limited resources and support for core services;
- Diminished community and staff pride and stewardship of parks and recreation facilities; and
- Delayed or substandard service.

STRATEGIC RESULTS

Strategic Result 1:

All customers will experience a safe, clean, fully-functional environment in all facilities and their components, as evidenced by:

- By 2015, 90% of game fields playable by season.
- By 2016, 95% of facility use permits at pools occur as scheduled.
- By 2016, 95% of facility use permits at unstaffed facilities occur as scheduled.
- By 2016, 95% of facility use permits at senior centers occur as scheduled.
- By 2017, 80% of recreational equipment in recreation centers will be repaired within 48 hours.
- By 2017, 100% of all facility components will receive an overall rating of “B” or higher during the annual evaluation.

Strategic Result 2:

Our customers will have access to new and additional recreational facilities, as evidenced by:

- By 2016, six new neighborhood parks and six miles of trails will be completed with the 2012 Quality of Life Bonds.
- By 2016, 150 acres will be added to the park system.

Strategic Result 3:

The public will have access to a variety of affordable programs and facilities offered by Parks and Recreation throughout the community, as evidenced by:

- By 2015, 90% of scheduled learn to swim classes are held.
- By 2015, 90% of scheduled leisure instruction classes are held.
- By 2017, 20% of all leisure instruction programs offered annually are new when compared to the prior year program schedule.
- By 2015, 25% of individual registrations, from all sources, will be supported through fee waivers for economically disadvantaged youths.
- By 2016, 90% of weekend days in each fiscal year will have athletic and aquatic tournaments and meets.

Strategic Result 4:

The public will have access to state of the art automation and technology at all Parks and Recreation facilities, as evidenced by:

- By 2018, 25% of parks with game quality sport fields will be Wi-Fi enabled.
- By 2018, 40% of indoor pool facilities will be Wi-Fi enabled.
- By 2018, 75% of all athletic field lighting can be controlled remotely by staff.
- By 2018, 5% of all fee transactions will be online.

Strategic Result 5:

The El Paso Parks and Recreation Department will be recognized for having met national standards of excellence for services and programs as evidenced by:

- By December 2016, the Department will apply for Commission for Accreditation Parks and Recreation Agencies (CAPRA) accreditation.
- By December 2018, the Department will achieve Commission for Accreditation Parks and Recreation Agencies (CAPRA) accreditation.
- By 2018, 18 bids will have been awarded to the Department to host state, national and international athletic and aquatic events.

DEPARTMENT ORGANIZATION

1. **Administrative Division**
   1.1. Office of the Director
   1.2. Human Resources
   1.3. Finance

2. **Aquatics Division**
   2.1. Pool Usage Program
   2.2. Aquatic Instructional Program

3. **Capital Projects and Asset Management Division**
   3.1. Capital Asset Management Program
   3.2. Planning, Design and Construction Program

4. **Recreation Centers Division**
   4.1. Recreation Centers Self-Use Program
   4.2. Recreation Centers Structured Program

5. **Specialized Recreation Division**
   5.1. Early Childhood Enrichment Program
   5.2. Seniors Programs
   5.3. Youth Activities Program

6. **Sports Division**
   6.1. City Operated Youth and Adult Sports Programs
   6.2. Independent Sports and Permits Program

SIGNIFICANT CHANGES

General Fund

Revenue Changes	Dollars
Increased Child Care Services to charge $1 a day for after school care and increased fees for facility and park shelter rentals	$300,972

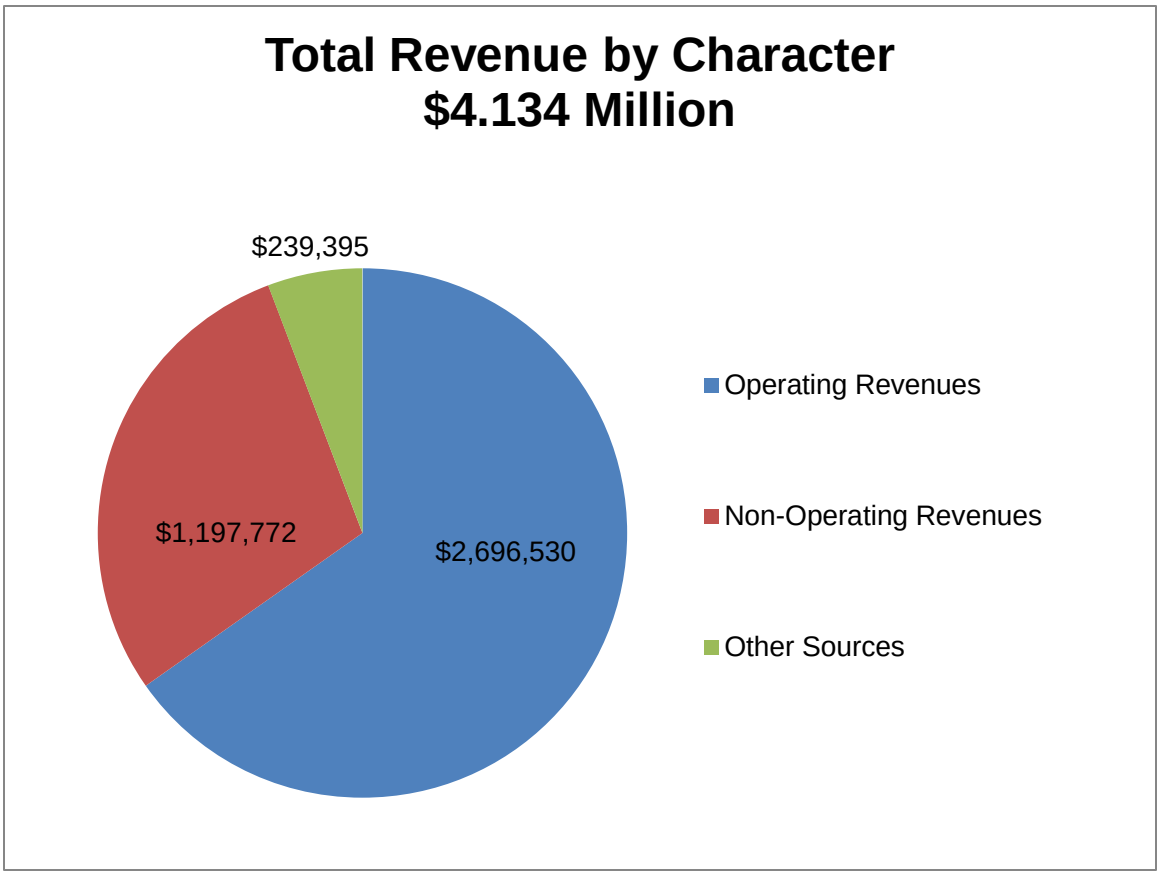
Expenditure Changes	Dollars
Personal Services	
Increased to add back the budget for the Parks and Rec Director position, staff for Quality of Life, and compression, pension, and health increases	$398,599
Contractual Services	
Increased Training Instruction Contracts and Equip Maint-Interfund Services due to anticipated maintenance costs related to aging fleet	$13,566
Materials and Supplies	
Increased supplies related to Quality of Life projects coming online, to purchase additional fitness equipment, and gasoline to align with actuals	$40,115
Operating Expenditures	
Decreased Other Service Charges Expense to align with actuals	($10,532)
Intergovernmental Expenditures	
Increased City Grant Match to cover increased personnel costs for grant funded positions	$9,845

Non General Fund

Revenue Changes	Dollars
Increased City Match of Grant Proceeds	$9,845

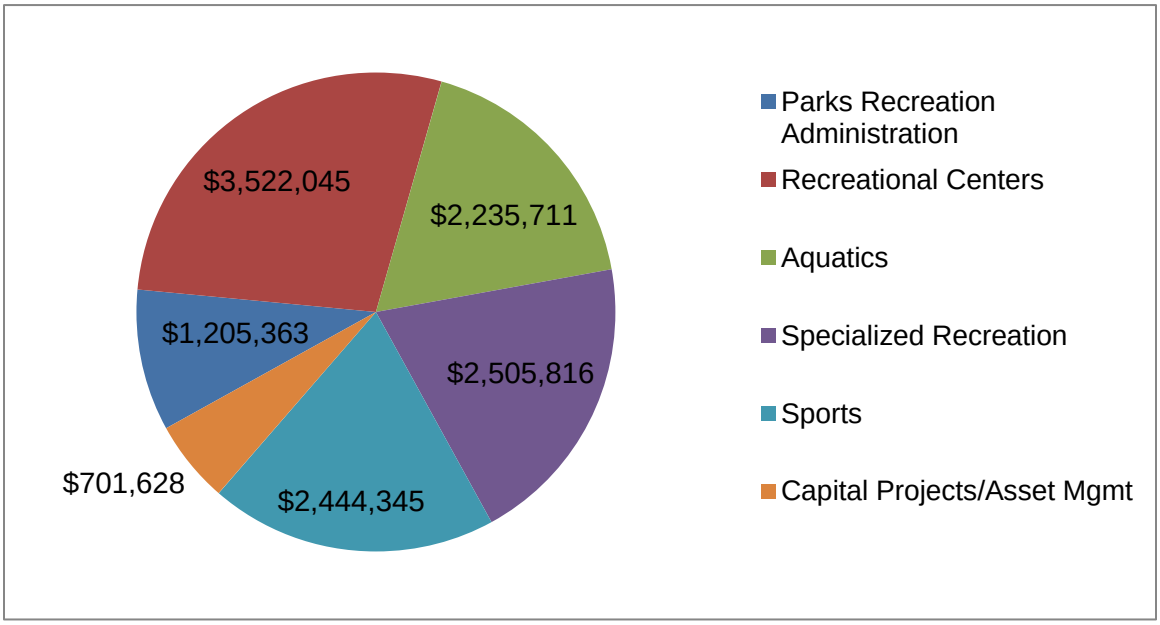
Expenditure Changes	Dollars
Personal Services	
Increased Personnel Costs related to compression increases	$9,845

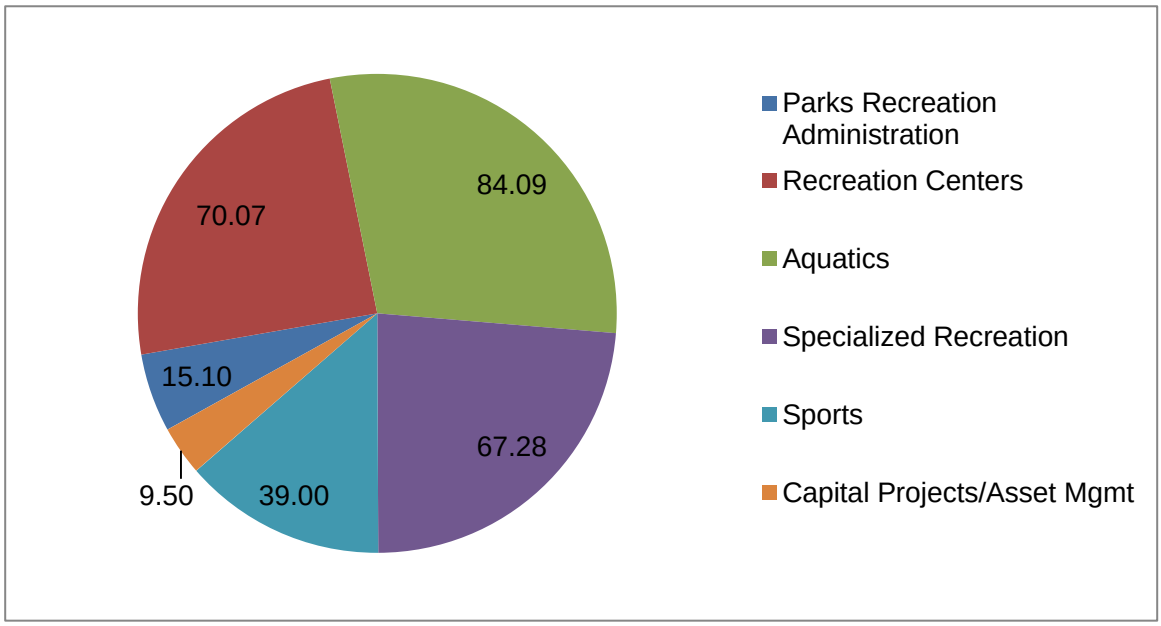
REVENUE BY CHARACTER



EXPENDITURES AND FULL-TIME-EQUIVALENT POSITIONS

Division	Total	FTE
Parks Recreation Administration	$1,205,363	15.10
Recreation Centers	$3,522,045	70.07
Aquatics	$2,235,711	84.09
Specialized Recreation	$2,505,817	67.28
Sports	$2,444,345	39.00
Capital Projects/Asset Management	$701,628	9.50
Grand Total	$12,614,909	285.04





DIVISION: ADMINISTRATIVE DIVISION

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: Office of the Director | $566,584

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of strategic results achieved	N/A	90.0%	90.0%
Result	Percentage of accreditation self-assessments	N/A	25.0%	25.0%
Output	Number of City Official inquiry responses provide	N/A	200	200
Demand	Number of City Official inquiry responses anticipated to be requested	N/A	225	225
Efficiency	Program expenditure per department expenditure	N/A	3.29%	4.67%

PROGRAM: Finance | $459,852

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of eligible invoices receiving discount	N/A	92.0%	95.0%
Result	Percentage of individual registrations for all eligible programs will be fee waivers for economically disadvantaged youths	N/A	15.0%	15.0%
Output	Number of vendor invoices paid	N/A	10,000	10,000
Demand	Number of vendor invoices anticipated to be paid	N/A	10,700	10.700
Efficiency	Program expenditures per department budget	N/A	3.82%	3.65%

PROGRAM: Human Resources	$178,928

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Staffing levels maintained (vacancy rate)	N/A	5	5
Result	Percentage of positions filled within 90 days for PM and EX positions	N/A	90%	90%
Output	Number of new hires processed	N/A	19	19
Demand	Number of new hires anticipated to be processed	N/A	20	20
Efficiency	Program expenditure per department employee	N/A	$325.85	$346.09

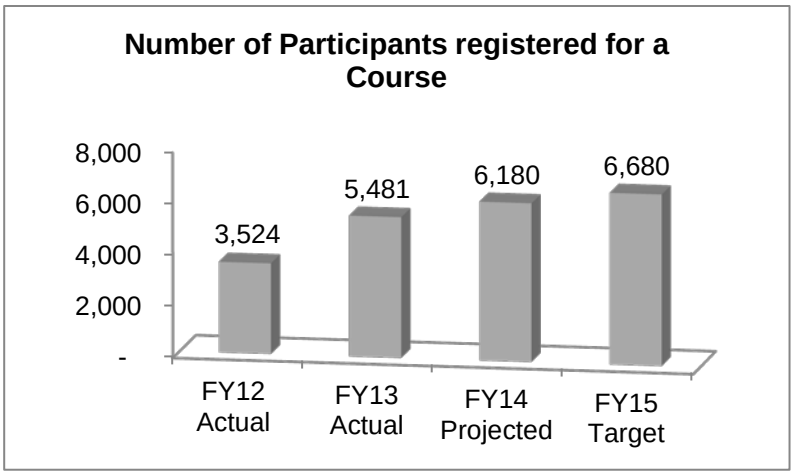
DIVISION: AQUATICS

The purpose of the Aquatics Division is to provide pools and instructional services to persons of all ages so they can be water safe and learn swimming skills.

KEY RESULT: Number of Participants registered for a certification course

Why is This Measure Important?
This measure is important because it shows the total participation from program use of the pools. Programs are offered for children ages 6 months and older, lifeguard training courses, and water safety instructional courses.

What Do These Numbers Tell Us?
These numbers provide our customers the ability to see how our programs are growing to suit their needs and the needs of their family.



PROGRAM: Pool Usage	$2,075,379

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Number of bid awards to host aquatic events	N/A	0	3
Result	Percentage of facility use permits at pools occur as scheduled	N/A	97.0%	95.0%
Output	Number of facility rentals	N/A	651	750
Demand	Number of facility rentals expected	N/A	730	830
Efficiency	Program expenditure per square foot of water surface	N/A	$27.91	$27.96

PROGRAM: Aquatic Instruction	$160,332

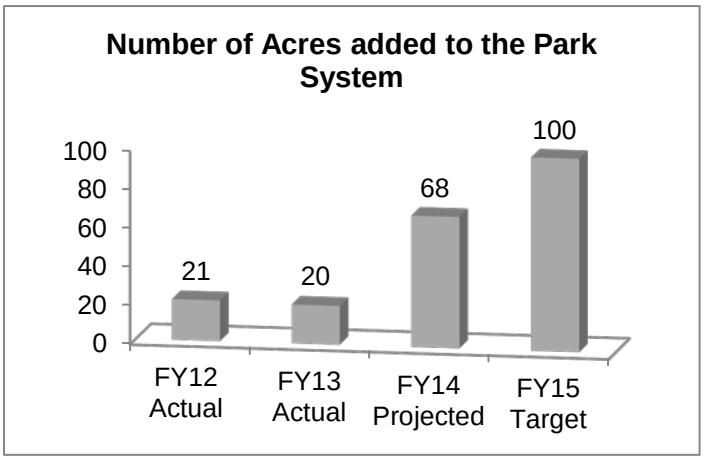
The purpose of the Aquatic Instructional Program is to provide aquatic education, instruction and fitness classes to community groups and persons of all ages so they can learn how to swim, exercise, and become water safe in and around water.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of scheduled learn to swim classes	N/A	82.0%	82.0%
Result	Percentage of classes held on weekends	N/A	27.0%	22.0%
Output	Number of participants registered for certification course	5,481	6,180	6,680
Demand	Number of participant expected to register for an aquatic class	N/A	7,500	7,500
Efficiency	Program expenditure per number of participants	N/A	$30.75	$40.08

DIVISION: CAPITAL PROJECTS AND ASSET MANAGEMENT

The purpose of the Capital Projects and Assets Management Division is to provide planning, design, construction and life cycle asset management services to the Parks and Recreation Department so staff can have fully functional facilities when and where they are needed.

KEY RESULT: Number of acres added to the Park System



Why is This Measure Important?
The city population is increasing and additional park acreage is needed to provide an adequate amount of park space for users. For example, the Parks and Recreation Master Plan calls for an overall goal of 2.0 acres per 1000 population for neighborhood park facilities. Tracking this measure will help to determine if we are increasing the ratio of acreage to population.

What Do These Numbers Tell Us?
Over the last several years, park acreage increases have been most dependent on developing neighborhood parks created from land development. With the passage of the city bond issue for parks, we anticipate an increasing acreage and direct purchase of land.

PROGRAM: Capital Assets Management — $309,147

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of facility use permits at unstaffed facilities occur as scheduled	N/A	80.0%	85.0%
Result	Percentage of facility components with an overall rating of “B” or higher	N/A	30.0%	30.0%
Output	Number of unstaffed park facilities permits issued	N/A	800	900
Demand	Number of unstaffed park facilities permits requested	N/A	810	920
Efficiency	Program expenditure per permit issued	N/A	$381.50	$343.05

PROGRAM: Planning, Design and Construction	$392,481

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.

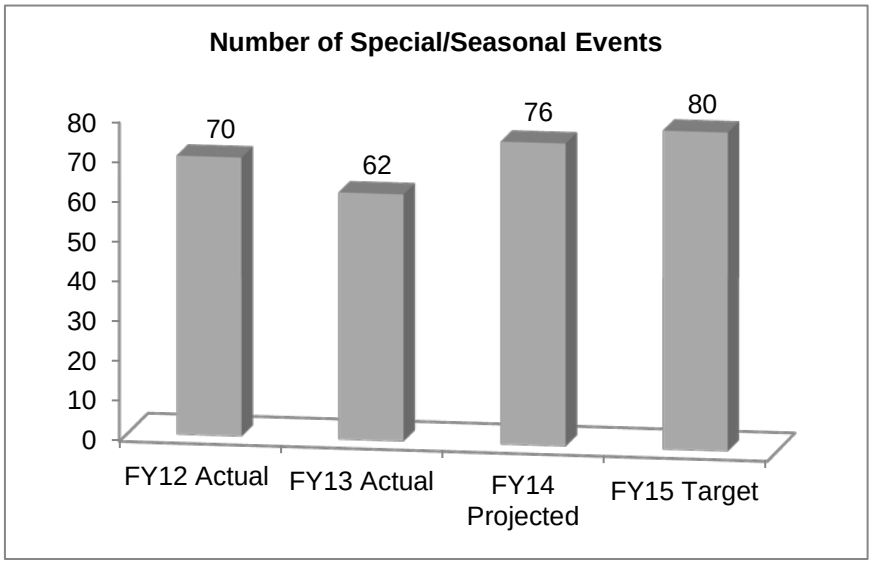
Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Completion rate for new parks and trails	N/A	4	4
Result	Percentage of indoor pool facilities Wi-Fi enabled	N/A	60.0%	80.0%
Output	Number of acres added to the park system	20	68	100
Demand	Number of acres expected to be added to the park system	N/A	50	110.5
Efficiency	Program expenditure per number of project inspections and plan reviews	N/A	$180	$157

DIVISION: RECREATION CENTERS

The purpose of the Recreation Centers Division is to provide an opportunity for self-directed and structured recreation services to the public so they can safely participate in leisure activities.

KEY RESULT: Number of Special/Seasonal Events

Why is This Measure Important?
Special/seasonal events held in the parks provide community-based recreation opportunities to all persons. These themed events provide a wide range of cultural, social, and physically active opportunities to engage the community. This measure is an important tool for staff to evaluate the number of events held each year, to ensure availability and access to all areas of the city.



What Do These Numbers Tell Us?
Delivery of special events experienced a decline in theFY12 to FY13 time period. Staff is challenged to increase the number and variety of events to provide equal access and opportunity to community recreation.

PROGRAM: Recreation Centers Self Use Program	$3,085,867

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of patron survey ratings of satisfactory or higher	N/A	99.0%	95.0%
Result	Number of monthly memberships for fitness, boxing, and racquetball	N/A	853	900
Output	Number of daily use participants	N/A	552	560
Demand	Number of daily use participants expected	N/A	300	600
Efficiency	Program expenditure per participant	N/A	$5,590	$5,510

PROGRAM: Structured Program	$436,179

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of increase in the number of instruction programs offered annually	N/A	0.0%	5.0%
Result	Percentage of classes held as scheduled	N/A	94.0%	95.0%
Output	Number of special/seasonal events held	72	76	80
Demand	Number of events expected to be held	N/A	60	90
Efficiency	Program expenditure per registered participant	N/A	$24.27	$22.94

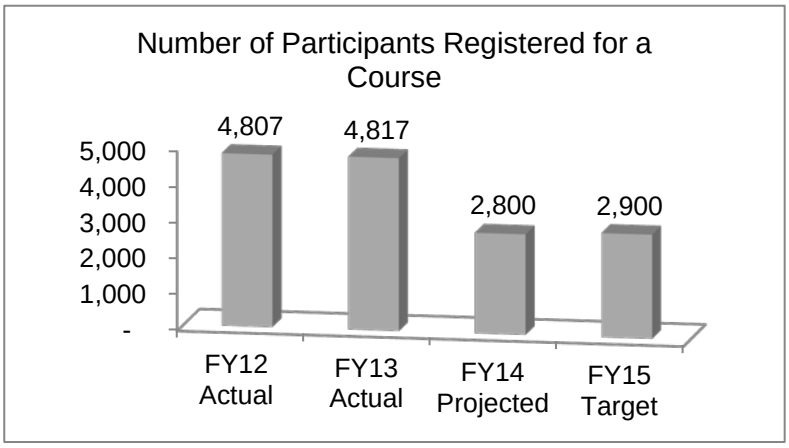
DIVISION: SPECIALIZED RECREATION

The purpose of the Specialized Recreation Division is to provide supervised recreational services to children, youth, and seniors so they can learn, develop, and maintain cognitive, physical, and social skills.

KEY RESULT: Number of Participants registered for a Course

Why is This Measure Important?
This measure is important because it shows the total enrollment in early childhood enrichment, youth activities and senior programs. This measure allows staff to develop and offer supervised and recreational programs specifically geared toward participants of all ages.

What Do These Numbers Tell Us?
These numbers provide our customers the ability to see how our programs are growing to suit their needs and the needs of their family.



PROGRAM: Early Childhood Enrichment | $370,379

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of children who pass the kinder-ready test	N/A	100.0%	100.0%
Result	Percentage of capacity filled by registered participants	N/A	90.0%	80.0%
Output	Number of children enrolled	N/A	162	144
Demand	Number of children expected to be enrolled	N/A	180	180
Efficiency	Program expenditure per child enrolled	N/A	$2,320	$2,572

PROGRAM: Seniors Program	$1,426,987

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of facility use permits occur as scheduled	N/A	97.0%	98.0%
Result	Percentage of daily participants	N/A	64.0%	66.0%
Output	Number of registered participants	N/A	2.800	2,900
Demand	Number of participants expected	N/A	3,000	3,100
Efficiency	Program expenditure per participant	N/A	$474	$492

PROGRAM: Youth Activities	$708,451

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of after-school participants who master one or more positive character traits at end of school year	N/A	92.0%	94.0%
Result	Number of after-school participants	N/A	810	720*
Output	Number of summer camp participants	N/A	1,400	1,400
Demand	Number of participants expected	N/A	2,120	2,120*
Efficiency	Program expenditure per participant	N/A	$297	$334

***Reduction of afterschool sites from 28 to18.**

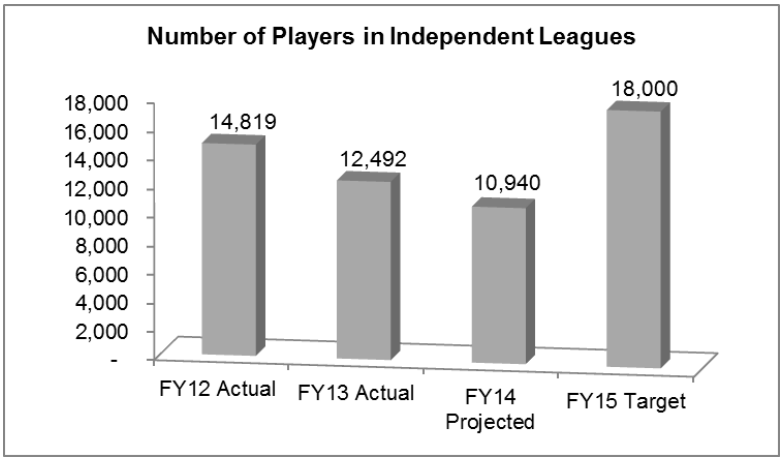
DIVISION: SPORTS

The purpose of the Sports Division is to provide sports services to participants in leagues and tournaments so they can participate in organized sports at their skill level at safe facilities.

KEY RESULT: Number of Players in Independent Leagues

Why is This Measure Important?
This measure is important because it shows the participation level in all of the independent leagues that utilize City of El Paso athletic fields.

What Do These Numbers Tell Us?
Increasing numbers show satisfaction in our Independent League programs and the facilities that they play their games.



PROGRAM: City Operated Youth and Adult Sports | $1,420,830

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage increase in leagues	N/A	0.0%	2.0%
Result	Number of teams registered	N/A	1,573	1,600
Output	Number of leagues offered	N/A	254	285
Demand	Number of teams expected to register	N/A	2,000	2,000
Efficiency	Program expenditure per team	N/A	$905	$888

PROGRAM: Independent Sports and Permits	$1,023,516

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Number of bid awards accepted	N/A	6	7
Result	Percentage of weekend days with athletic tournaments	N/A	42.2%	60.0%
Output	Number of players in independent leagues	12,492	10,940	18,000
Demand	Number of players in independent leagues expected	N/A	25,000	20,000
Efficiency	Program expenditure per player in independent league	N/A	$43.68	$56.86

PLAZA

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ElPaso
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Zoo

EMERGENCY 911
POLICE
POLICE

WELCOME TO EL PASO
ELEVATION 3,958 ft

Zoo

Mission Statement

The mission of the el Paso Zoo is to provide opportunities for encountering wildlife to the local community, schools, and visitors so they can have fun celebrating animals, conservation, and their own connection to nature.

Budget Summary	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Personal Services	4,501,554	4,610,809	4,761,416	4,964,788
Contractual Services	625,791	737,431	436,732	566,978
Materials/Supplies	720,307	589,733	483,130	561,725
Operating Expenditures	106,760	108,776	116,275	108,190
Non-Operating/Intergovt. Exp	6,476	10,469	5,000	17,700
Internal Transfers	0	0	0	262,000
Capital Outlay	359,215	15,408	10,000	10,000
Total Appropriation	**6,320,103**	**6,072,626**	**5,812,553**	**6,491,381**

Source of Funds	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government	3,726,248	3,725,581	3,776,642	4,032,986
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	59,150	40,850	0	0
Nonmajor Governmental Funds	2,534,705	2,306,195	2,035,911	2,458,395
Fiduciary Funds	0	0	0	0
Proprietary Funds	0	0	0	0
Total Funds	**6,320,103**	**6,072,626**	**5,812,553**	**6,491,381**

Positions	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
General Fund	88.00	90.00	90.00	89.90
Non-General Fund	24.20	24.20	23.75	20.85
Total Authorized	**112.20**	**114.20**	**113.75**	**110.75**

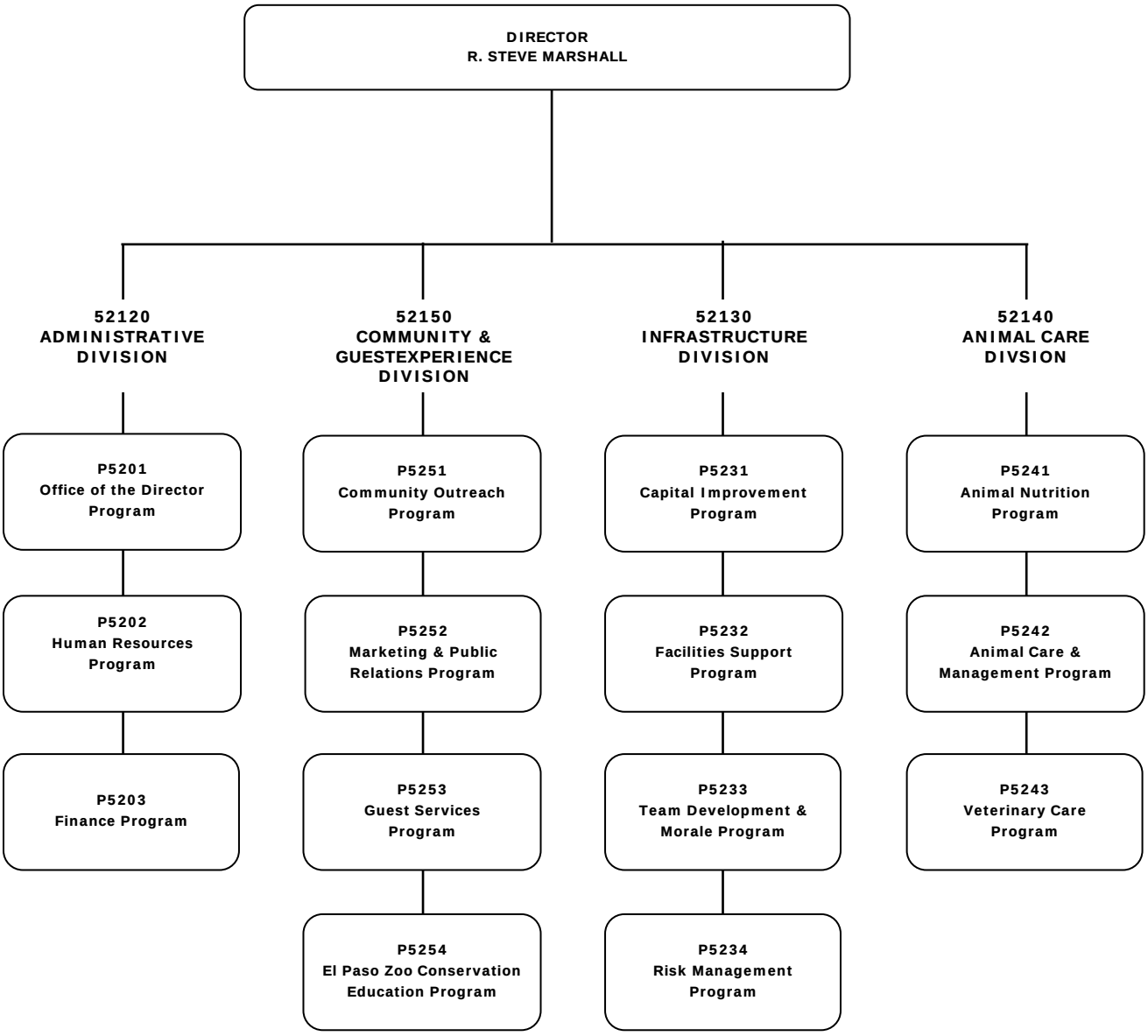
Zoo

Division Summary

	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government				
Zoo General Operations	3,726,248	3,725,540	0	0
Administrative	0	41	428,618	514,970
Infrastructure	0	0	1,069,297	1,024,639
Animal Care	0	0	2,058,596	2,362,694
Community & Guest Experience	0	0	220,131	130,683
Sub Total	3,726,248	3,725,581	3,776,642	4,032,986
Capital Projects				
Zoo General Operations	59,150	40,850	0	0
Sub Total	59,150	40,850	0	0
Nonmajor Governmental Funds				
Zoo Gate Revenue Administration	1,168,307	1,229,513	157,969	441,771
Zoo Facilities	421,082	390,723	900,513	1,129,218
Zoo Animal Health Nutrition	363,378	318,666	0	0
Zoo Gate Operations	435,917	226,845	0	0
Zoo Animal Collections	118,373	111,804	771,826	626,763
Zoo Community Programs	27,648	28,644	205,603	260,643
Sub Total	2,534,705	2,306,195	2,035,911	2,458,395
All Funds Total	**6,320,103**	**6,072,626**	**5,812,553**	**6,491,381**

EL PASO ZOO

EL PASO ZOO


DIRECTOR
R. STEVE MARSHALL
52120
ADMINISTRATIVE
DIVISION
52150
COMMUNITY &
GUESTEXPERIENCE
DIVISION
52130
INFRASTRUCTURE
DIVISION
52140
ANIMAL CARE
DIVSION
P5201
Office of the Director
Program
P5202
Human Resources
Program
P5203
Finance Program
P5251
Community Outreach
Program
P5252
Marketing & Public
Relations Program
P5253
Guest Services
Program
P5254
El Paso Zoo Conservation
Education Program
P5231
Capital Improvement
Program
P5232
Facilities Support
Program
P5233
Team Development &
Morale Program
P5234
Risk Management
Program
P5241
Animal Nutrition
Program
P5242
Animal Care &
Management Program
P5243
Veterinary Care
Program

DEPARTMENT MISSION

The mission of the El Paso Zoo is to provide opportunities for encountering wildlife to the local community, schools, and visitors so they can have fun celebrating animals, conservation, and their own connection to nature.

BUDGET HIGHLIGHTS

The El Paso Zoo offers a fun, unique, family-friendly experience on 35 acres of shaded landscape and natural animal habitats. In FY 2014, the Zoo continued its success with the opening of the Foster Tree House Playground. With this new addition we are currently on track to reach our FY 2014 attendance and revenue goals.

For Fiscal Year 2015, the Zoo will be responding to two drivers; operating expense increases and general fund reductions. Managing a living collection comes with the reality of high fixed costs which eliminate the options of savings through adjustments in operating hours. In order to continue the growth and improvement of the Zoo desired by the community, the Zoo operational budget has over the last years been absorbing general fund budget reductions. An unintended result of this has been the Zoo's inability to keep up with true operation expense increases over time. Since the last increase four years ago the Zoo has continued to improve and gain attendance. The admission price increase still places the Zoo in the mid-range of admission fees within our benchmark group of accredited zoos.

The Zoo's first three year roll-out of approved projects for the Zoo's allocation of the 2012 Quality of Life Bond is schedule during Fiscal Years 2014, 2015, and 2016. The scope and sequence of the expenditure of the bond funds will follow the approved Zoo Master Plan.

ISSUE STATEMENTS

Issue 1

The increased need for complex and exceptional animal care practices, if not addressed, will result in poor animal condition, a negative experience for the guest, fewer exhibits and animals, and loss of Association of Zoos and Aquariums (AZA) accreditation.

Issue 2

The decreasing proportion of general fund support for the Zoo will, if not addressed, result in:

- Reduction in Zoo amenities (clean, safe, and functional facilities; shade and ground improvements)
- Closed exhibits / Fewer animals
- Reduction in animal encounter programs
- Reduction in wildlife conservation programs
- Ticket prices will become unaffordable for El Paso families
- Decreased ability to meet best practices for Zoo management (AZA accreditation

Issue 3

The continued lack of understanding of the Zoo's true value to the local economy, community and natural environment will, if not addressed, result in:

- Decreased community support for long-term Zoo improvements
- Decreased donor investments
- Decreased number of Zoo visits, and participation in Zoo programs will stagnate or decrease

Issue 4

The trend of improved communication, appreciation and trust among all levels of employees at the Zoo, if not continued, will result in:

- Decreased employee recruitment and retention
- Decrease in employee dedication and productivity
- Decrease in quality of customer experience
- Increased difficulty in succession planning

Issue 5

The increasing disconnect of people in the El Paso region from the natural world associated with modern lifestyles will, if not addressed, result in:

- Decreased rates of physical and mental well-being in the El Paso area (nature deficit disorder rates)
- Decreased awareness of the value of the ecosystem to human quality of life (air, water and soil quality, crop pollination; nutrient replenishment/climate effects)
- Decreased conservation associated behaviors among the El Paso population

STRATEGIC RESULTS

Strategic Result 1:
(Addresses Issues 1 and 5)

The Zoo will provide visitors a quality family experience so they can appreciate the Zoo's value to the community. They will stay longer, tell others, and come back as evidenced by:

- 2017, average stay time will be 4 hours per Zoo visit
- 2017, 100% of Master Plan projects completed as scheduled per year:
    - By the end of CY13, the tree House Playground will be open
    - By 2015, the African Wild Dog exhibit will open
    - By 2015, the Reptile Building will be completed (head, feet and corner exhibits)
    - By 2016, the Event Tent, the Sea Lion facility renovation, the America's holding facility and Education Animal Holding will be completed
    - By 2016, the Wildlife Theatre, will be completed

Strategic Result 2:
(Addresses Issues 1, 3, 5)

Guests will form a meaningful connection to wildlife and be inspired to take conservation action through encounters with well cared for animals, as evidenced by:

- Averaging 1 or fewer non-compliance items on each annual USDA Animal Care Inspection over a rolling 5 year period.
- By 2016, experience zero unresolved major concerns in the animal and veterinary care section of AZA accreditation from the bi-annual internal audit
- By 2016, ___% of people coming to the zoo reporting having adopted at least one Zoo promoted conservation action as a habit of their daily lives (baseline TBD by 2015)
- By 2014, 100% of internal animal welfare concerns are addressed by recommendation reports to the director within 30 days
- By 2017, 35% of guests will attend an animal encounter program

Strategic Result 3:
(Addresses Issue 2)

The Zoo is able to attain enough predictable operating and long term funding support to maintain affordable ticket pricing to El Paso families as evidenced by:

- By 2017, 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
- By 2017, 80% of fundraising goal will be achieved over a rolling 5 year average

Strategic Result 4:
(Addresses Issue 4)

The Zoo's guests will observe and be impacted by employees that are knowledgeable, engaged and empowered as evidence by:

- By 2015, 50% of Zoo team members participating in company outing/activities
- By 2017, 85% of employees who have completed department specified training development programs
- By 2014, 98% of secret shopper sections will rate "meet or exceed" expectations

Strategic Result 5:
(Addresses Issue 3)

The Zoo will be recognized as a valuable, economic, education and conservation resource within the community, as evidenced by:

- By 2017, 8000 households in the MSA will be members in the Zoological Society
- By 2017, 85% of events will be paid with private donations/sponsorships to the El Paso Zoological Society
- By 2017, the number of Zoo visits will be 400,000 which will represent 50% penetration of metro statistical area (MSA)
- By 2017, 9% of local school district students participating in zoo field trips (Baseline TBD by 2016)

DEPARTMENT ORGANIZATION

1. **ADMINISTRATIVE DIVISION**
   1.1. Office of the Director Program
   1.2. Finance Program
   1.3. Human Resources Program

2. **COMMUNITY AND GUEST EXPERIENCE DIVISION**
   2.1. Community Outreach Program
   2.2. Marketing and Public Relations Program
   2.3. Guest Services Program
   2.4. El Paso Zoo Conservation Education Program

3. **INFRASTRUCTURE DIVISION**
   3.1. Capital Improvements Program
   3.2. Facilities Support Program
   3.3. Team Development and Morale Program
   3.4. Risk Management Program

4. **ANIMAL CARE DIVISION**
   4.1. Animal Nutrition Program
   4.2. Animal Care and Management Program
   4.3. Veterinary Care Program

SIGNIFICANT CHANGES

General Fund

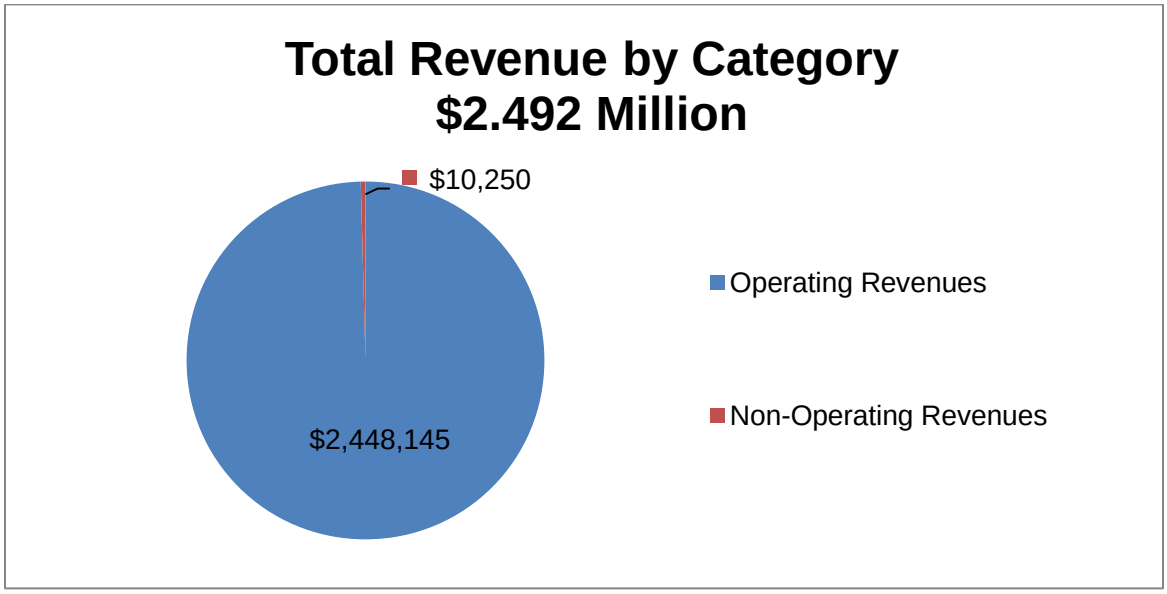
Expenditure Changes	Dollars
Personal Services	
Increased Personnel Costs due to addition of staff for Quality of Life projects, and shift of personnel from Zoo Gate Operations fund; plus compression, health, and pension increases	$256,344

Non General Fund

Revenue Changes	Dollars
Increased Zoo Admission Revenue due to $2.00 increase on adult tickets and $1.50 increase on tickets for children, seniors, and military as well as fee increase for giraffe feeding from $2.00 to $3.00	$422,484

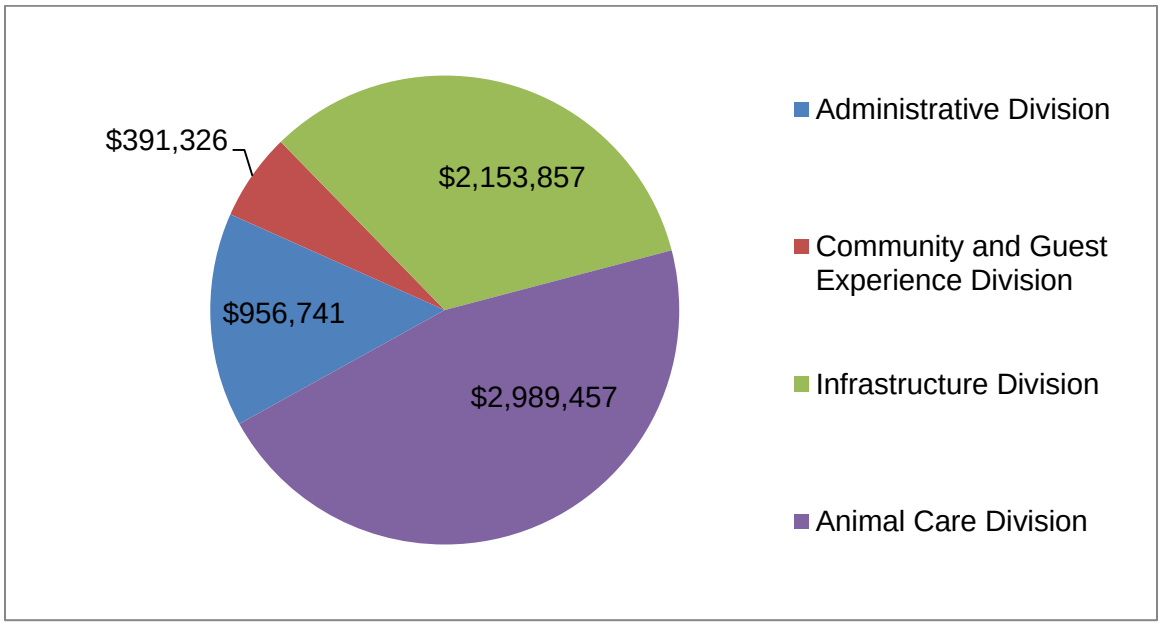
Expenditure Changes	Dollars
Personal Services	
Decreased Personnel Costs due to shift to General Fund	($52,972)
Contractual Services	
Increased due to rebidding of security contract, sea lion exhibit cleaning contract, and pest control contract	$130,246
Materials and Supplies	
Increased Animal Food and Supplies due more exhibits and rising costs, cleaning supplies to align with actuals, and restored resources to Zoo Facility Maintenance	$78,595
Operating Expenditures	
Decreased Seminars Continuing Education to align with actuals	($8,085)
Non-Operating Expenditures	
Increased Bank Service Charges & Credit Card fees to align with actuals and cover anticipated costs	$12,700
Other Uses	
Increased Transfer to Fund Balance to ensure sufficient reserves	$262,000

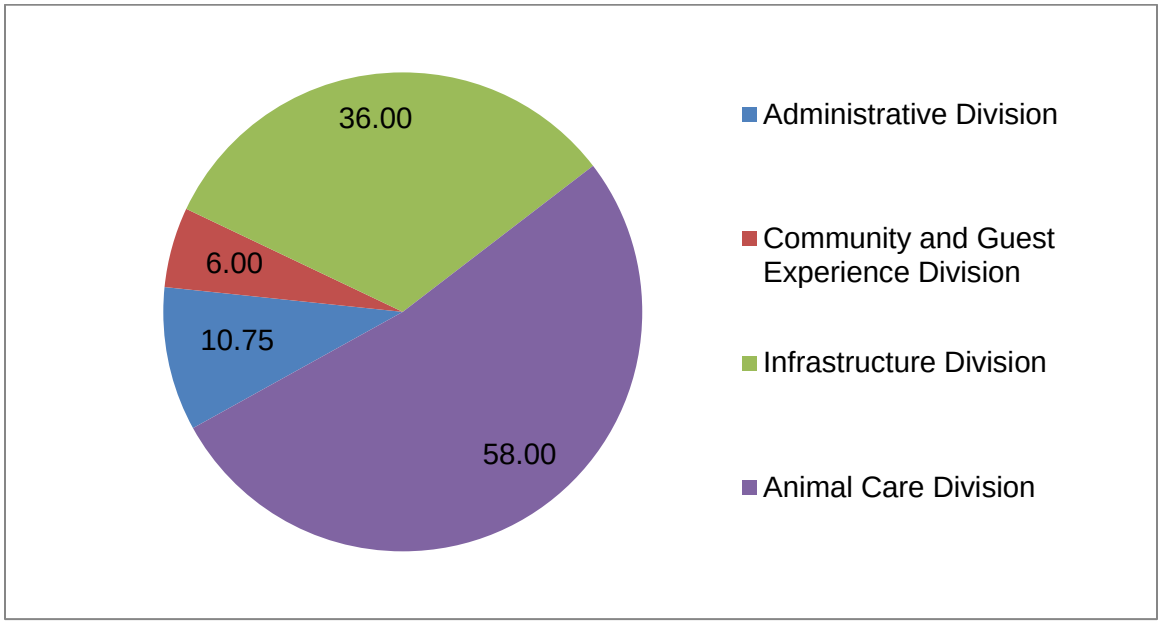
REVENUE BY CATEGORY



EXPENDITURES AND FULL-TIME-EQUIVALENT POSITIONS

Division	Total	FTE
Administrative Division	$956,741	10.75
Community and Guest Experience Division	$391,326	6.00
Infrastructure Division	$2,153,857	36.00
Animal Care Division	$2,989,457	58.00
Grand Total	$6,491,381	110.75





DIVISION: ADMINISTRATIVE DIVISION

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: Office of the Director | $215,972

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of City Official inquiry responses provided	100%	100%	100%
Result	Percent of Master Plan projects completed as scheduled per year	N/A	100%	100%
Output	Number of City Official inquiry responses provided	2	6	6
Demand	Number of City Official inquiry responses anticipated to be requested	2	6	6
Efficiency	Administrative Division expenditure per dollar department expenditure		$.03	$.03

PROGRAM: Finance | $675,045

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of vendor invoices paid within 30 days	N/A	98%	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	$39.00
Output	Number of vendor invoices paid	N/A	3,875	4,500
Demand	Number of vendor invoices anticipated to be paid	N/A	3,875	4,500
Efficiency	Program expenditure per department budget		$.05	$.10

PROGRAM: Human Resources	$65,724

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of staffing levels maintained (vacancy rate) annually	90%	98%	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	95%	90%	95%
Output	Number of new hires processed	10	10	10
Demand	Number of new hires anticipated to be processed	10	10	10
Efficiency	Program expenditure per department employee	N/A	$914	$593

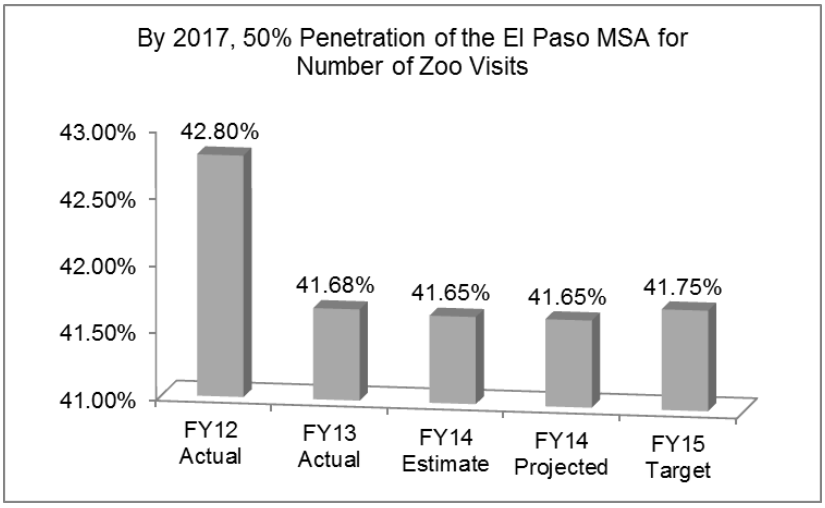
DIVISION: COMMUNITY AND GUEST EXPERIENCE

The purpose of the Community and Guest Experience Division is to provide hospitality and outreach services to the community and zoo guests so they can have fun celebrating animals, conservation, and their own connection to nature.

Key result:
By 2017, 50% penetration of the El Paso MSA for number of zoo visits

Why is This Measure Important?
Recognition that the experience we offer has value.

What Do These Numbers Tell Us?
Penetration in relation to population of Metropolitan Statistical Area. We can track if our attendance numbers are increasing at the same rate as the population.



PROGRAM: Community Outreach	$18,827

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of total attendance driven by special events	6%	8%	8%
Output	Number of education/conservation and community events	9	10	10
Output	Number of fundraising, special, and catering events	39	40	40
Demand	Number of education/conservation and community events expected to be conducted or participated in	9	10	10
Efficiency	Program expenditure per amount collected through fundraising, special, and catering events		$.12	$.11

PROGRAM: Marketing and Public Relations	$57,109

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent penetration of the El Paso MSA for number of zoo visits	41.68%	41.65%	41.65%
Result	Number of households in the MSA will be members in the Zoological Society	3,215	7,000	6,500
Output	Number of promotional materials distributed in 2015	156	156	160
Demand	Number of promotional materials expected to be distributed in 2015	325,000	452,000	452,000
Efficiency	Program expenditure for Marketing			

PROGRAM: Guest Services	$0

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of secret shopper service surveys with an overall (impression of food service) rating of 3 or above	90%	90%	90%
Result	Percent of secret shopper service surveys with an overall (impression of retail service) rating of 3 or above	90%	90%	90%
Output	Average dollar amount of food and retail transactions made at guest services establishments (based on gate counts)	$3.55	$3.55	$3.55
Demand	Average dollar amount of food and retail transactions expected to be made at guest services establishments (based on gate counts)	$3.55	$3.55	$3.55
Efficiency	Expenditure per number of food and retail transactions made		0	0

PROGRAM: El Paso Zoo Conservation Education	$315,390

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of local school district students participating in zoo field trips	8%	8%	8%
Result	Number of animal encounters	2,200	1,828	1,850
Output	Number of zoo adventure classes/workshops	300	366	366
Demand	Number of zoo adventure class/workshops expected to be provided	300	366	366
Efficiency	Expenditure per Zoo guest		$1.03	$.89

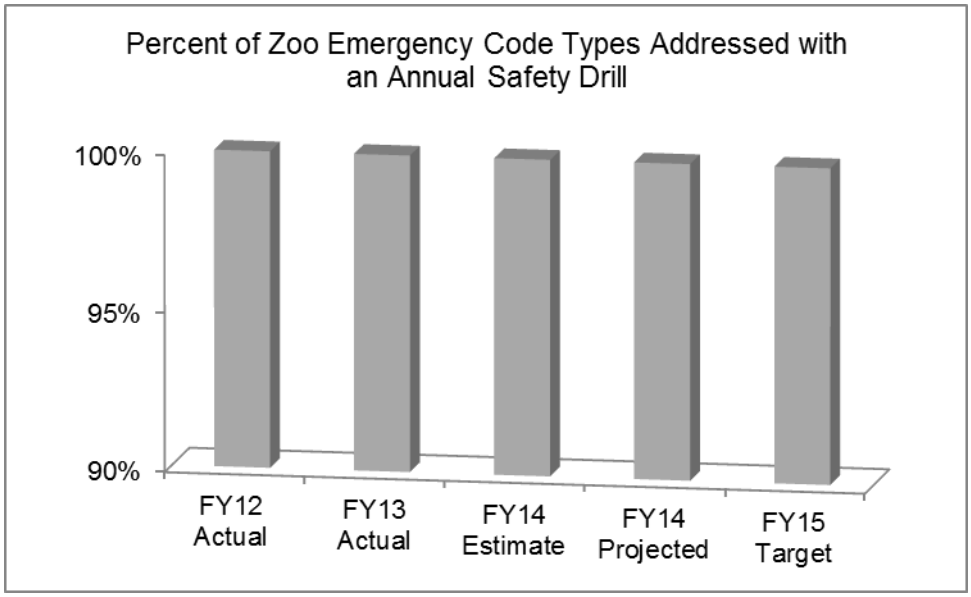
DIVISION: INFRASTRUCTURE

The purpose of the Infrastructure Division is to provide resource and support services to guests and stakeholders so they can enjoy a safe, secure and evolving environment.

KEY RESULT:
100% of zoo emergency code types addressed with an annual safety drill

Why is This Measure Important?
Safety is a high priority and mandatory drills are required by our accrediting body.

What Do These Numbers Tell Us?
We are prepared, compliant and practice for emergency situations.



PROGRAM: Capital Improvements | Capital Funded

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of capital improvement budget stipulated by the master plan spent on renovations during the fiscal year	N/A	100%	100%
Result	Percent of capital improvement budget stipulated by the master plan spent on new construction during the fiscal year	N/A	100%	100%
Output	Number of individual capital improvement projects completed per fiscal year	0	5	4
Demand	Number of individual capital improvement projects expected to be completed per fiscal year	0	5	4
Efficiency	Program cost per number of projects			

PROGRAM: Facilities Support Group	$1,792,564

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of secret shopper report rankings for cleanliness received at the highest rating	85%	85%	87%
Result	Percent of total work orders completed within 45 days of the request	N/A	70%	70%
Output	Number of work orders completed per fiscal year	TBD	2,000	2,000
Demand	Number of work orders expected to be completed per fiscal year	TBD	2,000	2,000
Efficiency	Program expenditure per number of work orders completed		$840	$896

PROGRAM: Team Development and Morale	$15,311

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of secret shopper sections that will rate "meet or exceed" expectations in 2014	N/A	98%	98%
Output	Number of team outings/events	17	17	17
Output	Number of secret shopper visits/surveys (revamped) *	N/A	4	4
Demand	Number of team outings/events expected to be organized	17	17	17
Efficiency	Program expenditure per outing per event participant		$885	$901

* Baseline data to be determined in 2014

PROGRAM: Risk Management	$345,982

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of zoo emergency code types addressed with an annual safety drill	100%	100%	100%
Output	Number of total safety drills conducted	12	12	12
Output	Number of dangerous animal escape response team members qualified to respond to zoo emergencies	6	6	6
Demand	Number of total safety drills required to be conducted	9	9	9
Efficiency	Program expenditure per drill		$22,946	$28,832

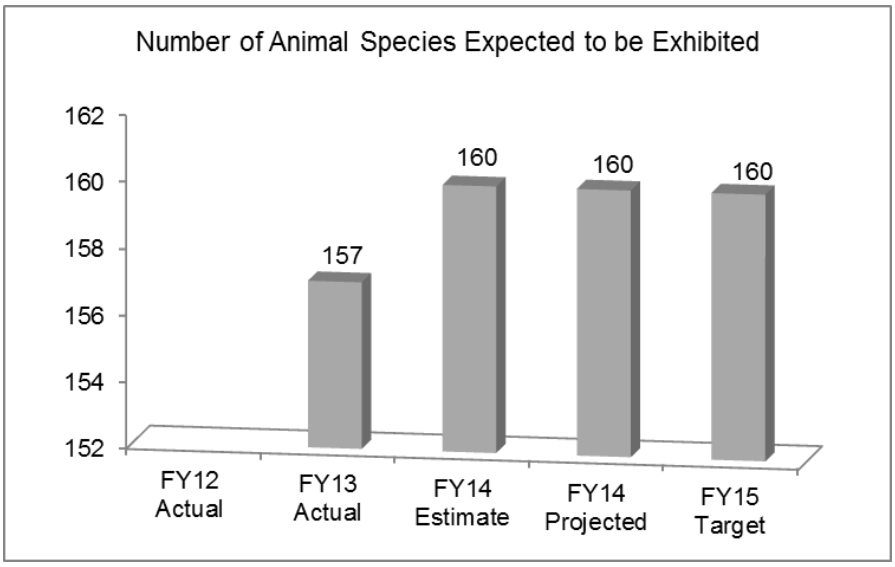
DIVISION: ANIMAL CARE

The purpose of the Animal Care Division is to provide animal health and management services to the zoo so they can exhibit and maintain healthy, enriched animals in high quality environments.

KEY RESULT:
Number of animal species expected to be exhibited

Why is This Measure Important?
We want to have a large number and variety of animal species for our guests to enjoy.

What Do These Numbers Tell Us?
This measure allows us to track whether the Zoo exhibits enough animals to meet our customers' demand.



PROGRAM: Animal Nutrition	$438,599

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of animal diets prepared correctly per month	95%	99%	99%
Result	Percent of daily animal diets prepared on time	90%	95%	95%
Output	Number of animal diet preparations	85,855	87,143	88,886
Demand	Number of animal diets expected to be prepared	91,250	87,143	88,886
Efficiency	Program expenditure per animal diet preparation	$2.74	$2.69	$2.64

PROGRAM: Animal Care and Management	$2,055,246

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 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	200	200
Result	Percent of number of days that 'major zoo exhibits' are empty because of animal medical work, moat drops, etc.	N/A	150	150
Output	Number of animal species exhibited annually	150	150	150
Demand	Number of animal species expected to be exhibited	155	155	155
Efficiency	Program expenditure per exhibited animal		$13,194	$13,260

PROGRAM: Veterinary Care	$495,612

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Experience 1 or fewer non-compliance items on each USDA animal care inspection	0	0	0
Output	Number of laboratory submissions	790	1000	750
Output	Number of animal prescriptions	1,336	1,500	N/A*
Demand	Number of routine annual exams expected to be performed	402	402	425
Efficiency	Program expenditure per zoo animal cared for	N/A	$922	$990

*****No longer able to measure, updated software can no longer run this feature.

PUBLIC SAFETY & COMMUNITY SERVICES

- Environmental Services
- Fire
- Municipal Clerk
- Police
- Public Health

Environmental Services

Environmental Services

Mission Statement

To provide code enforcement, environmental health and integrated solid waste management services to the greater El Paso community so they can enjoy a health, clean, safe and beautiful environment.

Budget Summary	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Personal Services	18,056,319	20,154,510	20,028,036	21,410,109
Contractual Services	8,321,295	8,395,650	10,884,676	11,336,177
Materials/Supplies	4,465,205	4,502,294	6,074,138	6,183,253
Operating Expenditures	12,385,070	11,681,845	3,748,172	4,651,049
Non-Operating/Intergovt. Exp	4,308,087	2,131,868	2,954,251	3,305,056
Internal Transfers	2,482,080	12,978,448	17,709,208	20,299,762
Capital Outlay	900,485	1,238,590	7,731,663	13,075,901
Total Appropriation	**50,918,541**	**61,083,205**	**69,130,144**	**80,261,307**

Source of Funds	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government	2,270,643	2,178,796	0	0
Community Development Block Grants	53,415	-1,944	0	0
Debt Service	0	0	0	0
Capital Projects	0	0	0	0
Nonmajor Governmental Funds	199,945	32,863	8,328,586	5,946,129
Fiduciary Funds	0	0	0	0
Proprietary Funds	48,394,538	58,873,490	60,801,558	74,315,178
Total Funds	**50,918,541**	**61,083,205**	**69,130,144**	**80,261,307**

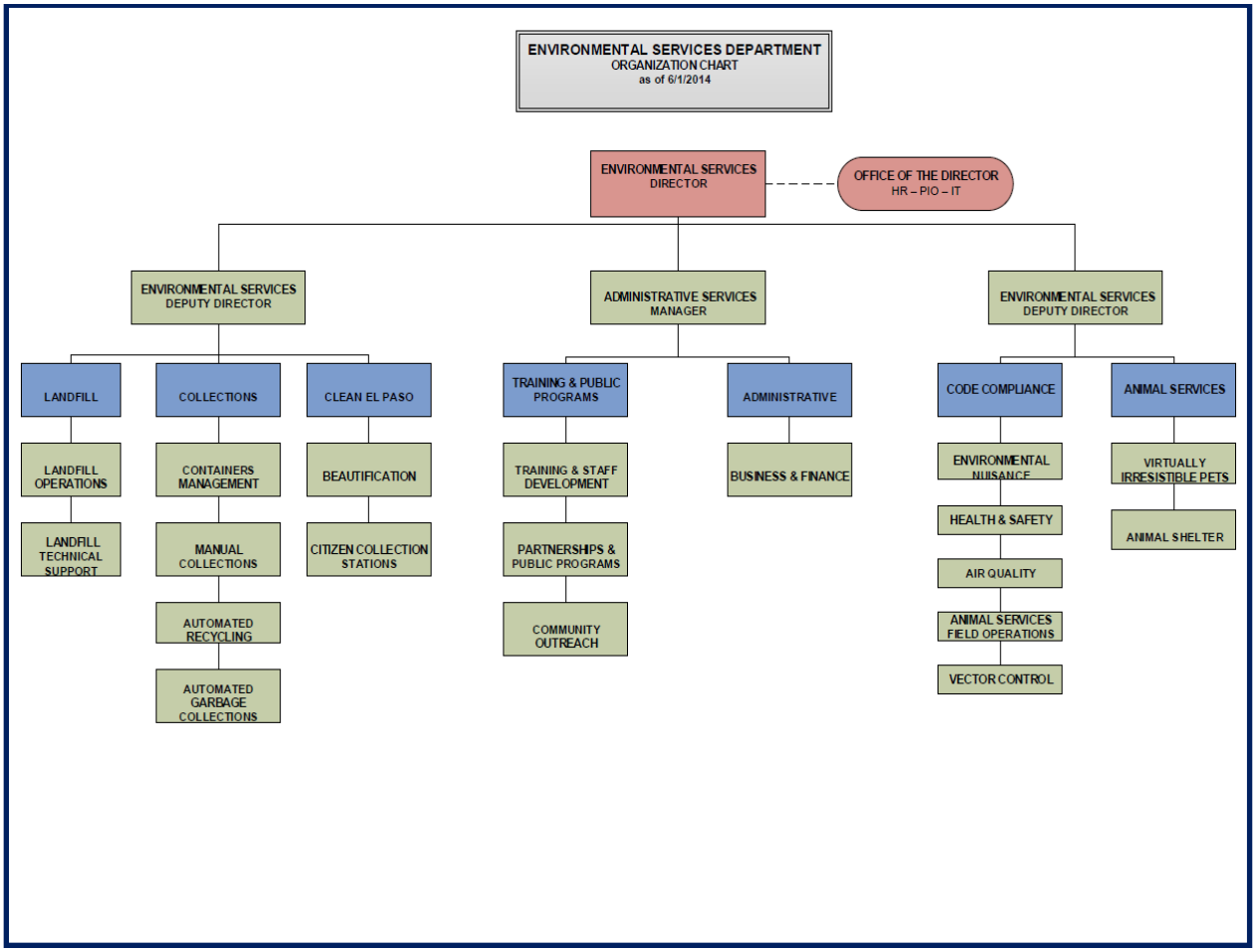
Positions	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
General Fund	46.00	45.50	0.00	0.00
Non-General Fund	365.60	409.20	447.60	453.50
Total Authorized	**411.60**	**454.70**	**447.60**	**453.50**

Environmental Services

Division Summary

	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government				
Animal Shelter Operations	1,820,313	2,164,882	0	0
Code Compliance	448,820	13,914	0	0
ESD Non-Departmental	1,510	0	0	0
Sub Total	2,270,643	2,178,796	0	0
Community Development Block Grants				
Code Compliance	53,415	(1,944)	0	0
Nonmajor Governmental Funds				
Environmental Fee	0	0	8,328,586	5,946,129
Clean El Paso	(1,394)	0	0	0
Sanitation State Grants Pass thru	201,339	32,863	0	0
Sub Total	199,945	32,863	8,328,586	5,946,129
Proprietary Funds				
Administration	9,132,977	18,233,095	16,224,961	25,439,416
Collections	14,857,314	17,032,192	19,984,555	21,503,046
Code Compliance	4,433,871	5,195,055	10,323,307	9,618,021
ESD Non-Departmental	4,519,790	4,771,882	0	0
Landfill	5,745,461	6,760,611	5,835,588	6,809,314
Animal Services	1,890,705	2,536,618	0	0
Clean El Paso	1,949,752	2,140,373	5,213,617	6,135,732
Special Collections	1,980,642	1,066,451	0	0
SWM Eng.	3,064,963	560,813	0	0
Sustainability	405,269	173,124	0	0
Container Collections	384,053	353,877	0	0
Training & Public Programs	0	0	365,234	509,161
Animal Shelter Operations	29,741	49,399	2,854,296	4,300,488
Sub Total	48,394,538	58,873,490	60,801,558	74,315,178
All Funds Total	**50,918,541**	**61,083,205**	**69,130,144**	**80,261,307**

ENVIRONMENTAL SERVICES DEPARTMENT



DEPARTMENT MISSION

The mission of the Environmental Services Department is to provide code enforcement, environmental health and integrated solid waste management services to the greater El Paso community so they can enjoy a healthy, clean, safe and beautiful environment.

BUDGET HIGHLIGHTS

Solid Waste Operating Fund
Environmental Services increased the residential solid waste rate by $1.00, from $16.00 to $17.00 per month for each refuse container. This rate increase will generate estimated revenues of $2.25 million annually. This revenue will fund the replacement of capital equipment budget that has been deferred for several years, including heavy equipment, light duty trucks and automated garbage trucks. Some of the capital equipment being replaced is over 14 years old, and maintenance costs on these vehicles are very high. The increase in the capital budget is approximately $4.7 million. The rate increase will fund approximately half of the capital request, with the remaining $2.5 million coming from Retained Earnings.

The revenue budget includes a decrease in landfill revenues due to reduced tonnage received at the landfill. Diversion to a local recycler, who accepts construction and demolition materials, may be a contributing factor to the reduced tonnage. In addition, the increase in the Waste Exchange agreement from 15,000 to 20,000 tons per quarter has had a negative impact on landfill revenues. Landfill revenues are estimated to be down by $870 thousand in FY15.

The issuance of Certificates of Obligations in the amount of $5.3 million in FY14 provided the funding to purchase approximately 1,200 acres of land surrounding the Greater El Paso Landfill. Repayment is scheduled over 20 years, and will begin in FY15. Debt service payments increased by $289,510.

The FY15 budget includes a drawdown of the Retained Earnings balance by $3.9 million. As mentioned above, $2.2 million will support the replacement of capital equipment. The remaining $1.5 million will provide funding for increases in Retiree Healthcare, IT capital recovery, and General Fund Indirect Costs.

Animal Shelter Services
As part of Animal Shelter services, a low cost spay/neuter clinic at Socorro Road will be opening, and will generate estimated revenues of $360,000 from spay/neuter fees. After the initial startup year, the new location is planned to be self-supporting by the spay/neuter fess charged.

Air Quality Grants
The EPA grant for Air Quality is discontinued in FY15. The current TCEQ grants will continue, and provide similar testing data as previously provided by the EPA grant. The EPA grant had a city match of $174,458 funded by the Environmental Fee. This funding will be reprogrammed into the work associated with the TCEQ air quality grants.

Environmental Fee
Building Inspectors have been transferred from Code Enforcement to City Development to enhance building and zoning activities throughout the City. The transfer also includes the funding source of $679,210 from the ESD's allocation of the Environmental Fee.

ISSUE STATEMENTS

Issue 1

The growth in the size and complexity of the Environmental Services Department, through internal "mergers," often reinforces organizational silos and ways of thinking, which, if not addressed, will continue to result in:

- Minimal sense of the ESD employees and managers belonging to the larger organizational entity and mission
- Avoidance of employee responsibility for mistakes and problems
- Poor employee understanding of the professional perspective and technical work language used by their peers in other divisions of the department
- Organizational dynamic in which employees and managers in respective divisions, tend to focus only on their own objectives without due consideration of the impact on other operating divisions, i.e. "not my job"
- Decreased levels of service and commitment to our customers from a lack of understanding of the overall goals and broad mission of the department

Issue 2

If the lack of an integrated solid waste management plan for El Paso and the current status quo of commercial trash transport to out-of-state sites for disposal continue, then there will be much greater likelihood that the City of El Paso will experience:

- Lost opportunity to fund future environmentally friendly projects that benefit the community
- City of El Paso vulnerability to New Mexico politics
- Increased fees for El Paso residents as costs continue to rise
- No increase in material diversion and recovery

Issue 3

Continued lack of understanding and awareness by customers/city departments and the public of the rules and regulations related to environmental health and safety, coupled with poor understanding by the public of the community benefits of ESD services, if not addressed, will result in:

- Decreased compliance rates
- Lower levels of neighborhood engagement
- Lack of consistent responsible pet ownership
- Increased illegal dumping and other nuisance violations
- Additional operating costs to abate violations
- Lack of progress in beautifying El Paso

Issue 4

As the Department continues to evolve, the internal lack of clear messaging and unified and consistent communications if not addressed, will continue to result in:

- Lack of trust in management and their communications
- Lack of respect for management
- Significantly higher turnover and absenteeism rates than those for most other City of El Paso departments
- Lower morale among employees
- Gossip-fueled frustration on part of both employees and managers
- Breakdowns in customer service
- Credibility issues as customers increasingly question the competency of ESD and employees with whom they come into contact through their day-to-day work
- Confusion from employees regarding their roles and responsibilities

Issue 5

The increasing demand for higher level of service delivery and new or expanded programs combined with continued difficulties in:

- Hiring the right staff in a timely manner*
- Long turnaround times to both purchase and maintain needed equipment and vehicles
- Access to information technology resources
- Effective legal advice and support; if not addressed, will result in:
    - Inability to effectively implement new and existing programs
    - Staff burnout and higher turnover
    - Decreased quality of service delivery
    - Less ability to communicate with customers proactively through education and outreach
    - Decreased capacity for a well trained staff
    - Higher accident rate
- Increased complaint rate
- Increase in lost work days

Issue 6

The continued influx of new residents and the transient nature of our population will result in:

- Increased customer non-compliance (due to lack of knowledge) with rules related to solid waste, code enforcement, zoning, and animal control
- Increased customer frustration from lack of awareness, non-compliance, time delays, and perceived non-responsiveness by the City
- Increased demand to the Department resources to educate/outreach and enforce the rules
- Increased frustration to Department staff (drivers, inspectors) as they spend additional time during their normal work day educating customers and/or explaining codes and services
- Less participation in the City's recycling program and increased levels of contamination in our community

Issue 7

The continued limited ability to increase salary ranges, especially for our staff who are at or below the federal poverty level and financially-based incentives for desired work behaviors and high performance, will continue to result in:

- Loss of high performers
- Apathy and disengagement by employees
- Inability to attract employees who have the skills and experience we desire and who can demonstrate commitment to our organizational values
- Increased numbers of employees who must take on additional jobs
- Increased numbers of employees who are unable to afford health insurance coverage;
- Higher costs related to high turnover—temporary worker placement costs, increased training cost per employee, increased time to full duty status per employee, increased time per manager devoted to employee recruitment and selection

Issue 8

The continued historical practice and belief that ESD should not compete with the private sector, and the singular focus on costs at the expense of the overall environment benefits to the entire community if not addressed, will continue to result in:

- Inability to deliver new services, even those where cost-efficiency can be demonstrated;
- Inability to impact commercial recycling participation and rates
- Inability to seek new revenue sources to fund existing and desired new programs especially those related to Beautification
- Higher fees charged by “for profit” private haulers
- Fewer or more narrowly-defined services
- Increased difficulty to form partnerships with Ft. Bliss and other non-profit entities
- Greater potential that taxpayers will bear more of the burden of all costs due to dollars going to the profit margin of private companies

Issue 9

The lack of consistent responsible pet ownership and over population of animals, coupled with lack of uniform animal welfare services and regulations in the greater El Paso region, if left unaddressed will continue to result in:

- Excessive Euthanasia
- Poor treatment of animals
- Increased cost of City services
- Increased demand for enforcement
- Increased health and safety risks
- Un-vaccinated animals
- Animal bites
- Hoarding of animals

STRATEGIC RESULTS

Strategic Result 1:

Recognizing that the Environmental Services Department plays a key role in the beautification of El Paso, by 2016 we will be the go-to partner in realizing the Council's goal of being "The most livable city in the country," as evidenced by:

- "Partners for a beautiful El Paso" launched by September 1, 2016;
- 65% of community organizations where continuing working relationships are established;
- A fully established and operational volunteer coordination program for ESD divisions by September 1, 2013;
- 75% of identified neighboring communities to contract with the Department to provide specialized services (Clint, County of El Paso, Horizon, Socorro, Vinton);

Strategic Result 2:

By 2017, people in El Paso will experience the humane treatment of animals and responsible pet ownership, as evidenced by:

- "An owner for every animal"
- 50% of healthy adoptable animals will be returned to its owner, adopted, cared for by a foster owner or transferred to an Animal Welfare Group within 10 days of intake
- 75% of neighborhoods serviced through monthly clinics providing spaying and neutering services
- 80% of owned animals will be micro-chipped, registered and vaccinated
- 75% of registered animals are spayed/neutered

Strategic Result 3:

By 2015, employees, partners, and the public will easily recognize the Environmental Services Department's brand, as evidenced by:

- 90% employees who can repeat the mission and describe how they contribute to their program results
- 100% vehicles, facilities, communications, and uniforms that display our brand
- 80% El Pasoans surveyed who can identify the services delivered by the department
- 75% of identified neighboring communities to contract with the Department to provide specialized services

Strategic Result 4:

- By 2016, ESD will develop and implement an integrated solid waste management plan for the Greater El Paso area that provides for long term capacity to manage the Region's solid waste in a cost effective, environmentally sound and sustainable manner, as evidenced by:
- Completion of Integrated Solid Waste Manage Plan by 2016
- Achieve waste diversion rate of 25% by 2016
- Reduction of greenhouse gas emissions through landfill gas recovery by 2016
- Competitive collection services available to governmental entities by 2016

DEPARTMENT ORGANIZATION

1. **ADMINISTRATIVE DIVISION**
   1.1. Program: Office of the Director
   1.2. Program: Human Resources
   1.3. Program: Finance

2. **ANIMAL SERVICES DIVISION**
   2.1. Program: Animal Shelter
   2.2. Program: Virtually Irresistible Pets

3. **CLEAN EL PASO DIVISION**
   3.1. Program: Citizen Collection Stations
   3.2. Program: Beautification

4. **CODE COMPLIANCE DIVISION**
   4.1. Program: Environmental Nuisance
   4.2. Program: Health & Safety
   4.3. Program: Air Quality
   4.4. Program: Vector Control
   4.5. Program: Animal Services Field Operations

5. **COLLECTIONS DIVISION**
   5.1. Program: Automated Garbage Collections
   5.2. Program: Container Management
   5.3. Program: Manual Collections
   5.4. Program: Automated Recycling Collections
   5.5. Program: City Facilities Collections

6. **LANDFILL DIVISION**
   6.1. Program: Landfill Operations
   6.2. Program: Landfill Technical Support

7. **TRAINING AND PUBLIC PROGRAMS DIVISION**
   7.1. Program: Training and Staff Development
   7.2. Program: Community Outreach
   7.3. Program: Partnerships & Public Programs

SIGNIFICANT CHANGES

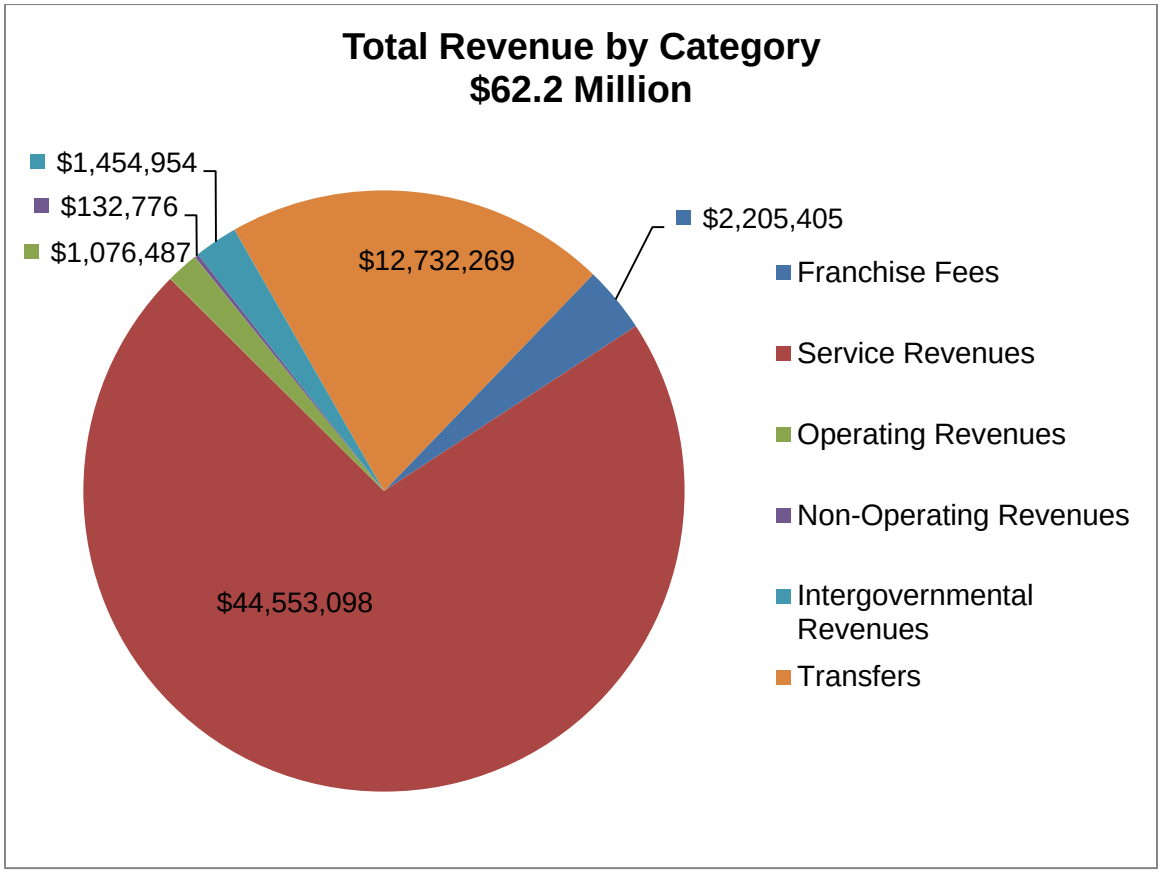
NON General Fund

Revenue Changes	Dollars
Increase to Garbage Collection revenue due to $1 increase in the collection fee	$2,147,345
New Solid Waste Franchise Fee	$2,201,005
Use of Fund Balance	$3,979,413

Expenditure Changes	Dollars
Personal Services	
Increased positions from FY14 by a net 5.9 FTE's. The Building Inspection personnel where transferred to City Development. Also, ESD plans to fully staff the new Socorro Road Animal Clinic.	$1,382,073
Contractual Services	
Budget realignment through various contract accounts to bring them in line with actual expenses.	($128,200)
Reduction in Data Processing Service Contracts: PS, Accela, VoIP, Kronos, Data Center	($608,152)
Materials and Supplies	
Increase in clinical medical supplies, animal food, furniture, cleaning supplies and safety gear to cover the addition of the new Socorro Road Animal Clinic	$255,500
Operating Expenditures	
Utility cost increases	$125,880
Indirect Costs: Based on third party independent cost study	$700,539
Non-Operating Expenditures	
Increase in revenue bond interest and principal payment	$416,430
Capital Expenditures	
Increased capital expenditures for garbage collection and vehicle replacements, equipment upgrades, and facility improvements	$5,344,238

REVENUE BY CHARACTER

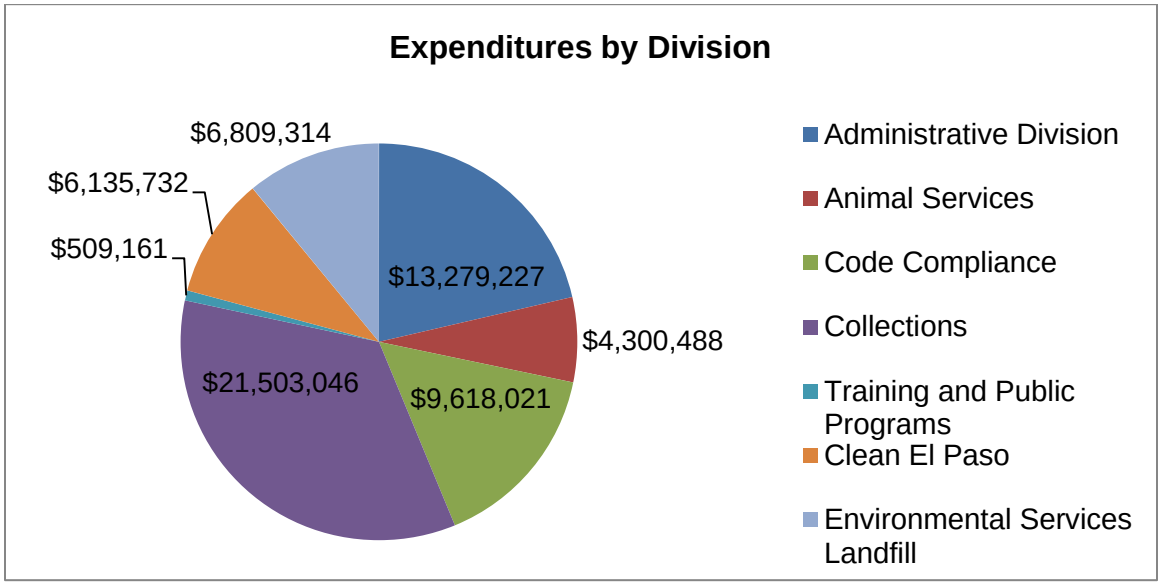
Category	Total
Franchise Fees	$2,205,405
Service Revenues	$44,553,098
Operating Revenues	$1,076,487
Non-Operating Revenues	$132,776
Intergovernmental Revenues	$1,454,954
Transfers	$12,732,269
Grand Total	$62,154,989

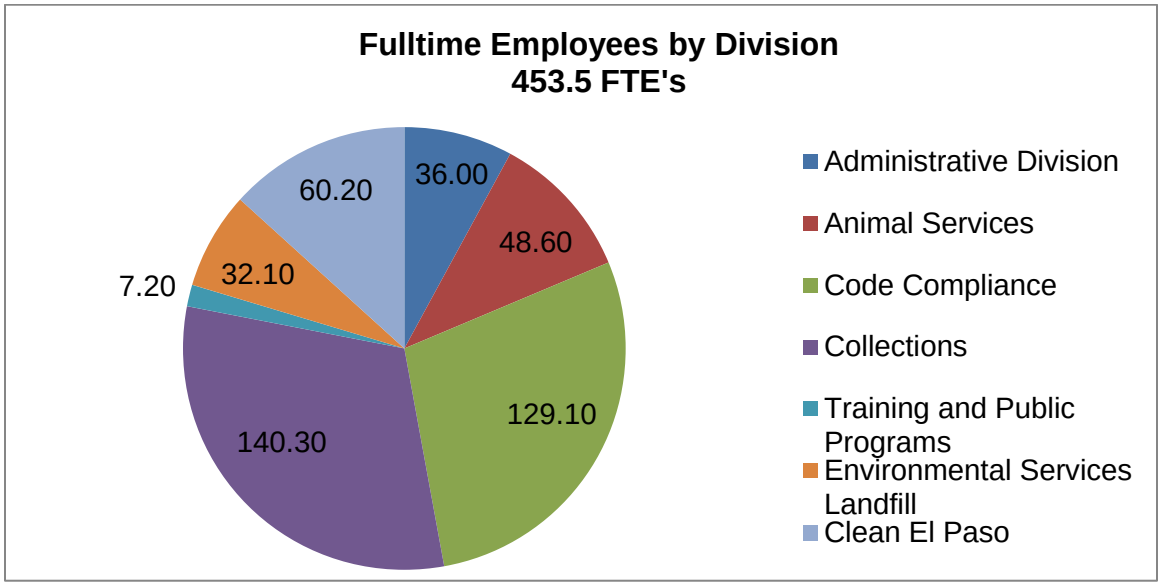


EXPENDITURES AND FULL –TIME POSITIONS

Division	Total	FTE
Administrative Division	$13,279,227	36.00
Animal Services	$4,300,488	48.60
Code Compliance	$9,618,021	129.10
Collections	$21,503,046	140.30
Training and Public Programs	$509,161	7.20
Environmental Services Landfill	$6,809,314	32.10
Clean El Paso	$6,135,732	60.20
Grand Total	$62,154,989*	453.50

*Does not include internal transfers.





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: Office of the Director Program — *$11,052,419*

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 services.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of strategic and operational results achieved	0%	80%	80%
Result	Percentage of Official City inquiry (ORR) responses provided within 3 days of the 10 day allowance	81%	90%	90%
Output	Number of inquiry responses provided	564	564	564
Demand	Number of inquiry responses anticipated	564	564	564
Efficiency	Program expenditure per department expenditure	N/A	14%	14%

PROGRAM: Human Resources Program — *$467,459*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Turnover rate	2%	18%	18%
Result	Percentage of staffing levels maintained	88%	75%	75%
Result	Percentage of positions filled within 60 days for general services categories	46%	80%	80%
Output	Number of new hires processed	166	101	101
Demand	Number of new hires anticipated	166	125	125
Efficiency	Program expenditure per department employee	N/A	$807	$807

PROGRAM: Business & Finance Program	*$1,121,992*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of reports and information submitted timely	100%	90%	90%
Result	Variance reports for the program (actual expense is within this 5% of the budgeted expense)	103%	95%	95%
Result	Percentage of invoices paid within 30 days	96%	90%	90%
Output	Number of invoices paid	3,272	2,700	2,700
Demand	Number of invoices expected to be paid	3,272	2,700	2,700
Efficiency	Program expenditure per department expense	N/A	2%	2%

DIVISION: ANIMAL SERVICES

The purpose of the Animal Services Division is to provide adoption, placement, and temporary animal care services to the El Paso community so they can safely coexist with animals and save a life and share in a lifelong companionship.

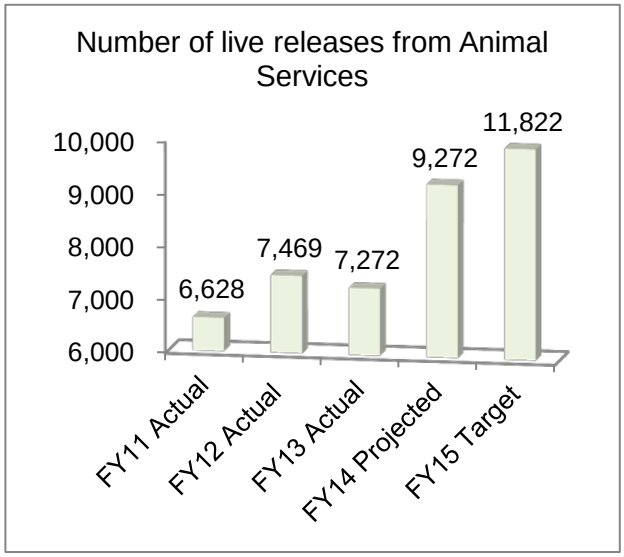
PROGRAM: Animal Shelter — *$4,081,048*

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.

Key Measure:
Number of live releases from Animal Services

Why is This Measure Important?
The community of El Paso is interested in the values of impoundments, euthanasia, and live releases. This is important to show that Animal Services is not euthanizing as many animals as perceived. This value shows that the Animal Services is moving toward the goal of "No Kill," and making progress annually.

What Do These Numbers Tell Us?
This value will show collectively the efforts that are being brought forth by the employees to reunite animals with their owners, get the animals adopted or transferred to a Rescue Partner to solicit the adoption on a private level.



Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Number of live releases	7,272	9,272	11,822
Result	Percentage of neighborhoods serviced through monthly clinics that provide spaying and neutering services	N/A	75%	75%
Output	Number of spay/neuter surgeries	3,716	7,500	7,500
Demand	Number of spay/neuter surgeries requested/required	3,716	7,500	7,500
Efficiency	Program expenditure per surgery	N/A	$362	$362

PROGRAM: Virtually Irresistible Pets (VIP)	*$219,440*

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.

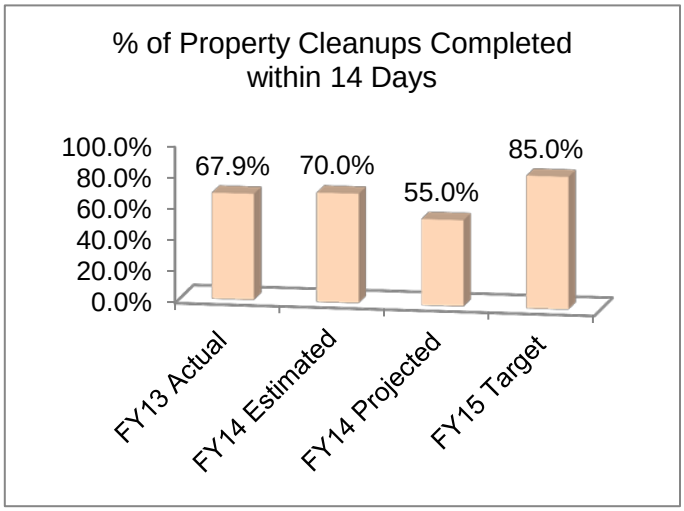
Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of healthy animals that are released alive (adopted, returned to owner, fostered, etc.)	7%	50%	50%
Result	Number of partnership agreements in place	0	150	150
Output	Number of neighborhood colony cats that are spayed/neutered and released	1,367	2,500	2,500
Demand	Number of animals presented that meet "adoptable" criteria	20,710	15,000	15,000
Efficiency	Program expenditure per animal handled	N/A	$8	$8

DIVISION: CLEAN EL PASO

The purpose of the Clean El Paso Division is to provide collection sites, special pickups, clean-ups, and abatement services to the El Paso community so they can easily share and participate in creating beautiful neighborhoods and clean properties.

Key Measure:
Percentage of Property Cleanups Completed within 14 Days

Why is This Measure Important?
The Beautification program provides cleanup and abatement services for properties that are not maintained in accordance with the City's property maintenance codes. Following due process, the case for properties not complying with the City code is transferred from Code Compliance to the Beautification program for cleanup and abatement. The number of days required to complete the cleanup is important because it measures the effectiveness of getting the non-compliant properties into compliance. The property cleanup eliminates the nuisance and the health and safety concern.



What Do These Numbers Tell Us?
The data measures the timeliness in completing the property cleanups and the elimination of the nuisance. The quicker the nuisance is removed, the more likely the nearby properties will be able to enjoy their surroundings. Data through the first six months of the current year indicates that 55% of the property cleanups were completed within 14 calendar days of transfer. This decrease in the target is because staffing levels were not completely filled. Critical vacancies have been filled in order to provide the completion of work within the 14 day timeframe.

PROGRAM: Citizen Collection Station Program	*$4,061,660*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of property cleanups completed within 14 days	67.9%	70%	85%
Result	Percentage of Citizen Collection Station materials diverted in tons (automotive, electronic, tires, brush, recyclables)	23%	45%	45%
Output	Number of Citizen Collection Station customers served (total customer visits)	91,646	145,000	145,000
Demand	Number of Citizen Collection Station users expected	90,744	150,000	150,000
Efficiency	Program expenditure per Citizen Collection Station customer visit		$22	$22

PROGRAM: Beautification Program	*$2,074,072*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of property clean-ups completed within 14 calendar days of transfer	55%	70%	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	78%	80%	80%
Output	Number of private property clean-ups provided	1,108	1,000	1,000
Demand	Number of private property clean-ups required (as per violations transferred from Code-Nuisance)	1,077	1,500	1,500
Efficiency	Program expenditure per property clean-up	N/A	$1,998	$1,998

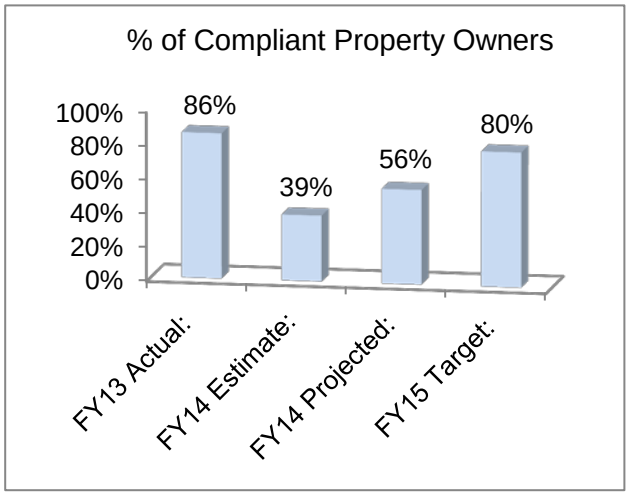
DIVISION: CODE COMPLIANCE

The purpose of the Code Compliance Division is to provide health & safety inspections and enforcement services to the greater El Paso community so they can enjoy a clean, safe, healthy, and nuisance-free environment.

Key Measure:
Percentage of Property Owners that Complied with Code Requirements

Why is This Measure Important?
This measure is important since the Environmental Nuisance Program provides investigations, consultations, and enforcement services to El Paso residents and business owners so they can contribute to a clean, safe, and nuisance-free community.

What Do These Numbers Tell Us?
Our data tells us that 80% of environmental nuisance inspections have complied with the requirements of the applicable Code(s). The data also tells us that 99% of environmental nuisance cases are assigned and responded to within 7 days.



PROGRAM: Environmental Nuisance — *$3,297,778*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of environmental nuisance inspections at properties which are determined to have complied with enforcement documents	86%	56%	80%
Result	Percentage of weed, trash and debris cases that are repeat violators within a year	5%	15%	15%
Output	Number of environmental nuisance inspections conducted	29,750	50,000	50,000
Demand	Environmental nuisance complaints received	6,564	10,000	10,000
Efficiency	Program expenditure per inspection conducted	N/A	$50	$50

PROGRAM: Health & Safety	*$829,120*

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

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of facilities inspected annually that pass upon first inspection	56%	85%	85%
Result	Percentage of proactive (scheduled and patrol) versus reactive (complaint) inspections conducted	0%	65%	65%
Output	Number of solid waste inspections conducted	3,519	10,000	10,000
Demand	Number of solid waste inspections required	1,235	1,000	1,000
Efficiency	Program expenditure per inspection (first inspection) based on an estimated 11,605 annual inspections including facilities	N/A	$1,289	$1,289

PROGRAM: Air Quality	*$1,125,127*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of Air Quality data audits submitted on or before deadline	N/A	100%	100%
Result	Percentage of scheduled inspections completed	N/A	100%	100%
Output	Number of Air Quality data validation audits provided per month	513,487	506,000	506,000
Demand	Number of Air Quality data validation audits required per month	512,139	490,000	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	$871	$871

PROGRAM: Vector Control	*$894,291*

The purpose of the Vector Program is to provide vector control and education to the El Paso community and surrounding municipalities so they can experience safe, clean environment, to minimize exposure to disease carrying pests.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of acres treated for mosquitoes within 3 days of confirmed West Nile Virus case	100%	100%	100%
Result	Percentage of proactive (schedule and patrol) versus reactive (complaint) inspections conducted	61%	65%	65%
Output	Number of mosquito sprayings delivered (1 mosquito spraying = 1 acre sprayed)	340,163	250,000	250,000
Demand	Number of mosquito sprayings requested (1 mosquito spraying = 1 acre sprayed)	1,063	12,000	12,000
Efficiency	Program expenditure per mosquito spraying	N/A	$3	$3

PROGRAM: Animal Services Field Operations	*$3,471,705*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of animal bite investigations resulting in quarantine	N/A	100%	100%
Result	Percentage of animal cruelty investigations completed within 48 hours	N/A	99%	99%
Output	Number of cruelty investigations completed	9	15	15
Demand	Number of cruelty investigations required	9	15	15
Efficiency	Program expenditure per animal retrieved in the field based on an estimated 14,200 impoundments	N/A	$235	$235

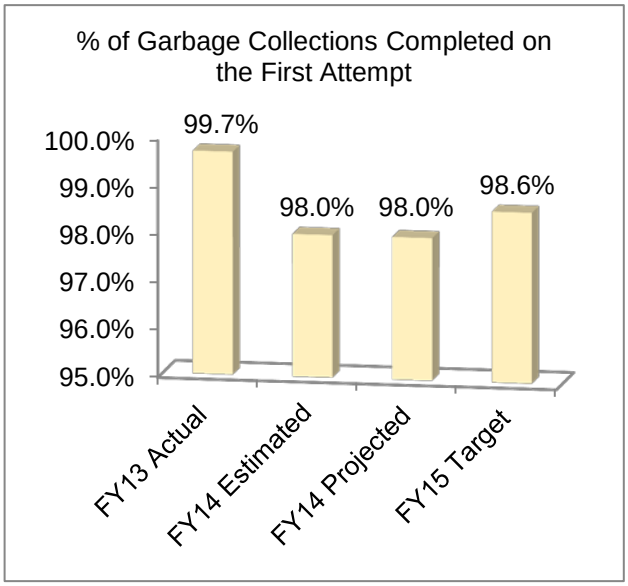
DIVISION: COLLECTIONS

The purpose of the Collections Division is to provide containerized garbage and recycling collections and container management services to residents and businesses within the county of El Paso so they can easily dispose of garbage and recyclable materials properly.

KEY RESULT:
Percent of Collections Completed on the First Attempt

Why is This Measure Important?
The Collections Division services over 195,000 garbage containers on a weekly basis through our curbside collection program. This measure shows ESD's ability to collect garbage on the first attempt at the customer's property. The measure is important because it shows the effectiveness with which the containers are serviced during the initial visit to the property.

What Do These Numbers Tell Us?
The number tells us that 99.7% of the time the garbage container is serviced (or emptied) when a driver arrives at a property. Containers are serviced when they are set out in accordance with the municipal code requirements. The small percentage of containers that are not serviced is most commonly attributed to customers not complying with the municipal code.



PROGRAM: Automated Garbage Collections — *$10,929,079*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of garbage collections completed on first visit	99.7%	98%	98.6%
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	96%	80%	80%
Output	Number of automated garbage collections provided monthly	717,012	716,000	716,000
Demand	Number of automated garbage collections required monthly	165,793	716,000	716,000
Efficiency	Program expenditure per automated garbage collection provided	N/A	$1.23	$1.23

PROGRAM: Container Management	*$1,907,359*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of container, wheels and lid repairs that are completed within 7 days	77%	85%	85%
Result	Percentage of new container deliveries within 7 days of notice	66%	90%	90%
Output	Number of new container deliveries provided within 7 days	2,840	2,500	2,500
Demand	Number of new containers requested	2,840	2,900	2,900
Efficiency	Program expenditure per customer served	N/A	$0.71	$0.71

PROGRAM: Manual Collections	*$2,843,939*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of Big Bellies filled or semi-filled (yellow or red status) serviced	74%	90%	90%
Result	Percentage of manual collections completed during first attempt	100%	95%	95%
Output	Number of manual collections provided	397,566	350,000	350,000
Demand	Number of limited access residences expected	897	1,150	1,150
Efficiency	Program expenditure per manual collections provided	N/A	$6.22	$6.22

PROGRAM: Automated Recycling Collections	*$5,569,953*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of municipal solid waste collected from City's curbside program diverted for recycling	17%	17%	17%
Result	Percentage of household set out rate in recycling program recorded semi-annually	0%	85%	85%
Output	Number of tons of recycling material collected	31,670	30,000	30,000
Demand	Number of recycling collections required per month	138,560	716,000	716,000
Efficiency	Program expenditure per ton of recycling	N/A	$181	$181

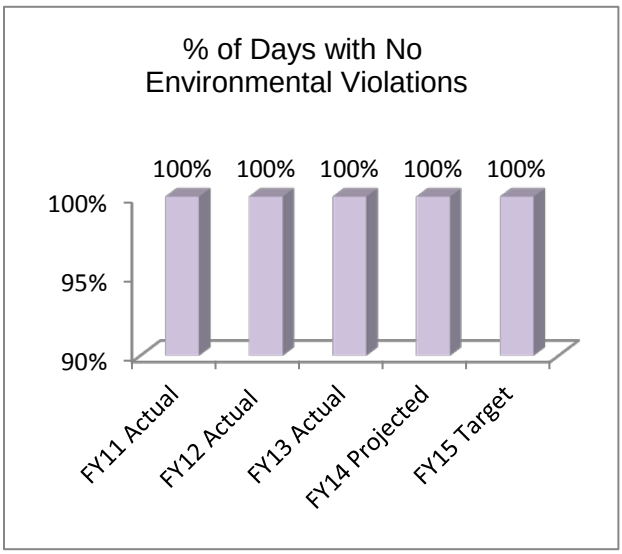
DIVISION: LANDFILL

The purpose of the Landfill Division 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.

KEY DEMAND:
Percentage of Days without Environmental Violations

Why is This Measure Important?

Landfill operations are controlled by State and Federal regulations. To remain in operation, landfills must conform to the regulations and must demonstrate compliance by providing monitoring reports in areas including methane, groundwater, storm water, and air. The number of days where there are no violations at the landfill is important because this is the primary indicator of our compliance with the regulations. If a landfill is not compliant with regulations, operations would need to temporarily cease until the issue is resolved. The landfill would not be available for disposal and waste management services during the time period when it is not fully compliant with the regulations.



What Do These Numbers Tell Us?

The data indicates that the landfill has been 100% compliant with the regulations and has not had any days in which there are violations in the areas that are monitored. Because the landfill has maintained compliance with the regulations, it has not had to stop operations and has been able to continue providing disposal and waste management services to the community.

PROGRAM: Landfill Operations	*$6,062,068*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Number of days with no environmental violations at the landfill	100%	100%	100%
Result	Compaction rate – pounds per cubic yard of space	821	1,200	1,200
Output	Number of garbage waste tons handled	401,395	440,000	440,000
Demand	Number of garbage waste tons anticipated	401,395	440,000	440,000
Efficiency	Program expenditure per garbage waste ton received	N/A	$18	$12

PROGRAM: Landfill Technical Support	*$747,246*

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

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Number of days where there are no violations in all of the following areas: Methane, groundwater, storm water, air, nuisance	100%	100%	100%
Result	Percentage of landfill compliance reports with no TCEQ follow-up request	93%	50%	50%
Output	Number of compliance reports submitted	50	45	45
Demand	Number of compliance reports expected	45	45	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	$56	$56

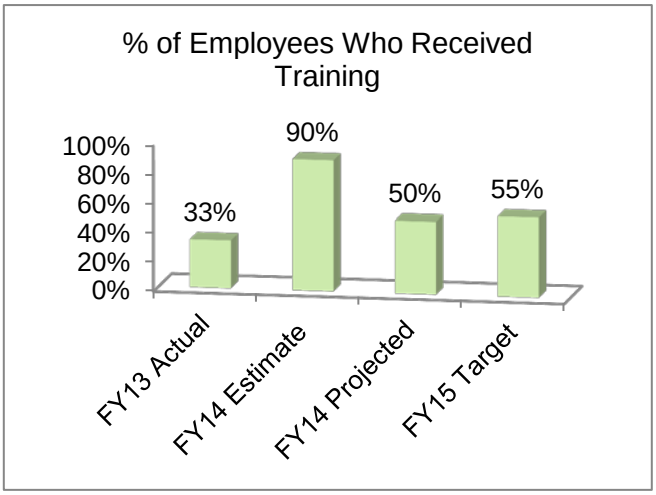
DIVISION: TRAINING & PUBLIC PROGRAMS

The purpose of the Training & Public Programs Division is to provide professional development and community outreach services to ESD divisions and the El Paso community so they can participate in creating a healthy, clean, safe and beautiful environment.

KEY RESULT:
Percentage of Employees Who Receive Training

Why is This Measure Important?
We develop a training plan for each division and offer specific training to the employees, focusing on the job requirements of the division. The training improves the safety, efficiency, and effectiveness of the division.

What Do These Numbers Tell Us?
The numbers tell us if we are reaching the staff members who need training. We are able to determine the percentage of those employees who are receiving training by the Training & Public Programs Division.



PROGRAM: Training & Skills Development — *$300,781*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of ESD employees who successfully complete 100% of skills- based department-required training sessions relevant to their position	33%	45%	45%
Result	Percentage of ESD supervisors and managers who received 2 hour skills-based Supervisory and Leadership training	74%	80%	80%
Output	Number of training sessions delivered	155	170	170
Demand	Number of training sessions requested/ required	71	150	150
Efficiency	Program expenditure per training session delivered	N/A	$721	$721

PROGRAM: Community Outreach	*$126,400*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of active neighborhoods where agreements are established based on 77 neighborhood associations	N/A	75%	75%
Result	Percentage of certain community organizations where outreach presentations are conducted	N/A	75%	75%
Output	Number of community outreach events presented	110	30	30
Demand	Number of community outreach events requested	N/A	30	30
Efficiency	Program expenditure per Community Outreach event	N/A	$1,615	$1,615

PROGRAM: Partnerships & Public Programs	*$81,980*

The purpose of the Partnerships Program is to provide large-scale environmentally focused events and community improvement projects to the Greater El Paso community so they can create a more environmentally-conscious, beautiful and healthy environment.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of community organizations where relationships are established	N/A	65%	65%
Result	Percent of active neighborhood associations participating in clean-ups	0%	65%	65%
Output	Number of community partnerships established	0	15	15
Demand	Number of community partnership requested/required	N/A	8	8
Efficiency	Program expenditure per neighborhood site clean-up for an estimated 120 sites	N/A	$819	$819

THE CITY OF EL PASO
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Fire

EMERGENCY 911
POLICE
POLICE

WELCOME TO EL PASO
ELEVATION 3,958 ft

Fire

Mission Statement

The Mission of the El Paso Fire Department is to provide emergency response, prevention, preparedness and education to residents, businesses and visitors of our city so they can live safely and prosper in a hazard resilient community.

Budget Summary	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Personal Services	79,205,425	85,976,849	87,026,530	85,949,014
Contractual Services	4,591,575	4,619,568	4,081,431	4,052,835
Materials/Supplies	8,226,566	4,968,634	4,648,054	4,641,297
Operating Expenditures	396,023	421,734	264,388	507,567
Non-Operating/Intergovt. Exp	281,377	906,241	1,887,749	1,897,749
Internal Transfers	0	0	0	0
Capital Outlay	5,310,303	3,925,925	237,500	496,730
Total Appropriation	**98,011,269**	**100,818,951**	**98,145,652**	**97,545,192**

Source of Funds	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government	87,571,304	92,328,221	96,234,593	94,289,099
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	3,644,662	1,750,524	0	0
Nonmajor Governmental Funds	7,877,829	5,774,750	1,911,082	3,256,093
Fiduciary Funds	0	0	0	0
Proprietary Funds	-1,082,526	965,456	0	0
Total Funds	**98,011,269**	**100,818,951**	**98,145,675**	**97,545,192**

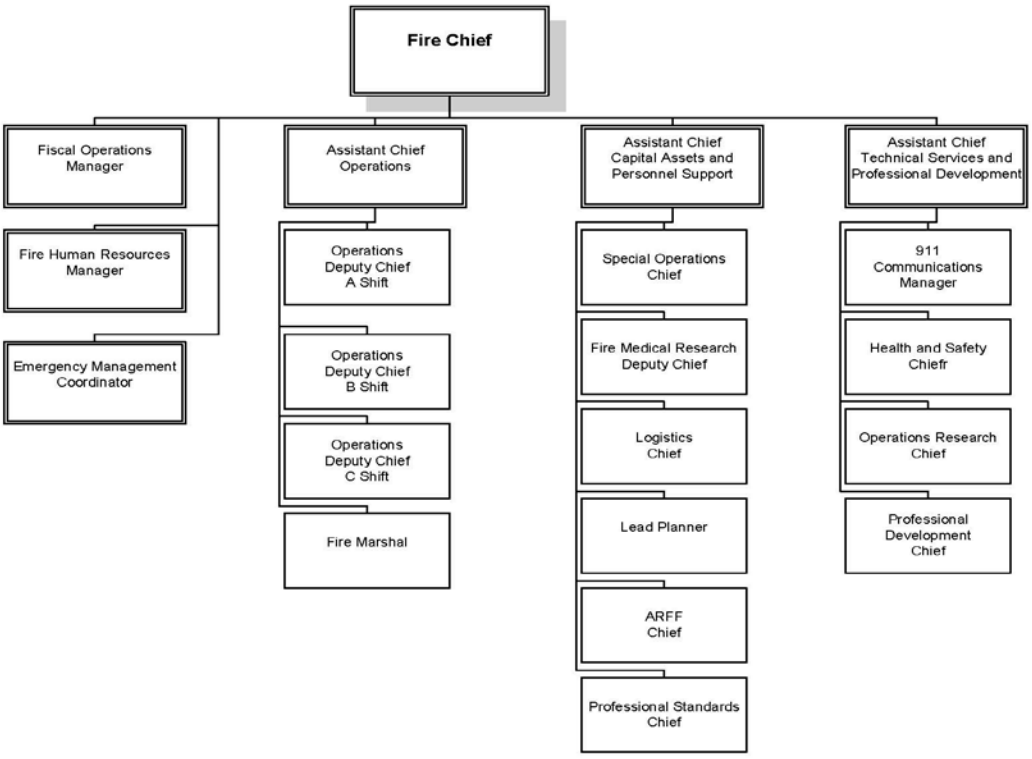
Positions	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
General Fund	1,021.57	1,038.40	1,063.83	1,062.25
Non-General Fund	59.50	80.00	58.27	59.55
Total Authorized	**1,081.07**	**1,118.40**	**1,122.10**	**1,121.80**

Fire

Division Summary

	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government				
FD Emergency Operations	63,416,736	64,189,406	67,790,933	66,545,160
Fire Communications	7,559,410	7,841,252	8,272,604	8,179,191
Fire Logistics	5,981,474	6,492,084	6,837,497	6,643,197
Fire Prevention	3,229,939	2,882,694	3,576,614	3,424,572
Fire Department Administration	2,012,268	3,086,413	4,123,174	3,900,948
Fire Fighting Training	2,001,166	2,703,418	2,096,542	2,005,019
Emergency Medical Support	559,920	1,917,183	1,744,578	1,855,549
Station 31	0	1,039,039	0	0
Health and Safety	2,051,826	607,155	322,348	546,461
Fire Strategic Planning	424,418	411,653	550,816	435,201
Planning and Infrastructure	0	411,920	554,479	512,713
Special Operations	334,147	381,102	365,008	241,088
Station 37	0	154,716	0	0
Station 5	0	210,186	0	0
Fire Department Grant	0	0	0	0
Sub Total	87,571,304	92,328,221	96,234,593	94,289,099
Capital Projects				
Fire Human Resources	3,644,662	1,750,524	0	0
Sub Total	3,644,662	1,750,524	0	0
Nonmajor Governmental Funds				
Fire Department Grant	7,856,497	5,765,769	1,681,662	553,861
Fire Department Restricted Fund	21,332	8,977	47,680	43,330
Planning and Infrastructure	0	0	137,500	0
Emergency Operations	0	0	0	1,572,472
Special Operations	0	0	0	84,047
Fire Prevention	0	4	44,240	46,772
Fire Logistics	0	0	0	42,213
Emergency Medical Support	0	0	0	913,398
Sub Total	7,877,829	5,774,750	1,911,082	3,256,093
Proprietary Funds				
Airport Firefighters	(1,082,526)	965,456	0	0
Sub Total	(1,082,526)	965,456	0	0
All Funds Total	**98,011,269**	**100,818,951**	**98,145,675**	**97,545,192**

El Paso Fire Department



DEPARTMENT MISSION

The mission of the fire department is to provide emergency response, prevention, preparedness, and education to residents, businesses and visitors of our city so they can live safely and prosper in a hazard resilient community.

BUDGET HIGHLIGHTS

The Fire Department's FY 2015 All Funds Budget of $97,545,192 is under the FY 2014 Adopted Budget by 0.06%. The FY 2015 General Fund budget of $94,289,099 is a reduction of the $1,945,470 under FY 2014. This is primarily due to the transfer of Hazmat services to be funded through the Environmental Services Department. This reduction includes the collectively bargained obligations of approximately $435,000, the Staffing for Adequate Fire and Emergency Response of approximately $1 million, and a 29.37% reduction to administration or $471,435.

Approximately, 89% of the General Fund Budget reflects salaries and benefits for the departments authorized 918 uniformed personnel and 202.1 civilian support personnel. The FY 2015 Budget does not include any funding for major capital or vehicle replacements, which require an initial investment of approximately $2 million. If not addressed, the aging fleet and capital requirement of the department will impact services to the community with a greater replacement and maintenance cost in the future.

The department will continue to work towards our fire prevention initiatives such as the neighborhood association partnership program, smoke detector installation program, and the home safety surveys. In addition to these fire prevention initiatives, the Fire Department will pilot a preventative medicine program using our existing personnel and infrastructure to provide immunizations and health screenings. This initiative is through a partnership with the City's Department of Public Health and funded through state and federal grants.

The Fire Department will be opening Fire Station 5 near the Medical Center of the Americas this fiscal year. This station will combine currently staffed companies from multiple stations including our Hazardous Materials Task Force.

ISSUE STATEMENTS

Issue 1

Aging community infrastructure, aging capital assets, and projected community growth combined with emerging development requirements for higher density, vertical growth, and compact street networks, if not addressed, will result in:

- Increased property damage, injury, and death
- Increase in turnout and total response times
- Increased vehicle damage
- Increased firefighter injuries
- Potential for higher fire insurance rates increased response times
- Substandard working conditions
- Increased labor and maintenance costs \ Increased apparatus breakdown and vehicles out of service

Issue 2

The lack of female firefighters and the lack of systematic professional development and management training coupled with elevated industry and community expectations will, if not addressed, result in:

- Lost opportunities for and lack of understanding of the benefit of diverse perspective
- Difficulty in providing gender sensitive services
- Continued difficulty in recruiting females
- Possible federal sanctions increased liability to department/city
- Increased difficulty in matching existing skill sets with heightened expectations
- Gaps in department's succession planning

Issue 3

The increased probability of reduced federal funding for firefighter staffing, equipment and training, if not addressed, will result in:

- An increased likelihood of unfunded mandates
- Increased taxpayer burden to continue the existing level of enhanced service
- Reduced ability to prevent, prepare, respond, and recover to natural disasters

Issue 4

The increasing focus on approaches to preventative healthcare will, if not addressed, result in:

- Reduction in reimbursement rate for emergency transportation
- An increasing gap between cost for services and reimbursements
- Increased tax payer burden to continue the existing level of service
- A greater likelihood of poor patient outcomes

Issue 5

The increasing adoption rate of new and potentially disparate technology both inside and outside of the department including hardware, software and mobile communications will, if not addressed, continue to result in:

- Delayed answers to 911 calls
- Delayed response to emergency calls
- Customer dissatisfaction and disillusionment
- Increased response times to emergency calls
- Increased radio traffic causing higher 911 center workload
- Lack of confidence in software reliability
- Low morale and frustration
- Higher operating costs
- Lost productivity

Issue 6

The increasing Fire Department personnel injury rates and motor vehicle accidents, if not addressed, will result in:

- Increased workers comp claims and/or payouts
- Loss of productivity
- Increased sick leave usage
- Increased costs to provide services

These will reduce our ability to provide life-saving emergency services to our community.

STRATEGIC RESULTS

Strategic Result 1: Emergency response and preparedness

The El Paso Fire Department will monitor and analyze emergency response in order to protect lives and property as evidenced by:

- By 2019, 90% of fire emergency calls with a Total Response Time of 7:30 minutes or less citywide for 1st Unit On Scene
- By 2019, 90% of Advanced Life Support calls with a Total Response Time of 8:30 minutes or less for 1st Paramedic On Scene (measured from Medium Risk Medical Incidents in Metro-Urban responses)
- By 2019, 0.4 fire deaths per 100,000 population
- By 2016, 75% of fires contained to room of origin (70% EPFD in 2014, national average 74%)
- By 2019, 80% of households with working smoke alarms
- By 2019, achieve best practices in emergency preparedness to assure our continued ability to respond to the needs of the community in times of disaster by achieving and maintaining the emergency accreditation award by Emergency Management Accreditation Program.
- By 2019, 15% of cardiac arrest patients who leave the hospital with the ability to resume normal life functions due to compliance with national standard of care procedures.
- Annually participate in 90% of Emergency Management Prepared Programs required regional disaster response exercises including:
    - Extreme weather events
    - Hazardous cargo
    - Terrorism
    - Chemical threats from neighboring border

Strategic Result 2 - Training and professional development

The El Paso Fire Department will provide a comprehensive training and development program to fulfill the expectations of each rank across all divisions in order for customers to receive improved service as indicated by:

- By 2017, 95% of probationary employees (new and promotional) will have a trained mentor
- By 2019, 95% of employees will have completed the Employee Development Program
- By 2019, 100% of employees promoted to the rank of Fire Suppression Technician will have completed the Driver Training Program
- By 2019, 100% of employees promoted to the rank of company officer will have completed the Officer Development Training Program
- By 2019, 100% of employees promoted to the rank of chief officer will have completed the Chief Officer Training Program
- By 2019, each employee will have a career plan

Strategic Result 3 - Safety, Wellness and fitness initiative

The El Paso Fire Department will provide a safe working environment through the wellness and fitness initiative focused on the wellbeing of its members in order to provide the best service to the community as evidenced by:

- By 2017, 10% reduction in the number of motor vehicle accidents from 55 to 50
- By 2017, 20% reduction in on-the-job injuries and exposures (causalities) from 207 to 167
- By 2016, 98% of safety violations corrected within the established schedule
- By 2017, 15% reduction in dollar amount paid in claims from $479,294.66 to $407,400.46
- By 2017, 85% of firefighters that pass the fire ground performance evaluation
- By 2017, 10% reduction of days lost from on the job injuries from 2086 to 1877

Strategic Result 4 - Fire prevention, risk reduction, community development

El Paso will be a safer community through a disaster preparedness culture and lowered regional risk as evidence by:

- By 2019, 15% increase of El Paso businesses and residents will successfully receive alerts through implemented mass notification system from 171,484 to 197,206
- By 2015, 10% of El Paso population trained in at least compression only CPR
- By 2017, 10% of cardiac calls where compression only CPR was initiated prior to our arrival
- By 2019, 80% El Paso households with working smoke alarms
- By 2019, 70% of El Paso homes with home evacuation plan
- By 2019, 30% of the local population will receive community outreach preparedness programs.
- By 2019, 20 % of neighborhood associations will develop a neighborhood emergency response plan
- By 2015, 1% or less of high risk buildings with fire incidents (not incendiary)

Strategic Result 5 - Customer Satisfaction

By 2015, 98% of El Paso residents that say they are satisfied or very satisfied with the El Paso Fire Department in the latest city survey

DEPARTMENT ORGANIZATION

1. <u>ADMINISTRATIVE DIVISION</u>

1.1. Office of the Director Program
1.2. Grant Administration Program
1.3. Finance Program
1.4. Human Resources Program

2. <u>OPERATIONS DIVISION</u>

2.1. Community Risk Reduction Program
2.2. Construction Code Compliance Program
2.3. Emergency Operations Response Program
2.4. Fire Investigations Program
2.5. Fire Prevention and Safety Inspections Program

3. <u>CAPITAL ASSETS AND PERSONNEL SUPPORT SERVICES DIVISION</u>

3.1. Aircraft Rescue and Firefighting Support Program
3.2. Fire Medical Research Program
3.3. Special Operations Support Program
3.4. Equipment Service, Repair and Procurement Program
3.5. Facility Oversight Program
3.6. Fire Emergency Apparatus Fleet Program
3.7. Fire Logistics Support Program

4. <u>TECHNICAL SERVICES AND PROFESSIONAL DEVELOPMENT DIVISION</u>

4.1. 911 Emergency Communications Program
4.2. Office of Emergency Management Program
4.3. Operations Research Program
4.4. Professional Development Training Program
4.5. Health and Safety Program

SIGNIFICANT CHANGES

General Fund

Revenue Changes	Dollars
The budget includes an increase of $373,366 in revenue due to current collection trends. Transports are expected to increase as a result of policy changes in Basic Life Support transports, and additional collection efforts.	$373,366
The budget includes a revenue increase in fire inspections and permits of $200,000 this is to align with actuals after the fee increase in FY2013.	$200,000

Expenditure Changes	Dollars
Personal Services	
The budget includes $1,045,287 transferred from Grants to the General Fund for 20 firefighters as part of the Staffing for Adequate Fire & Emergency Response Grant (SAFER).	$1,045,287
The budget includes funding for the 5% Step increases related to service tenure for existing firefighters $435,027, offset with a reduction in funding for the sick leave payout program ($100,000), and decreased uniform overtime due to the postponement of various specialty training sessions ($143,509)	$191,518
Transfer of Hazmat team to Environmental Fee	($1,656,519)
Increase in the attrition savings from 29 to 36 prorated over FY2015	($607,435)
The budget includes the elimination of funding for 10 vacant civilian positions or a reduction of ($471,136)	($471,136)
Contractual Services	
Decreased Health Care Provider Services	($178,338)
The budget includes an increase to billing and collection for ambulance transports of $57,698, which is offset by the revenue increase.	$57,698
Increased Office Equipment Leases	$41,500
Materials and Supplies	
The budget includes a reduction in fuel due to policy changes in training.	($66,638)
Increase for the LifePak 12 or EKG replacements and AED replacements	$159,415
The budget includes a reduction for repairs and rehabilitations, and equipment due to fiscal constraints.	($172,851)
The budget includes a reduction in uniforms and apparels supplies and safety gear due to the delayed academy.	($80,302)

SIGNIFICANT CHANGES (CONT.)

General Fund (Cont.)

Revenue Changes (Cont.)	Dollars
Operating Expenditures	
Increased professional licenses for the new certifications for the academy.	$66,770
Capital Outlay	
The budget includes a reduction of $100,000 in capital replacement for vehicles due to budget constraints. The FY2015 budget has no funding for vehicle replacements.	($100,000)

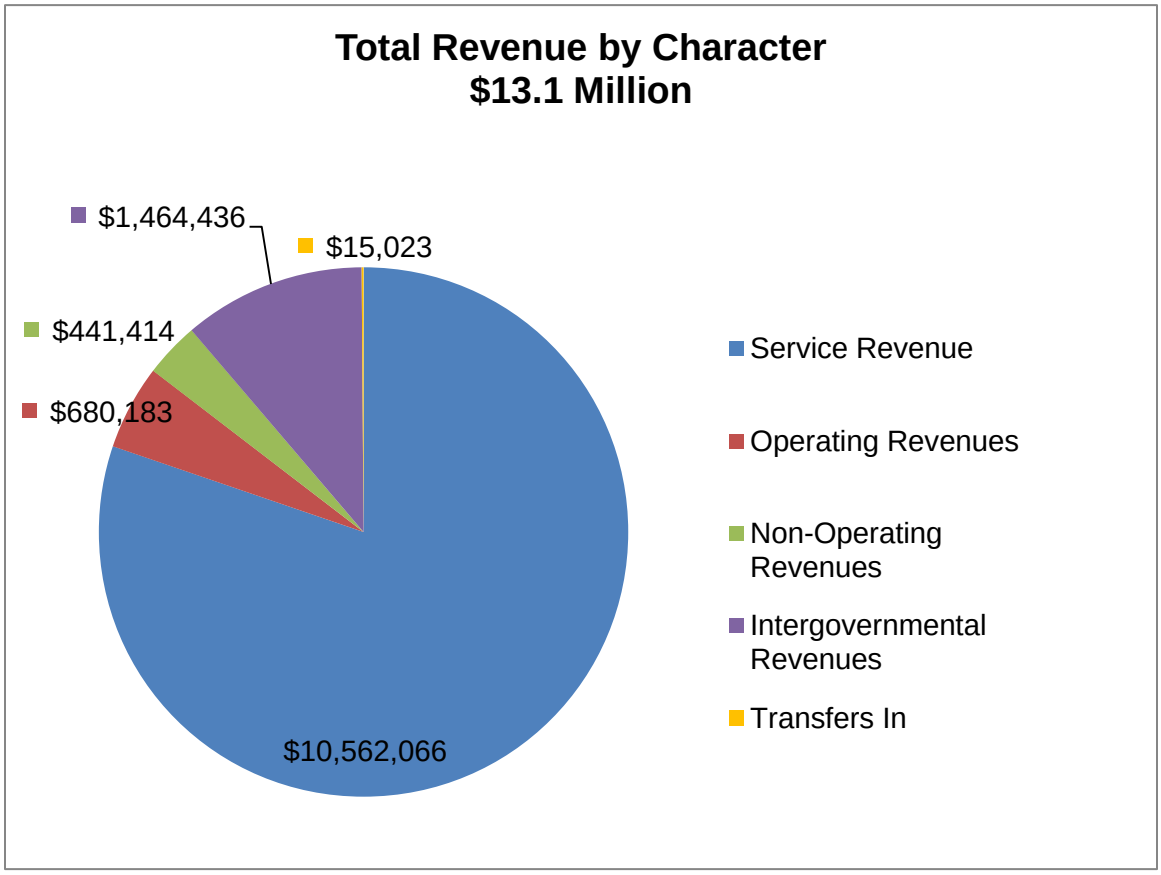
Non-General Fund

Revenue Changes	Dollars
Decrease in Federal Grants	($1,130,625)
Increased program income due to DSRIP (Medicaid Waiver) Funding	$913,398

Expenditure Changes	Dollars
Personal Services	
The budget includes funding for the 5% Step increases related to service tenure for existing firefighters.	$522,686
Materials and Supplies	
Increase in immunizations for the Paramedicine Initiative	$51,780
Operating Expenditures	
Increase Indirect Cost Expenditures	$202,797
Capital Outlay	
Increase includes DSRIP (Medicaid Waiver) Funding	$299,730

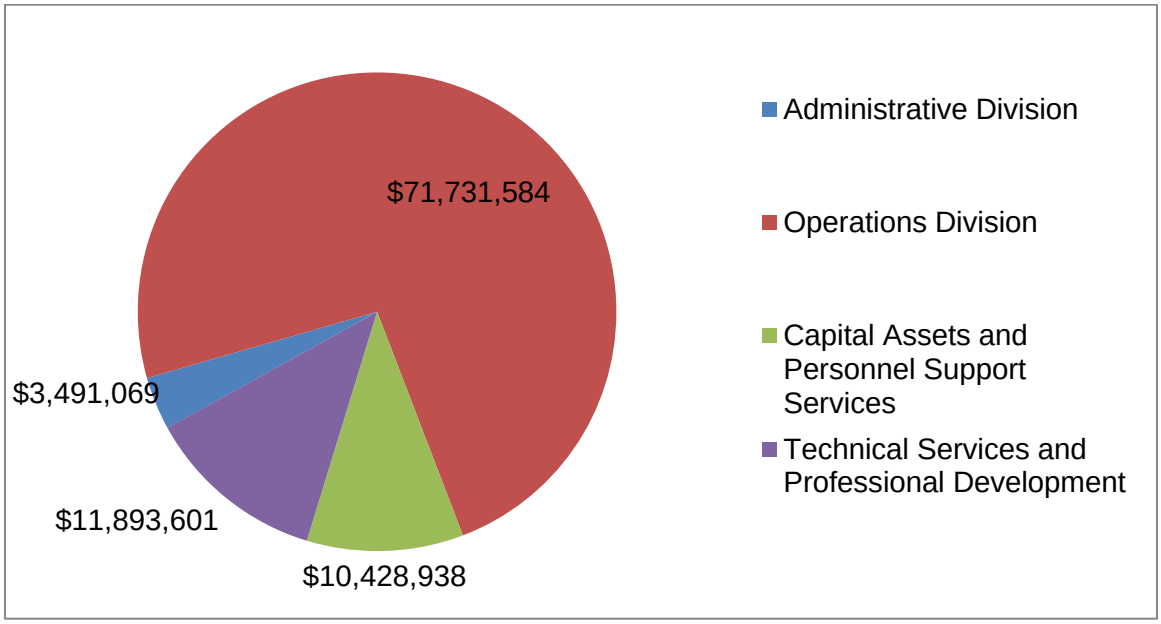
REVENUE BY CHARACTER

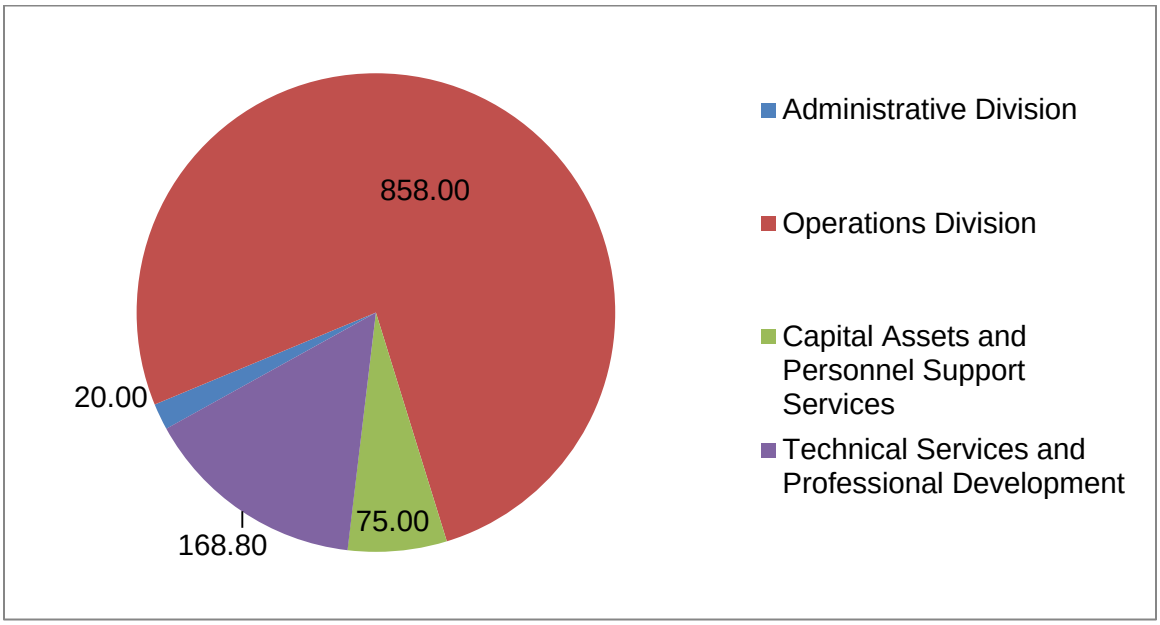
Revenue	Total
Service Revenue	$10,562,066
Operating Revenues	680,183
Non-Operating Revenues	441,414
Intergovernmental Revenues	1,464,436
Transfers In	15,023
Grand Total	$13,163,122



EXPENDITURES AND FULL-TIME-EQUIVALENT POSITIONS

Division	Total	FTE
Administrative Division	$3,491,069	20.00
Operations Division	$71,731,584	858.00
Capital Assets and Personnel Support Services	$10,428,938	75.00
Technical Services and Professional Development	$11,893,601	168.80
Grand Total	$97,545,192	1,121,80





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: Office of the Director | $247,076

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 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of City Official inquiry responses provided within 24 hours	New Measure	100%	99%
Result	Percent of current year strategic results achieved	New Measure	34%	35%
Output	Number of City Official inquiries received	New Measure	480	480
Demand	Number of City Official inquiries anticipated to be requested	New Measures	480	480
Efficiency	Administrative Division Expenditure per dollar total department	New Measure	$0.037	$0.037

PROGRAM: Grant Administration | $226,329

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 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of grants without audit findings per grant dollar	New Measure	0%	<0.01%
Result	Percent of grant reimbursements submitted within 120 days of fund expenditure	New Measure	66%	95%
Output	Number of Grant Applications Completed	New Measure	5	6
Demand	Number of Grant Applications Anticipated to be completed	New Measure	2	8
Efficiency	Program expenditures per dollar of grant funds managed	New Measure	$0.04	$0.04

PROGRAM: Finance	$2,108,140

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	FY 2014 Projected	FY 2015 Target
Result	Percent variance of 6 month estimate of revenues and expenditures to year end actual	New Measure	2%	2%
Result	Percent of vendor invoices paid within 30 days	New Measure	100%	100%
Output	Number of vendor invoices paid	New Measure	6,000	6,000
Demand	Number of vendor invoices anticipated to be paid	New Measure	6,000	6,000
Efficiency	Program expenditures per dollar department budget	New Measure	$0.03	$0.03

PROGRAM: Human Resources	$909,524

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 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent turnover rate	4.3%	0.4%	4%
Result	Percent staffing levels maintained (vacancy rate)	4%	5.2%	5%
Output	Number of new hires processed	100	88	90
Demand	Number of new hires anticipated to be processed	80	88	90
Efficiency	Program expenditure per department employee	New Measure	$461.50	$810.55

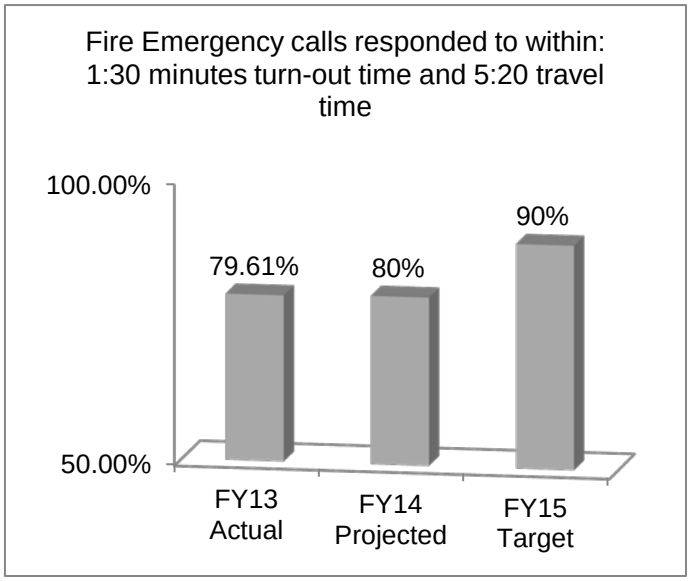
DIVISION: OPERATIONS

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.

KEY RESULT: 90% of fire emergency calls responded to within: 1:30 minutes turn-out time and 5:20 minutes travel time

Why is This Measure Important?
With an emergency response turn-out time of 1:30 minutes and travel time of 5:20 minutes, the El Paso Fire Department will be able to provide prompt lifesaving fire medical service to the community.

What Do These Numbers Tell Us?
The FY 2015 target of 90% is the baseline that was established as a result of a combination of the department's process of achieving international accreditation by the Commission on Fire Accreditation International during late FY 2012/early FY 2013 and the strategic business plan development in FY 2014. This measure was not captured prior to FY 2013.



PROGRAM: Community Risk Reduction — $696,441

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 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of households with working smoke alarms*	New Measure	17%	35%
Result	Percent of households with a home evacuation plan*	New Measure	2%	35%
Output	Number of home safety surveys conducted	New Measure	800	1,000
Demand	Number of smoke alarm installation requests	New Measure	1933	250
Efficiency	Program expenditure per capita	New Measure	$1.03	$0.93

PROGRAM: Construction Code Compliance	$620,938

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 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of building plan reviews conducted within 3 business days	New Measure	88%	98%
Result	Percent of construction inspections completed within 3 business days of a request	New Measure	60%	80%
Output	Number of building plans reviewed	New Measure	1,519	1,519
Demand	Number of building plan reviews expected to be requested	New Measure	1,600	1,600
Efficiency	Percent of program expenditures covered by fees collected	New Measure	68%	68%

PROGRAM: Emergency Operations Response	$68,146,154

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 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of fires confined to room of origin	New Measure	67%	75%
Result	Percent of fire emergency calls responded to within 5:20 travel to arrival on the scene citywide	New Measure	80%	90%
Output	Number of fire and emergency responses provided	New Measure	50,754	55,400
Demand	Number of emergency responses anticipated to be required	New Measure	71,346	56,000
Efficiency	Net program expenditure per capita	New Measure	$95.01	$95.02

PROGRAM: Fire Investigations	$1,227,196

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 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of fires that have an undetermined cause	New Measure	5%	<10%
Result	Percent of criminal cases cleared by arrest*	New Measure	22%	20%
Output	Number of juvenile fire setter intervention/education contacts made	New Measure	39	30
Demand	Number of juvenile fire setter intervention/education contacts requested	New Measure	39	30
Efficiency	Program expenditure per origin and cause investigation hour spent	New Measure	$1.03	$1.17

PROGRAM: Fire Prevention & Safety Inspections	$1,040,854

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 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of permit applications issued within 30 days of expiration	New Measure	85%	85%
Result	Percent of fire code complaints responded to within 3 days of receipt	New Measure	100%	75%
Output	Number of fire safety inspections completed (operational permits)	New Measure	1,776	1,776
Demand	Number of fire safety inspections expected to be required	New Measure	1,800	1,800
Efficiency	Percent expenditure per inspectable property (occupancy)	New Measure	$1.03	$1.02

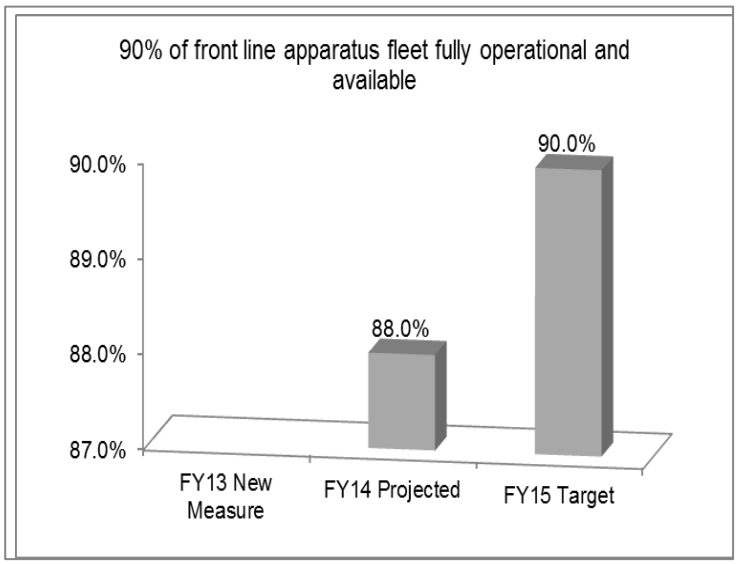
DIVISION: CAPITAL ASSETS AND PERSONNEL SUPPORT SERVICES

The purpose of the Capital Assets and Personnel Support Services Division is to provide policy, technical assistance, compliance, 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.

KEY RESULT: 90% of front line apparatus fleet fully operational and available

Why is This Measure Important?
One component of the Fire Department's service to the community is to provide the proper tools and equipment to its firefighters. With a fully operational front line fleet, firefighters will be able to safely and promptly respond to any type of emergency and provide efficient non-emergency service.

What Do These Numbers Tell Us?
The FY 2015 target of 90% is the baseline that was established as a result of the strategic business plan developed during FY 2014. This measure was not captured prior to FY 2013.



PROGRAM: Aircraft Rescue & Firefighting Support | $19,888

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 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of days per year that there are no aircraft-related incidents	New Measure	99%	95%
Result	Percent of departures and arrivals without runway incursions	New Measure	100%	99%
Output	Number of training sessions delivered	New Measure	32	30
Demand	Number of training sessions expected to be requested	New Measure	19	20
Efficiency	Program expenditure per aircraft taking off/landing	New Measure	$29.13	$29.14

PROGRAM: Fire Medical Research	$2,788,835

The purpose of the Fire Medical Research 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.

Fire Medical Research		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of audited incidents where medical protocols are followed	New Measure	74%	80%
Result	Percent of cardiac arrest patients delivered to the hospital with return of spontaneous circulation	New Measure	15%	15%
Output	Number of Quality Assurance/Quality Improvement Monthly Reports and Consultations delivered	New Measure	2,000	2,000
Demand	Number of Repetitive Episode Patient Investigation expected to be required	New Measure	10	12
Efficiency	Program expenditure per emergency medical response	New Measure	$37.08	$37.03

PROGRAM: Facility Oversight	$502,075

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 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of major repairs completed on schedule	New Measure	80%	80%
Result	Percent of facilities that are rated as accommodating	New Measure	52%	80%
Output	Number of major repairs completed ($3,000 or more)	New Measure	16	16
Demand	Number of major repairs anticipated to be needed	New Measure	72	84
Efficiency	Program expenditure per square foot of facilities	New Measure	$2.15	$2.13

PROGRAM: Special Operations Support	$345,023

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 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of Firefighters with Hazmat and USAR certifications meeting minimum required continuing education hours annually	New Measure	73.5%	98.5%
Result	Percent of total contact training hours spent in multi-agency training	New Measure	42%	60%
Output	Number of total training contact hours	New Measure	7,900	6,000
Demand	Number of special operations training sessions anticipated to be requested and required	New Measure	56	55
Efficiency	Program expenditure per training contact hour	New Measure	$48.65	$57.50

PROGRAM: Equipment Service, Repair & Procurement	$1,433,626

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 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of hydraulic rescue tools available (excluding preventive maintenance)	New Measure	100%	95%
Result	Percent of self-contained breathing apparatus available (excluding preventive maintenance)	New Measure	99%	97%
Output	Number of preventive maintenance tests and service applications completed (PPE's, hydraulic rescue tools, AED, SCBA's	New Measure	4,600	5,800
Demand	Number of preventive maintenance tests and service applications expected to be required (PPE's, hydraulic rescue tools, AED, SCBA's)	New Measure	3,000	5,800
Efficiency	Program expenditure per preventive maintenance tests and services applications completed.	New Measure	$311.66	$247.17

PROGRAM: Fire Emergency Apparatus Fleet	$3,376,245

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 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of apparatus fleet fully operational and available	New Measure	88%	90%
Result	Percent of preventive maintenance completed on apparatus units delivered by date	New Measure	45%	70%
Output	Number of preventive maintenance service applications completed (fluids, aerials, pumps, and general)	New Measure	392	480
Demand	Number of preventive maintenance service applications expected to be required	New Measure	480	480
Efficiency	Program expenditure per number of preventive maintenance service applications completed	New Measure	$8,830.02	$7,033.84

PROGRAM: Fire Logistics Support Program	$1,963,246

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 2013 Actual*	*FY 2014 Projected*	*FY 2015 Target*
Result	Percent of general and medical supply deliveries completed which are unscheduled	New Measure	41%	10%
Result	Percent of appliance repairs completed within 72 hours	New Measure	60%	80%
Output	Number of station and office supply deliveries (disposable) provided	New Measure	840	840
Demand	Number of station and office supply deliveries (disposable) expected to be required	New Measure	840	840
Efficiency	Program expenditure per emergency response supported	New Measure	$26.82	$26.84

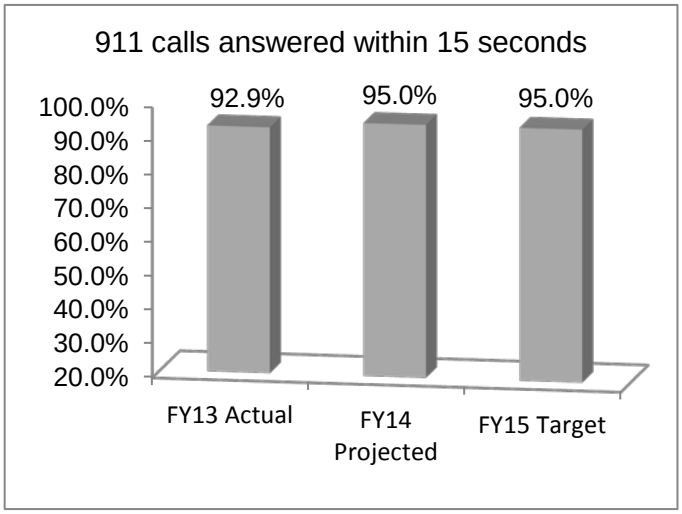
DIVISION: TECHNICAL SERVICES AND PROFESSIONAL DEVELOPMENT

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.

KEY RESULT: 95% of all 911 calls answered within 15 seconds

Why is This Measure Important?
911 emergency calls answered within 15 seconds will allow dispatchers to dispatch fire emergency response units quicker to an emergency incident, reducing overall total response time and providing prompt emergency service to the community.

What Do These Numbers Tell Us?
The FY 2015 target of 95% is the baseline that was established as a result of a combination of the department's process of achieving international accreditation by the Commission on Fire Accreditation International during late FY 2012/early FY 2013 and the strategic business plan development process in FY 2014. This measure was not captured prior to FY 2013.



PROGRAM: 911 Emergency Communications | $8,207,859

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 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of 911 calls answered within 15 seconds	92.9%	95%	95%
Result	Percent of emergency calls dispatched within 90 seconds	New Measure	75%	90%
Output	Number of medical call dispatch notifications provided	New Measure	45,000	52,000
Demand	Number of 911 calls expected to be received	New Measure	650,000	595,000
Efficiency	Program expenditure per dispatch notification (medical, fire, and police)	New Measure	$16.59	$16.57

PROGRAM: Office of Emergency Management	$582,529

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 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of local population receiving community outreach preparedness programs	New Measure	0.03%	3%
Result	Percent of neighborhood associations with a neighborhood emergency response plan	New Measure	0%	5%
Output	Volunteer hours donated through training outreach	New Measure	2,700	2,750
Demand	Volunteer hours expected to be required	New Measure	2,750	2,750
Efficiency	Program expenditure per county resident	New Measure	$0.69	$0.69

PROGRAM: Operations Research	$494,396

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 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of Open Records Requests that are delivered on time	New Measure	95%	98%
Result	Percent of audited incident reports with no NFIRS coding inaccuracies	New Measure	66%	90%
Output	Number of reports (standard and ad hoc, and maps) delivered	New Measure	80,000	20,000
Demand	Number of reports (standard, maps, and ad hoc) anticipated to be requested or required	New Measure	17,000	40,000
Efficiency	Program expenditure per report delivered	New Measure	$39.61	$24.71

PROGRAM: Professional Development and Training	$2,033,688

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 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of probationary employees (new and promotional) who will have a trained mentor	New Measure	64%	76.5%
Result	Percent of personnel who are qualified as paramedic preceptors and or field training officers	New Measure	40%	45%
Output	# of medical and fire training continuous education contact hours provided	New Measure	54,000	54,000
Demand	# of medical and fire training continuing education contact hours expected to be required	New Measure	54,000	54,000
Efficiency	Program expenditure per course/contact hour	New Measure	$26.65	$37.66

PROGRAM: Health and Safety	$575,129

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 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent reduction in motor vehicle accidents	New Measure	-10.8%	-10%
Result	Percent reduction in on-the-job injuries and exposures (casualties)	New Measure	-17%	-10%
Output	Number of facility safety inspections completed	New Measure	39	40
Demand	Number of training sessions anticipated to be required or requested	New Measure	72	72
Efficiency	Program expenditure per uniformed employee for health and wellness services	New Measure	$665.85	$655.04

THE CITY OF EL PASO
TEXAS

Municipal Clerk

Municipal Clerk

Mission Statement

To provide equitable access to justice, City Council meetings, governmental records, and election services to the El Paso Community so they can resolve their cases and participate in city government.

Budget Summary	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Personal Services	4,353,468	3,674,003	4,255,814	4,210,509
Contractual Services	834,808	1,518,242	1,418,887	1,902,020
Materials/Supplies	107,971	90,539	185,868	184,368
Operating Expenditures	247,137	281,881	281,425	305,505
Non-Operating/Intergovt. Exp	9,678	-31,172	49,166	49,166
Internal Transfers	0	0	0	0
Capital Outlay	32,480	6,140	197,000	197,000
Total Appropriation	**5,585,542**	**5,539,633**	**6,388,160**	**6,848,568**

Source of Funds	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government	4,531,963	5,024,933	5,058,023	5,529,068
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	44,500	15,728	0	0
Nonmajor Governmental Funds	542,401	678,230	1,330,137	1,319,500
Fiduciary Funds	0	0	0	0
Proprietary Funds	466,678	-179,258	0	0
Total Funds	**5,585,542**	**5,539,633**	**6,388,160**	**6,848,568**

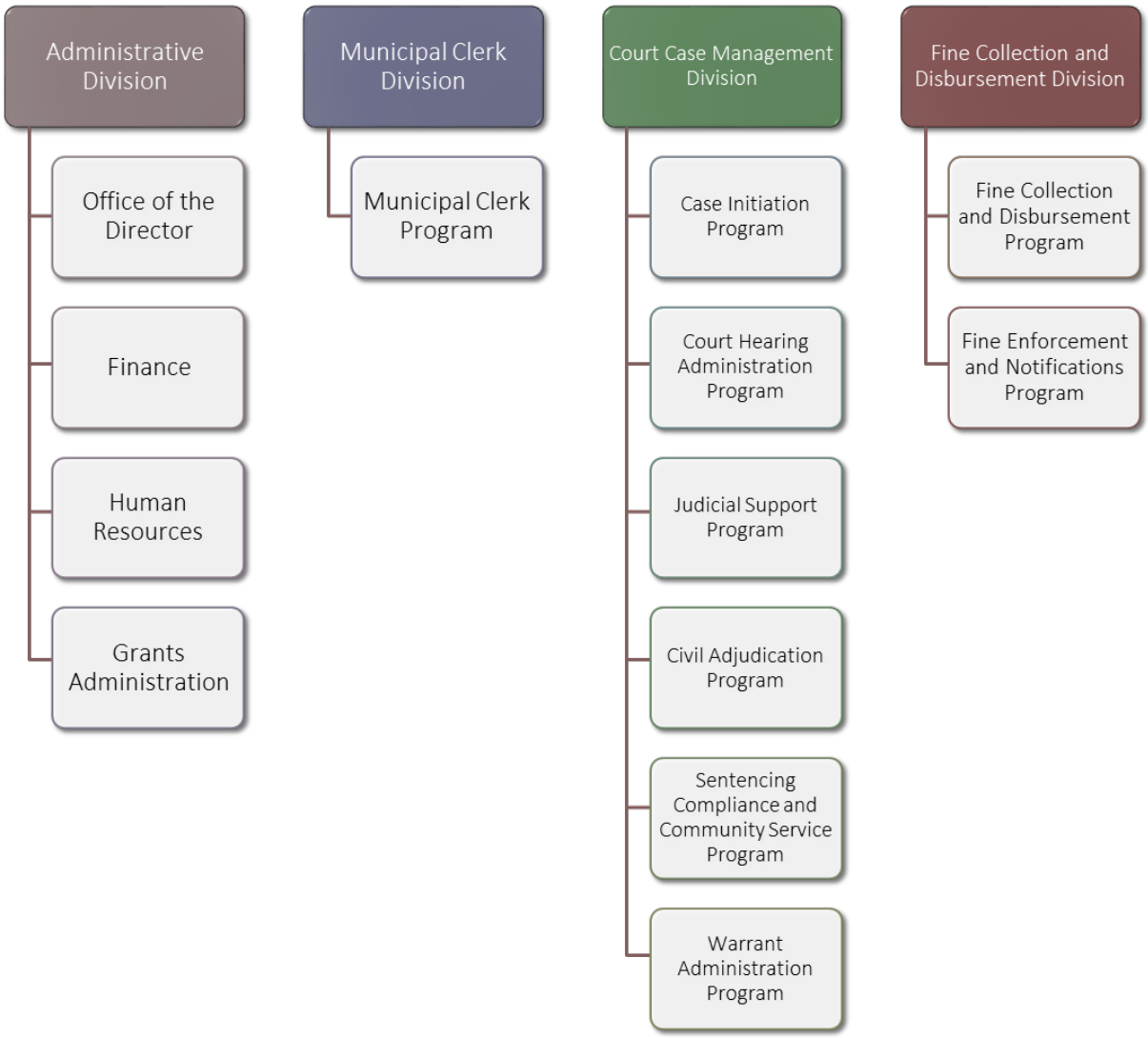
Positions	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
General Fund	89.20	89.20	90.00	90.25
Non-General Fund	0.10	3.10	1.10	1.10
Total Authorized	**89.30**	**92.30**	**91.10**	**91.35**

Municipal Clerk

Division Summary

	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government				
Administrative Services	0	0	0	623,960
Court Case Management Division	3,437,508	3,378,367	3,842,162	2,439,287
Municipal Clerk	390,252	955,521	426,530	818,448
Fine Collection & Disbursement	0	0	0	863,556
Judiciary	704,203	691,045	789,331	783,817
Sub Total	4,531,963	5,024,933	5,058,023	5,529,068
Capital Projects				
Court Case Management Division	39,139	15,728	0	0
Municipal Clerk	5,361	0	0	0
Sub Total	44,500	15,728	0	0
Nonmajor Governmental Funds				
Administrative Services	0	0	0	45,000
Court Case Management Division	536,977	628,360	1,274,500	1,274,500
Municipal Clerk	5,424	49,870	55,637	0
Sub Total	542,401	678,230	1,330,137	1,319,500
Proprietary Funds				
Court Case Management Division	466,678	(179,258)	0	0
All Funds Total	**5,585,542**	**5,539,633**	**6,388,160**	**6,848,568**

DEPARTMENT OF MUNICIPAL CLERK AND COURTS



DEPARTMENT MISSION

The mission of the Municipal Clerk and Municipal Courts Department is to provide equitable access to justice, City Council meetings, governmental records, and election services to the El Paso Community so they can resolve their cases and participate in city government.

BUDGET HIGHLIGHTS

The Municipal Clerks and Courts Department has significant budget challenges for FY 2015.

The Municipal Clerk Division's budget includes additional funds of $ 225,000 for elections to be held in the coming year and an increase in associated legal notices of $158,000. Part of the increase in legal notices is due to an increase in filing fees that was passed by the County Clerk's office and an increase in the number of statutorily required publications of ordinances and Buildings and Standards Commission actions in the El Paso Times.

The Case Management Division's budget was increased by $ 15,900 due to an increase in interpreter hourly rate adopted January 1, 2014 from $ 40.00/hour to $ 60.00/hour to provide a more competitive rate with other government entities. Postage costs of $30,000 were also added due to an increase in postage rates by the US Post office. To meet one of the goals established through the Strategic Planning Process of offering promotional opportunities to staff, an Office Supervisor position was upgraded to a Research Assistant. The change amounted to an increase of $ 9,663.

The Judiciary budget was increased by $ 13,800 due to an increase in outside contracts for the Appellate Judges office expenses and rent, parking for 5 Elected Judges and out of town, state mandated continuing education training for all elected and associated Judges.

ISSUE STATEMENTS

Issue 1: Use of Technology

The increasing customer demands for faster, secure, reliable and easy access to services through the use of technologies will, if not addressed, result in:

- Obstacles in access to justice and government records.
- Dissatisfied customers resulting in more complaints that delay response time and quality.
- Lack of transparency.
- The undermining of customers' trust in city government.

Issue 2: Needed Space

The growth in population, distribution/location and court services combined with existing tight and outdated quarters will continue to result in:

- Lack of conveniently located bond offices.
- Lack of adequate and professionally appearing courtroom space.
- Lack of private video arraignment areas.
- Unsuitable classroom and private meeting areas.
- Cramped and insufficient judge's chambers.
- Unwise commingling of arrestees and the public.
- Compromised security for judges and the public.

Issue 3: Communication and Customer Service

The continuing demand for information and clarity of court and City Council meetings policies, procedures and rulings will, if not addressed, result in:

- Confused, angry and frustrated customers.
- A lack of trust and confidence in City government.
- Non-compliance with judicial orders and inability to successfully resolve cases.
- Lack of compliance with Council's directives.
- Violations of the Open Meetings Act.
- Civil Rights violations during arrest and booking process.
- Violations of juvenile confidentiality laws.
- Repeat visits to produce required documents and payments.

Issue 4: Revenue

Reduced enforcement in traffic and parking violations, defendant-centric judicial rulings combined with the economic downturn and ever increasing court costs, will if not addressed, continue to result in:

- Flat-line General Fund revenue which will reduce services and lead to higher property tax burdens.
- More disrespect and flouting of the law.
- A less safe community.
- Defendant's inability to pay resulting in more arrests and increase jail costs.
- City Councils' need to increase property taxes to compensate for lost fine/fee revenue.

Issue 5: Staff Issues

The increasing demand by the workforce for more fulfillment and competitive salaries combined with the lack of promotional opportunities, if not addressed, will continue to result in:

- Inconsistency in customer service, delayed responses and failure to meet changing customer demands.
- Losing qualified staff with institutional knowledge.
- Fewer qualified applicants.
- A decrease in morale resulting in complacency and accepting of status quo.

STRATEGIC RESULTS

Strategic Result 1:

Online customer service will increase as evidenced by:

- By 2017, online customer surveys will reflect 96% who rank their experience "good" or above. For FY 2013, the rate was 97.8% based on 899 call backs but 77% for the on-line survey.
- By 2016, the new case management software will be operational offering online:
    - Defensive driving deferrals
    - Partial payments
    - Installment payment plan deferrals
    - Open records requests payments
    - E-Filing of motions
    - Jury duty status
    - Arrest history
    - Case history
- By 2017, the online word search feature for ordinances, resolutions, contracts, leases and agreements will be fully operational.
- By 2016, 20% of arraignment court appearances will be conducted online. For FY13 # of defendants = 4714; # of offenses = 7682; total cases heard at Arraignment = 100,153 = 7.67%
- By 2016, 25% of all payments will be made online and at kiosk. For FY12 (since we had amnesty in FY2013) web payments were 11.50% for FY13 = 16.87%

Strategic Result 2:

General Fund revenue from fines and fees will increase as evidenced by:

- By 2018, Office of Court Administration compliance rate will increase from 53% in FY 2013 to 60 %.
- By 2017, arrest warrants will decrease by 8%. As of December 2013 outstanding number of warrants = 220,201.
- By 2016, the revenue to expenditure ratio will increase by 0.02% over FY 2013. For FY13 it was 4.61:1.
- By 2016, departmental contribution to the General Fund will increase by 0.02% from FY 2013. For FY2012 it was $12.160 million out of $ 117.484 operating revenue (not total revenue) = (10.35%)

Strategic Result 3:

Court facilities will expand to meet population growth as evidenced by:

- By 2018, Far East side bond office and courtroom will be opened and 12% of all transactions will take place there.
- By 2019, 20% of existing court staff and the city prosecutor's office will be relocated outside the downtown courthouse within a short walking distance making room for training and meeting room space.
- By 2019, remodeling of the existing downtown courthouse will occur, allowing for the separation of arrestees and the public with more secure access for the judges.

Strategic Result 4:

Staff competencies, job satisfaction and promotional opportunities will be fostered, as evidenced by:

- By 2017, 3 promotional professional/managerial positions will be added to the staffing table. Currently we have 2 EX, 4 PM (1 is a grant pos, 1 is Hrg Officer)
- By 2016, 90% of staff will be conducting routine statistical analysis using software to increase productivity and promotional opportunities.
- By 2016, 80% of staff that respond to an employee satisfaction survey will respond with a "satisfied" or above rating.
- By 2016, a promotional step/succession plan will be developed and submitted to the City Manager for consideration.

Strategic Result 5:

The El Paso Community will have a more transparent experience with the City Council and Municipal Courts, as evidenced by:

- By 2016, the number of recall and initiative petitions will decline.
- By 2016, the repeat visits or calls on the same issues will be reduced by 10%. Currently no benchmark
- By 2016, social media followers will be 200. Currently – 35 on Facebook
- By 2016, we will use Reverse 911 to notify customers of weather related closures.
- By 2017, the percentage of *capias pro fine warrants will decline by 11%. As of Dec 31, 2013, # of outstanding capias = 92,119

  *When a case has been found guilty and defendant has failed to comply with court orders, and the case becomes a warrant once again.

- By 2017, the number of followers/likes for the juvenile law social media access will be 450.

DEPARTMENT ORGANIZATION

1. **ADMINISTRATIVE SERVICES DIVISION**
   1.1. Office Of The Director
   1.2. Grants
   1.3. Finance
   1.4. Human Resources

2. **MUNICIPAL CLERK DIVISION**
   2.1. Municipal Clerk

3. **COURT CASE MANAGEMENT DIVISION**
   3.1. Case Initiation
   3.2. Court Hearing Administration
   3.3. Judicial Support
   3.4. Civil Adjudication
   3.5. Sentencing Compliance and Community Service
   3.6. Warrant Administration
   3.7. Security (New Program to be developed in FY15)
   3.8. Technology (New Program to be developed in FY15)

4. **FINE COLLECTION AND DISBURSEMENT DIVISION**
   4.1. Fine Collection and Disbursement
   4.2. Fine Enforcement and Notifications

SIGNIFICANT CHANGES

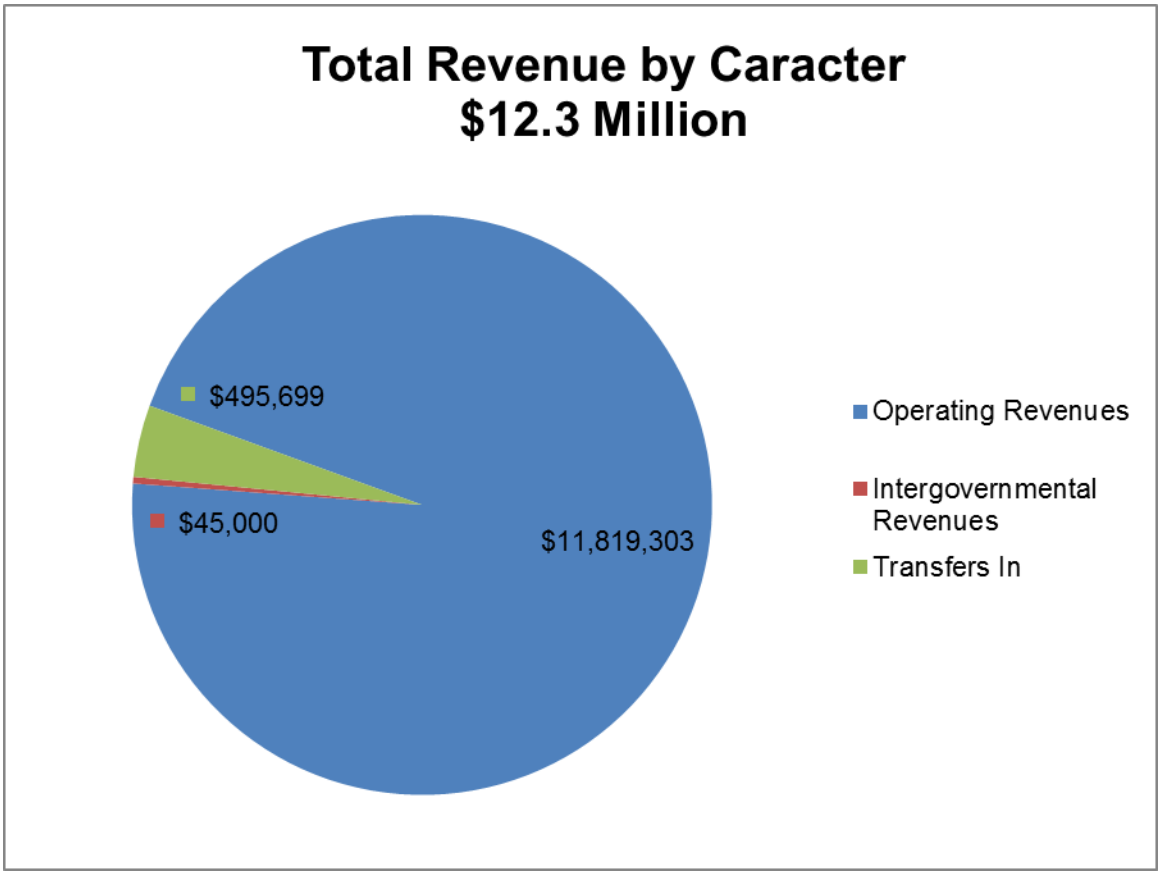
GENERAL FUND

Expenditure Changes

Personal Services	
Decrease in Salaries to meet FY15 Budget	($122,104)
Increased health contributions, based on actual vs. estimated	$14,806
Increased pension rate contribution from 13.45% to 14.05%	$14,909
Contractual Services	
Increase in Election Contracts to prepare for upcoming elections and possible run-off elections	$225,000
Increase for Interpreter Services required by City Council	$17,933
Increase for Legal Notices due to an increase in filing fees	$158,000
Operating Expenditures	
Increase in Postage due to rate increase by US Post Office	$30,000
Increase in Travel for Elected Officials to obtain Continuing Education Credits	$6,080

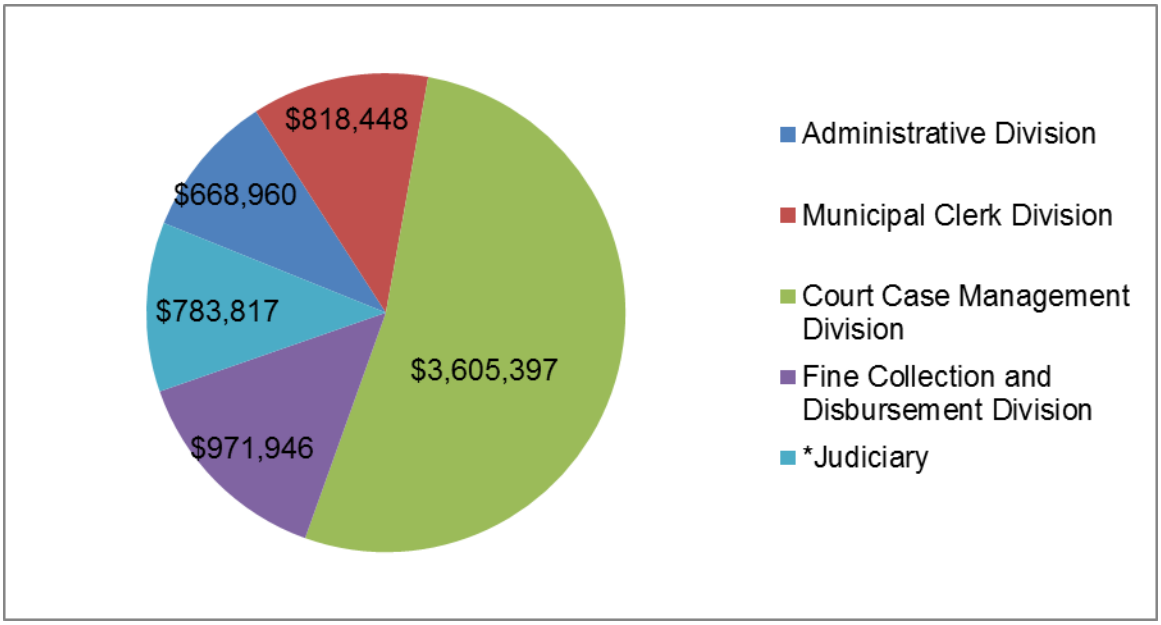
REVENUE BY CATEGORY

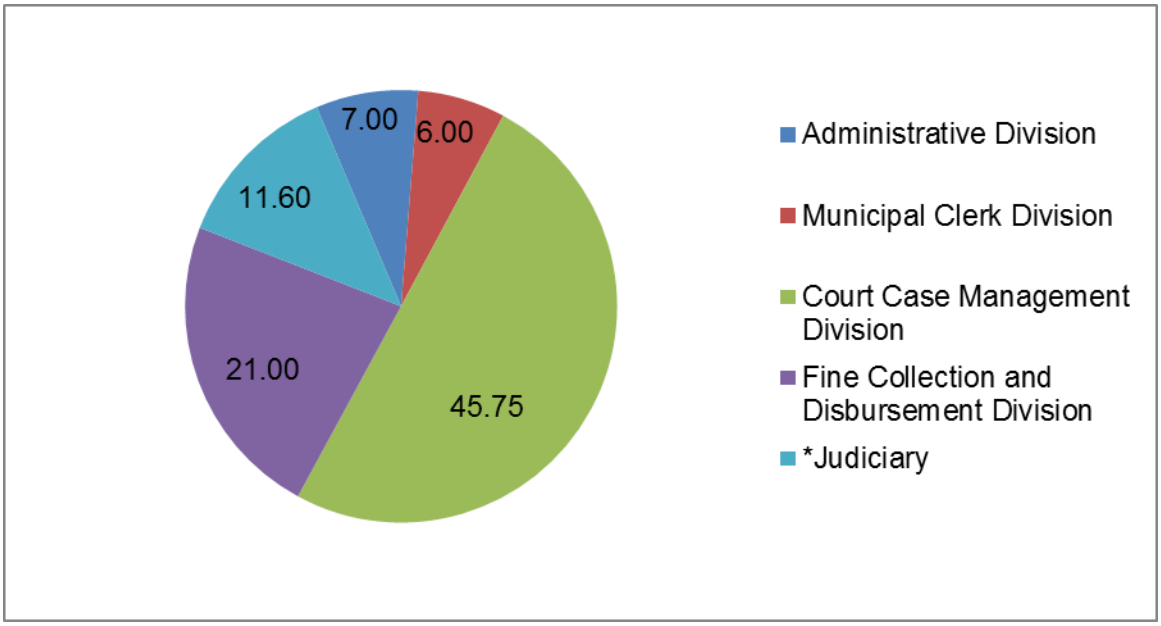
Division	Total
Operating Revenues	$11,819,303
Intergovernmental Revenues	$45,000
Transfers In	$495,699
Grand Total	**$12,360,002**



EXPENDITURES AND FULL-TIME-EQUIVALENT POSITIONS

Division	Total	Total FTE
Administrative Division	$668,960	7.00
Municipal Clerk Division	$818,448	6.00
Court Case Management Division	$3,605,397	45.75
Fine Collection and Disbursement Division	$971,946	21.00
*Judiciary	$783,817	11.60
Grand Total	**$6,848,568**	**91.35**





*While the city pays salaries for Division 11060, Judges do not report to the city and therefore are not a part of the business plan

DIVISION: ADMINISTRATIVE SERVICES

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: OFFICE OF THE DIRECTOR — *$525,044*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Strategic and operational results achieved by 2019	N/A	N/A	92%
Result	Elected City Official inquiry responses provided within 24 hours	N/A	N/A	95%
Output	Elected City Official inquiry responses provided	N/A	147	150
Demand	Elected City Official inquiry responses anticipated to be requested	N/A	174	175
Efficiency	Program expenditures per dollar of Total Department budget ($6,616,863)			$0.10

PROGRAM: FINANCE — *$65,741*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Reports and information submitted by the deadline	N/A	N/A	95%
Result	Variance of 6 month estimate of revenue and expenditure to year end actual revenue and expenditures	N/A	N/A	3%
Output	Vendor invoices paid	1,055	1,230	2,511
Demand	Vendor invoices anticipated to be paid	N/A	2,511	2,540
Efficiency	Program expenditures per invoice paid			$26.18

PROGRAM: HUMAN RESOURCES	*$33,175*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Turnover rate	8.5%	N/A	7%
Result	Staffing levels maintained (vacancy rate)	N/A	N/A	90%
Output	New hires processed	4	6	4
Demand	Anticipated new hires	N/A	4	9
Efficiency	Program expenditure per department employee (91.25 FTE)			$363.56

PROGRAM: GRANTS	*$45,000*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Grant funds expended	100%	N/A	100%
Result	Grant referrals from Finance Department resulting in grant applications	0%	N/A	0%
Output	Amount of grant funds managed	$59,153	$45,000	$45,000
Demand	Amount of grant funds anticipated to be managed	N/A	$45,000	$45,000
Efficiency	Program expenditures per dollar of grant funds managed			$1.00

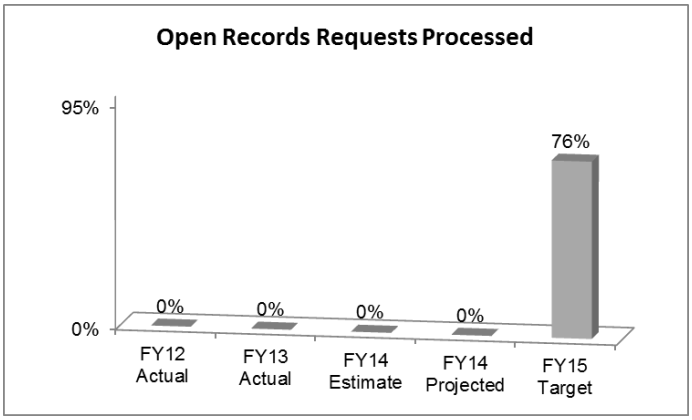
DIVISION: MUNICIPAL CLERK

The purpose of the Municipal Clerk Division is to provide election, governmental documents, notification, interpretation and City Council and Board services to elected officials, city departments and the public so they can be informed and participate in a transparent form of government.

Key Result

Open Records Requests processed within 1 day of receipt

Why is this measure important?
Texas Government Code, Chapter 552, gives you the right to access government records. All government information is presumed to be available to the public. Certain exceptions may apply to the disclosure of the information. Governmental bodies shall promptly release requested information that is not confidential by law within ten (10) days of the date of submittal.
Having a 76% 1 day request receipt shows the citizens that we are responsive to their needs and the information requested.



What do these numbers tell us?
Governmental agencies have ten days to respond to Open Records Request. By maintaining a high percentage rate, it shows that we are extremely effective in locating information that the public is requesting, well within the ten days allotted timeframe given.

PROGRAM: MUNICIPAL CLERK — *$818,448*

The purpose of the Municipal Clerk Program is to provide election, governmental documents, notification, interpretation and City Council and Board services to elected officials, city departments and the public so they can be informed and participate in a transparent form of government.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	City Council Meeting minutes prepared and approved within a week	99%	N/A	98%
Result	Open Records Requests processed within one day of receipt	91%	N/A	76%
Output	Open record requests completed	1,158	1,200	1,150
Demand	Open record requests anticipated	1,175	1,125	1,150
Efficiency	Program expenditure per open record request completed			$711.69

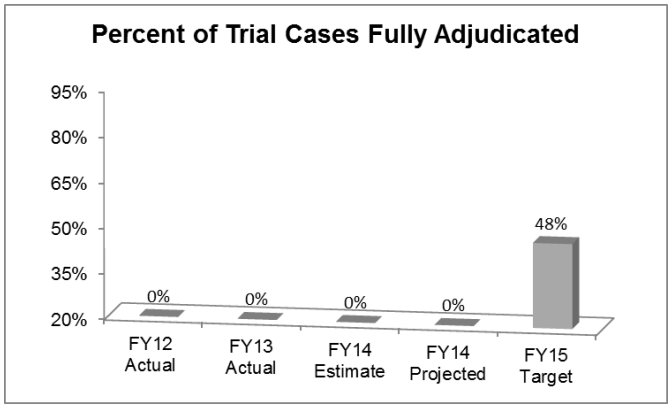
DIVISION: COURT CASE MANAGEMENT

The purpose of the Court Case Management Division is to provide Case Initiation, Court Hearing Administration, Judicial Support, Civil Adjudication, Sentencing Compliance and Community Service, and Warrant Administration services to defendants, parties to court cases, and vehicle owners so they can resolve their cases.

Key Result

Percent of trial cases fully adjudicated

Why is this measure important?
It is the clearance rate for cases awaiting a trial date. This measure describes the percent of cases that have been finalized/disposed through a regular court hearing. It tracks the number of cases that have been adjudicated (where the Judge has rendered a final sentence such as: dismissed, acquitted, found guilty) compared to the total number of cases that have been docketed.



What do these numbers tell us?
A high clearance rate equals to a smaller number of cases awaiting a hearing. If cases are not cleared timely, a backlog in cases awaiting trial will grow.

PROGRAM: CASE INITIATION — *$398,338*

The purpose of the Case Initiation Program is to provide initial case preparation and court support services to defendants, court officials and law enforcement agencies so they can receive and retrieve accurate, timely information in order to resolve their cases.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Tickets entered into the system within 7 business days	N/A	N/A	92%
Result	Accident/incident reports linked to case file within 10 days of ticket entry	N/A	N/A	92%
Output	Tickets entered into system	310,942	305,076	310,942
Demand	Tickets expected to be entered into system	N/A	310,942	311,000
Efficiency	Program expenditure per ticket entered into the system			$1.17

PROGRAM: COURT HEARING ADMINISTRATION	*$598,061*

The Court Hearing Administration Program is to provide case setting, preparation and notification services to all parties related to the case and the general public so they can have the opportunity to appear at trial and contest the case.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Cases set for hearing within 3 months of request	N/A	N/A	77%
Result	Customers who respond to the survey indicating they received "correct" information	N/A	N/A	90%
Output	Cases cancelled and reset	4,558	2,112	4,558
Demand	Cases anticipated to be cancelled and reset	N/A	4,558	4,650
Efficiency	Program expenditure per case set (Estimate 411,800)			$1.53

PROGRAM: JUDICIAL SUPPORT	*$651,840*

The purpose of the Judicial Support Program is to provide court information and research support services to participants of criminal and civil proceedings so they can participate in the judicial process.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Trial cases fully adjudicated	45%	N/A	48%
Result	Dispositions recorded accurately	85%	N/A	97%
Output	Cases docketed	204,742	192,853	488,420
Demand	Cases expected to be docketed	N/A	488,420	465,000
Efficiency	Program expenditure per cases docketed			$1.33

PROGRAM: CIVIL ADJUDICATION	*$109,053*

The purpose of the Civil Adjudication Program is to provide fair and impartial administrative adjudication and disposition services to respondents so they can resolve violations and appeals in a timely manner.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Vehicle owners who appear as scheduled for parking citations and red light hearings	N/A	N/A	93%
Result	Vehicle owners who file appeals	N/A	N/A	0.003%
Output	Civil cases heard	N/A	3,454	2,327
Demand	Civil cases expected to be heard	N/A	2,327	2,350
Efficiency	Program expenditure per case heard			$46.86

PROGRAM: SENTENCING COMPLIANCE AND COMMUNITY SERVICE	*$122,538*

The purpose of the Sentencing Compliance and Community Service Program is to provide case management, support, compliance, and informational services to adults and to juvenile defendants and their families so they can comply with court orders and resolve their cases.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Juveniles who successfully complete the case management program	N/A	N/A	87%
Result	Defendants who comply with the Driving Safety Deferral Order	N/A	N/A	73%
Output	Juveniles who are assigned to the case management program	77	88	77
Demand	Juveniles who are expected to be assigned to the juvenile case management system	N/A	77	85
Efficiency	Program expenditure per juveniles who are assigned to the case management program			$1,299.34

PROGRAM: WARRANTS ADMINISTRATION	*$451,067*

The purpose of the Warrant Administration Program is to provide verification, issuance, information and document services to law enforcement officers, governmental agency representatives, judges and the public so they can receive accurate information 24/7, 365 days a year in order to resolve outstanding warrants.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Warrants activated within one month	99%	N/A	99%
Result	Capias pro fine warrants* activated within 5 weeks	74%	N/A	76%
Output	Warrant inquiries received by phone	37,879	49,000	49,064
Demand	Expected warrant inquiries received by phone	N/A	49,064	45,000
Efficiency	Program expenditure per activated warrant (128,879)			$3.27

PROGRAM: SECURITY	$424,500

*New program to be developed in FY15.

PROGRAM: TECHNOLOGY	$850,000

*New program to be developed in FY15.

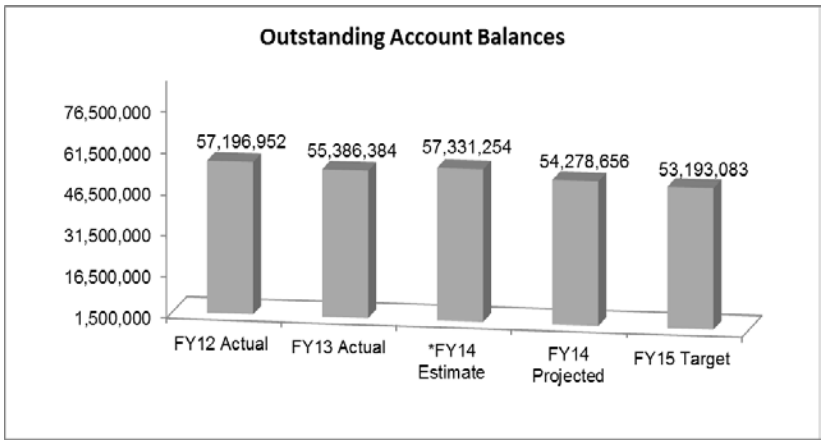
DIVISION: FINE COLLECTION & DISBURSEMENT

The purpose of the Fine Collection and Disbursement division is to provide account payment, notification and collection services to defendants, vehicle owners and vendors so they can resolve their accounts.

Key Result

Outstanding account balances declining from FY13 baseline (Class C and Traffic Warrants/Capias Pro Fines)

Why is this measure important?
This is the revenue collection rate for the Court. This measures the collection rate on outstanding fines and fees for Class C and Traffic Warrants and Capias Pro Fines.



What do these numbers tell us?
A decline in delinquent fines and fees on warrants and capias pro fines indicates an increase in revenue. This revenue is a part of the general fund operating revenues.

PROGRAM: FINE COLLECTION & DISBURSEMENT | *$694,243*

The purpose of the Fine Collection and Disbursement Program is to provide account payment and resolution services to the public and vendors so they can be fully informed, efficiently resolve their accounts, and receive accurate refunds and payments.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Outstanding account balances declining from FY13 baseline	N/A	N/A	2%
Result	Payments and refunds applied incorrectly	N/A	0.1%	0.1%
Output	Transactions processed annually	263,672	232,322	263,672
Demand	Transactions expected to be processed annually	N/A	263,672	255,000
Efficiency	Program expenditure per transaction processed			$1.95

PROGRAM: FINE ENFORCEMENT & NOTIFICATIONS	*$277,703*

The purpose of the Fine Enforcement and Notifications Program is to provide collection and notification services to all parties in court cases so they can comply with judicial orders concerning citations, payment plans, and orders to appear.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Payment plans completed within 30 days	N/A	N/A	10%
Result	Payment plans completed in 90 days	N/A	N/A	65%
Output	Payment plans issued	15,049	13,200	15,049
Demand	Payment plans expected to be issued	N/A	15,049	15,250
Efficiency	Program cost per payment plan issued			$18.45

PLAZA

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Police

EMERGENCY 911
POLICE
POLICE

WELCOME TO EL PASO
ELEVATION 3,958 ft

Police

Mission Statement

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.

Budget Summary	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Personal Services	108,666,288	111,587,822	110,110,127	110,783,820
Contractual Services	5,004,318	5,565,821	6,922,095	7,273,457
Materials/Supplies	4,404,552	3,583,245	3,389,389	3,369,572
Operating Expenditures	2,005,962	1,474,897	988,208	1,480,402
Non-Operating/Intergovt. Exp	488,910	522,754	715,237	615,237
Internal Transfers	0	2,500,000	0	0
Capital Outlay	1,281,576	864,395	418,985	520,688
Total Appropriation	**121,851,606**	**126,098,934**	**122,544,041**	**124,043,176**

Source of Funds	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government	110,957,074	112,257,082	118,251,212	118,671,303
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	0	0	0	0
Nonmajor Governmental Funds	10,894,532	13,046,551	4,292,829	5,371,873
Fiduciary Funds	0	0	0	0
Proprietary Funds	0	795,301	0	0
Total Funds	**121,851,606**	**126,098,934**	**122,544,041**	**124,043,176**

Positions	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
General Fund	1,544.00	1,483.00	1,394.50	1,313.90
Non-General Fund	80.80	83.80	82.30	82.90
Total Authorized	**1,624.80**	**1,566.80**	**1,476.80**	**1,396.80**

Police

Division Summary

	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government				
Chiefs Office	95,670,323	96,509,098	73,343,899	3,318,628
Vehicle Operations	4,085,521	4,271,958	4,445,871	4,267,423
Records	2,001,028	2,125,555	2,287,976	2,528,393
Training	2,164,849	2,051,523	2,789,952	3,433,823
Operational Support	1,499,375	1,338,288	2,178,160	3,709,430
Financial Services	1,199,458	904,962	2,801,136	2,847,604
Central Regional Command	735,154	808,199	5,260,756	17,270,818
Directed Investigations	522,377	558,826	2,125,311	9,361,652
PD Personnel	298,079	529,989	821,200	1,558,083
Police Supply	358,783	371,451	400,800	549,310
Special Services	264,252	748,838	2,281,145	3,165,035
Criminal Investigations	353,065	337,481	1,325,518	9,171,910
Pebble Hills Regional Command	342,557	363,613	5,287,690	18,176,091
Internal Affairs	316,769	314,145	1,971,547	1,929,976
Mission Valley Regional Command	301,291	298,425	2,435,266	13,077,743
Westside Regional Command	240,498	229,485	3,501,425	11,022,213
Northeast Regional Command	245,125	238,863	3,566,623	11,927,244
Planning and Research	262,731	164,667	266,820	453,531
Grant Operations PDHQ	95,839	91,716	1,106,669	902,396
Federal Policing Grant	0	0	53,448	0
Sub Total	110,957,074	112,257,082	118,251,212	118,671,303
Nonmajor Governmental Funds				
Criminal Justice Grant PS	3,424,633	4,332,241	2,249,667	2,075,424
Abandoned Auto Trust Restricted	1,076,580	3,909,871	1,727,819	2,566,280
Chiefs Office	806,285	560,763	210,229	717,690
Police Restricted Confiscated Fund	1,170,234	841,082	0	0
TxDot Traffic Enforcement Grants	11,015	0	0	0
Federal Policing Grant	1,899,810	817,807	105,114	0
Police HIDTA Grant	2,473,891	2,566,291	0	0
Operational Support	0	0	0	12,479
PD Restricted Funds	32,084	18,496	0	0
Sub Total	10,894,532	13,046,551	4,292,829	5,371,873
Proprietary funds				
Special Services	0	795,301	0	0
All Funds Total	**121,851,606**	**126,098,934**	**122,544,041**	**124,043,176**

POLICE DEPARTMENT

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.

BUDGET HIGHLIGHTS

The El Paso Police Department (EPPD) had a successful Fiscal Year 2014. The EPPD was recognized by the CQ Press as the lowest crime rate ranking city in the United States with a population of 500,000 or more. This is the fourth consecutive year the EPPD has received this acknowledgment. Chief of Police, Greg Allen, said in response to the news, “the fact El Paso has been able to maintain its status as the lowest crime ranking city is truly amazing and is a measurable result of the great cooperation between the residents of El Paso and their police department.” Fiscal Year 2014 also saw the implementation of the department’s Strategic Business Plan. In addition, Fiscal Year 2014 continued with the expansion of Police G4S prisoner transport services to the all regional commands. Furthermore, it is anticipated that the Police Department will fulfill the remaining $1.2 million loan obligation incurred with the construction of the Municipal Vehicle Storage Facility by the end of Fiscal Year 2014.

For Fiscal Year 2015, EPPD will maintain a flat budget without any increases to its General Fund. This presents a challenge to the police department, but the department will strive to maintain service expectations and work diligently to once again receive the CQ Press as the lowest crime rate ranking city in the United States with a population of 500,000 or more. To aid in the fulfillment of demands with the allocated resources, Fiscal Year 2015 includes a 40 recruit academy class expected to graduate in January 2015. The EPPD also plans to use $600,000 in Confiscated Funds to update its aging patrol fleet.

ISSUE STATEMENTS

Issue 1

The delayed facility maintenance needs, combined with the aging fleet*, computers, and equipment, will, if not addressed, likely result in delayed timeliness or unavailability, creating less than fully functional police services:

- Fewer patrol units providing coverage and longer response time to public
- Delayed criminal investigations and report availability ultimately prolonging insurance claim process
- Delays due to computer performance can increase overtime

** 64% of marked police vehicles have been in use for five or more years while 51% of unmarked police vehicles have been in use for ten or more years*

Issue 2

The length in response times to nonemergency calls* for service and lack of personnel assigned to address ongoing neighborhood issues will, if not addressed, continue to result in:

- Discouraging citizens from reporting crimes
- Loss or destruction of evidence
- Customer dissatisfaction leading to less cooperation
- Erosion of confidence in the El Paso Police Department
- Increase in complaints to elected officials

Issue 3

In the next 2 to 5 years, El Paso is expected to experience significant geographic and population growth increases and corresponding increases in demand for police services. If not addressed, this will result in:

- A negative effect on services and the police department's ability to address causes and fear of crime for the citizens of El Paso
- Diminished access to police services
- Inadequate facilities

Issue 4

The Department's near exclusive focus on Part 1 Uniform Crime Reporting crime will, if not addressed in preventive proactive policing, continue to be to the detriment of quality life issues and community concerns.

Issue 5

By 2016, 35% of officers will be eligible for retirement will, if not addressed, result in:

- Community
    - Decrease in customer service
    - Diminished ROI (return of investment) in police officers
    - Decreased ability to address crime
- Department
    - Decrease in department morale and productivity
    - Void in specialized skills and training
    - Increased risk for officer safety

STRATEGIC RESULTS

Strategic Result 1:

El Paso will continue to be one of the safest cities in America as evidenced by:

- Part 1 Offense crime will be between .047 and .045
- Continue to be designated as one of the Safest Cities in America
- 70% of respondents who report that they feel safe when they are downtown (strongly agree or agree)

Strategic Result 2:

By 2016, the EPPD will reinstitute a community policing initiative at each Regional Command to address quality of life issues and community order concerns*:

- By 2016, 20% of officer hours (assigned to patrol) will be non-directed proactive time while maintaining a low crime rate
- By 2015, 70% of customer satisfaction surveys will support positive results

*Measured: customer satisfaction surveys, track reduction in calls dispatched to handle nuisance complaints

Strategic Result 3:

The City of El Paso will continue to maintain a highly skilled police force as evidenced by:

- By 2018, 80% of police officers will receive specialized career development training in addition to their Texas Commission on Law Enforcement Officer Standards and Education (TCLEOSE) training requirements
- By 2014, 80% of officers who are surveyed will indicate a positive experience when attending department sanctioned training sessions

Strategic Result 4:

By 2015 the EPPD will effectively respond to calls for service as indicated by:

- 20% of response time Priority 1, 2 and 3 calls will be within 21 minutes
- 30% of response time Priority 4-6 calls will be within 34 minutes
- 50% of response time Priority 7-9 calls will be within 52 minutes

Strategic Result 5:

The El Paso Police Department will make police services more readily available and provide better customer service as follows:

- By 2015, 35% of the fleet will have less than 100,000 miles (50 new vehicles per year)
- By 2016, 100% of on duty officers assigned to a patrol function will have a vehicle available
- By 2015, 75% of administrative investigations will be completed within 100 days of receipt of complaint by the Internal Affairs Division

DEPARTMENT ORGANIZATION

1. ADMINISTRATIVE DIVISION

1.1. Office of the Director Program
1.2. Grants Administrative Program
1.3. Finance Program
1.4. Human Resource Program

2. INVESTIGATIONS DIVISION

2.1. Investigations Services Program
2.2. Internal Affairs Program

3. OPERATIONS SUPPORT DIVISION

3.1. Fleet and Facility Management
3.2. Municipal Vehicle Storage Facility Program
3.3. Law Enforcement Reports and Information Program
3.4. El Paso Fusion Center Program
3.5. Property and Evidence Program
3.6. Support Services Program

4. UNIFORM POLICE SERVICES DIVISION

4.1. Downtown Police Services Program
4.2. Patrol Program
4.3. Traffic / DWI Program

5. TRAINING AND SPECIALIZED OPERATIONS TEAMS DIVISION

5.1. Training Program
5.2. Specialized Critical Incident Teams Program

6. COMMUNITY AND VICTIMS SERVICES DIVISION

6.1. Community Services and Outreach Program
6.2. Victims Services Program

SIGNIFICANT CHANGES

General Fund

Revenue Changes	Dollars
Reimbursed overtime, and various licenses and permits/fees previously budgeted in Non-Departmental	$1,489,121

Expenditure Changes	Dollars
Personal Services	
Increase due to collectively bargained contractual obligations, one Police academy to graduate in Jan. 2015 and one Police academy to commence Jun. 2015, non-uniform compression pay increases, and non-uniform pension rate increase	$531,699
Contractual Services	
Slight increase due to contractual obligation for office equipment lease.	$18,522
Materials and Supplies	
The budget for this category is relatively flat with a slight decrease in public safety equipment.	($2,817)
Operating Expenditures	
Decrease in Police automobile and aviation liability insurance	($27,296)
Inter-Governmental	
Decrease of city grant match funds based on the anticipated cash match obligation for state and federal grants	($100,000)

Non-General Fund

Revenue Changes	Dollars
Red light camera violations: revenue estimates are based on actuals being received	($751,352)
Municipal Vehicle Storage Facility - increase in expected revenue and a budgeted use of fund balance	$838,461
Grant match: decrease in state grant proceeds, and an increase in city grant match	($279,358)

Expenditure Changes	Dollars
Personal Services	
Increase in salaries and benefits funded by grants, municipal vehicle storage facility, and red light camera fund	$142,011
Contractual Services	
Increase due to contractual obligation for third party operation of municipal vehicle storage facility	$332,840
Materials and Supplies	
Decrease in gasoline and office supplies funded by grants	($17,000)

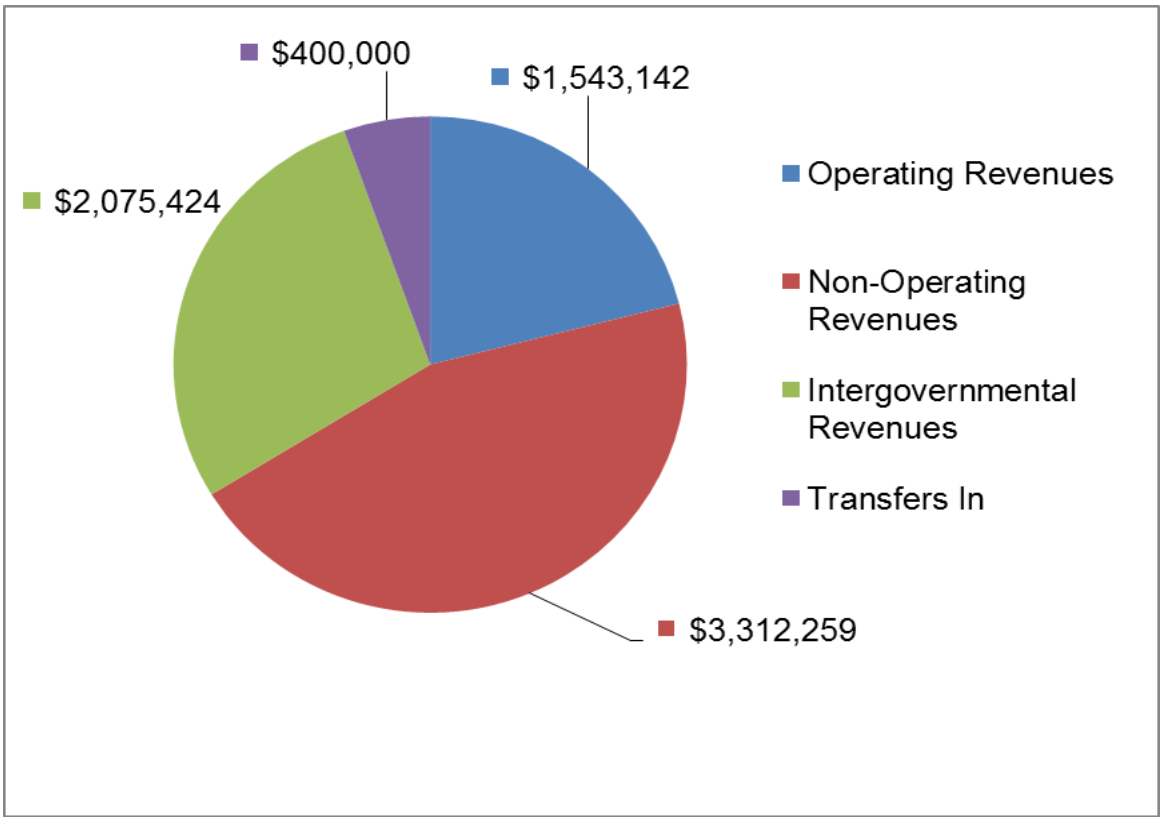
Non-General Fund (Cont.)

Revenue Changes (Cont.)

	Dollars
Operating Expenditures	
Increase due to state and county payments related to the red light camera fund. This was not previously budgeted and was paid out of fund balance	$519,490
Capital Outlay	
Decrease in grant funded capital equipment and an increase for a capital purchase from the municipal vehicle storage facility	$101,703

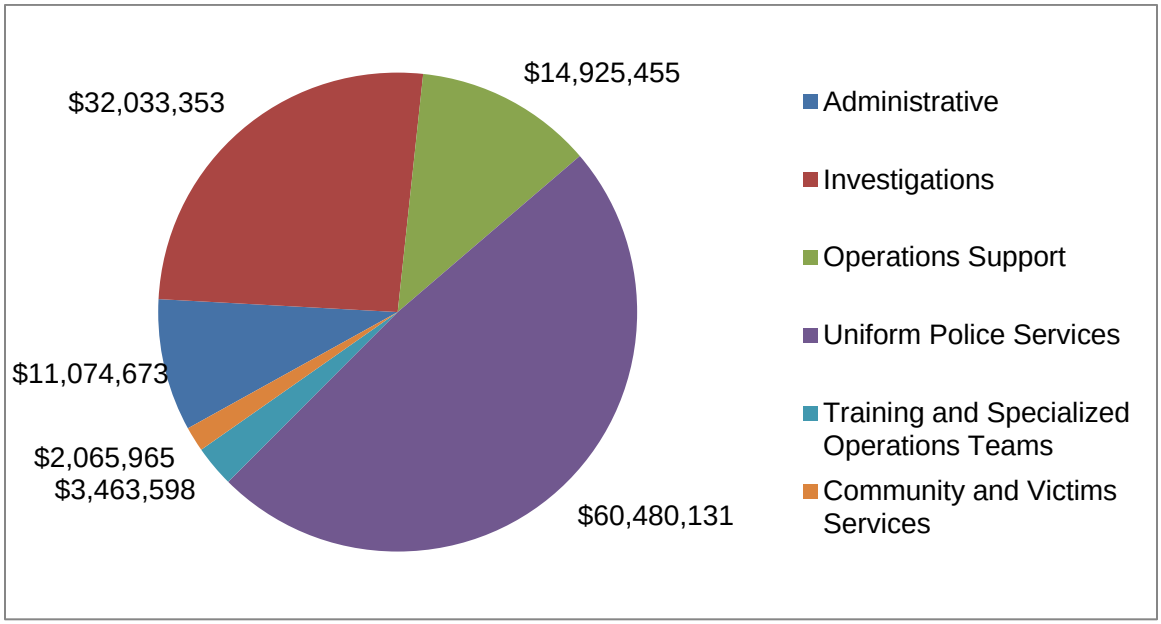
REVENUE BY CHARACTER

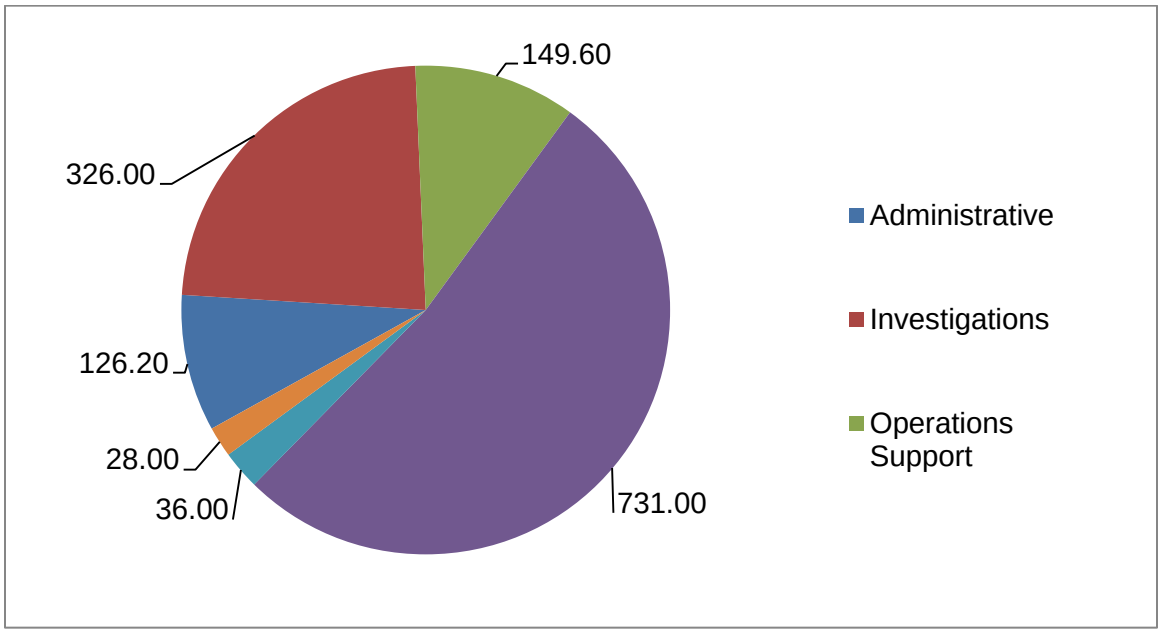
Division	Total
Operating Revenues	$1,543,142
Non-Operating Revenues	$3,312,259
Intergovernmental Revenues	$2,075,424
Transfers In	$400,000
Grand Total	**$7,330,825**



EXPENDITURES AND FULL-TIME-EQUIVALENT POSITIONS

Division	Total	FTE
Administrative	$11,074,673	126.20
Investigations	$32,033,353	326.00
Operations Support	$14,925,455	149.60
Uniform Police Services	$60,480,131	731.00
Training and Specialized Operations Teams	$3,463,598	36.00
Community and Victims Services	$2,065,965	28.00
Grand Total	**$124,043,176**	**1,396.80**





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: OFFICE OF THE DIRECTOR — $3,885,385

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Strategic and operational results achieved	N/A	90%	90%
Result	City Council request responses provided within 24 hours (as documented in Accela and the Police Dept. database, excluding graffiti)	N/A	100%	100%
Output	Number of City Council responses provided	108	92	120
Demand	Number of City Council requests expected	110	120	120
Efficiency	Program expenditure per request	N/A	$2,000	$3,000

PROGRAM: GRANTS ADMINISTRATION — $2,234,290

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of grants without audit findings	99%	100%	95%
Result	Close out during fiscal year of grants with 98-100% disbursement rate	100%	100%	100%
Output	Dollar amount of grant funds managed	$9,858,031	$8,829,629	$7,000,000
Demand	Dollar amount of grant funds anticipated to be managed	$9,858,031	$8,829,629	$7,000,000
Efficiency	Program expenditure per dollar grant funds managed	N/A	18%	18%

PROGRAM: FINANCE	$3,396,915

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent variance of 6 month projections to yearend actual revenues and expenditures	2.70%	N/A	5%
Result	Vendor invoices paid within 30 days of receipt by EPPD budget office	100%	97%	100%
Output	Number of payment vouchers processed	3,406	2,584	3,500
Demand	Vendor invoices anticipated to be paid	3,406	3,500	3,500
Efficiency	Program expenditures per department budget	N/A	2%	2%

PROGRAM: HUMAN RESOURCES	$1,558,083

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 its mission.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent turnover rate	2.6%	2.44%	4.5%
Result*	Positions filled within 60 days for GS positions	N/A	N/A	80%
Output	Number of new hires processed	7	47	82
Demand	Number of positions to be filled	41	32	82
Efficiency	Program expenditure per employee	N/A	$1,170	$1,230

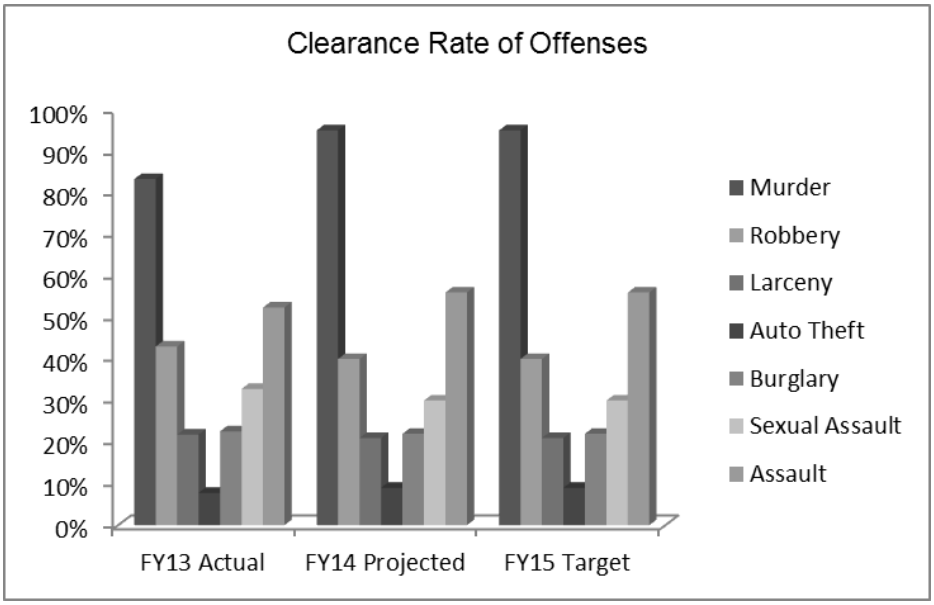
*New components for FY15

DIVISION: INVESTIGATIONS

The purpose of the Investigations Division is to provide follow up services to both internal and external customers so they can receive timely contact and thorough resolution of their assigned incident.

KEY RESULT: Clearance Rate of Offenses

Why is This Measure Important?
The clearance rate is normally considered to be a measure of the ability of the police to solve crimes and has been one of the most common measures of investigative effectiveness. The clearance rate provides a good indication of law enforcements ability to investigate crime and to apprehend criminal suspects. Crimes are cleared in two ways; the first way is by identifying an offender, obtaining enough evidence to charge the offender, and by taking the offender into custody. The second way is by exceptional means. The offense is exceptionally cleared when because of factors beyond the police department's control; the department is prevented from taking the offender into custody.



In looking at the definition you see that a major factor in clearing a case is obtaining enough evidence to charge an offender which is one of the basic functions of the investigations services program.

What Do These Numbers Tell Us?
If the police department can maintain a high clearance rate it can be attributed in part on the quality of the investigations conducted.

PROGRAM: INVESTIGATIONS SERVICES	$30,173,592

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Clearance rate for Part I offenses Murder/Manslaughter Robbery Larceny Auto Theft Burglary Sexual Assault Assault	 83.30% 43.00% 21.80% 7.80% 22.60% 32.80% 52.40%	 94.4% 5115% 25.47% 8.65% 26.04% 27.49% 60.12%	 95% 40% 21% 9% 22% 30% 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	75.64%	70%
Output	Number of case investigations completed	37,356	61,005	36,200
Demand	Number of cases expected to be assigned	35,898	35,000	36,200
Efficiency	Program expenditure per case investigation	N/A	$423.08	$835.68

PROGRAM: INTERNAL AFFAIRS	$1,859,761

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

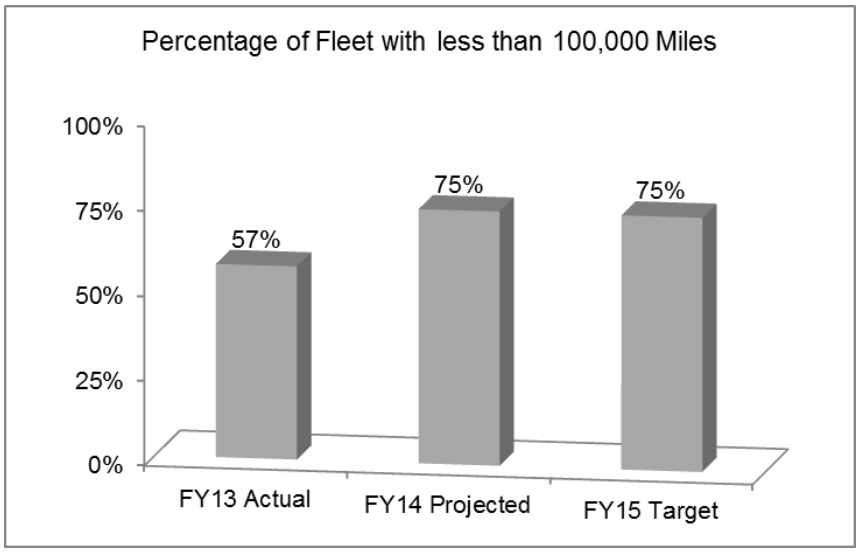
Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of administrative investigations completed within 100 days of receipt of complaint	N/A	98%	75%
Result	Percent of administrative investigations presented to and reviewed or considered by the Discipline Review Board without requests for additional information	N/A	74.15%	98%
Output	Number of administrative incidents processed	N/A	1,909	2,300
Demand	Administrative incidents expected to be processed	N/A	1,760	2,300
Efficiency	Program expenditure per administrative incident processed	N/A	N/A	$808.59

DIVISION: OPERATIONS SUPPORT

The purpose of the Operations Support Division is to provide information, maintenance and storage services to the EPPD, criminal justice agencies and the public so they can have the information and equipment they need to perform their functions and the public can recover their impounded vehicles

KEY RESULT: Fleet with 100,000 Miles or Less

Why is This Measure Important?
Lower mileage vehicles are more reliable and have a lower maintenance cost per mile. Plus fuel costs are lower and in-service vehicle failures are reduced when units have less than 100,000 miles.



As a result of replacing higher mileage vehicles we are able to exploit new technology and increase the overall fuel efficiency of the fleet. New technology will improve vehicle visibility, weapon security, officer safety, officer efficiency, and officer accountability. Newer vehicles will have enhanced fuel efficiency and improved safety systems from anti-lock brakes to updated airbag restraints that will adjust the rate of airbag deployment to the operator and passenger.

What Do These Numbers Tell Us?
The rate of vehicle mileage shows we are providing a service to the public at a reduced cost.

PROGRAM: FLEET AND FACILITY MANAGEMENT | $4,549,157

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of fleet with 100,000 miles or less	57%	47.54%	75%
Result	Percent of station video equipment operable	88%	93.66%	100%
Output	Number of vehicles being maintained	767	799	815
Demand	Number of vehicles expected to be maintained	815	815	815
Efficiency	Program expenditure per vehicle maintained	N/A	$1,517.68	$5,581.79

PROGRAM: MUNICIPAL VEHICLE STORAGE FACILITY	$2,566,280

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of customers who recover vehicle within 1 hour of request	97%	95%	95%
Result	Percent of customers who can take all actions necessary to recover their vehicle at the MVSF	94%	90%	98%
Output	Number of police auto impoundments completed	8,792	8,947	9,100
Demand	Number of police auto impoundments expected to be required	9,100	9,100	9,100
Efficiency	Program expenditure per auto impoundment	N/A	$201.05	$238.05

PROGRAM: LAW ENFORCEMENT REPORTS AND INFORMATION	$2,528,393

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of record requests provided within 5 days	96%	93%	96%
Result	Percent of EPPD Commanders who report they have information to make timely and appropriate deployment decisions	N/A	100%	95%
Output	Number of complaint reports provided	64,625	73,396	65,000
Demand	Number of complaint reports expected to be requested	N/A	66,300	65,000
Efficiency	Program expenditure per information request	N/A	$29.70	$38.88

PROGRAM: EL PASO FUSION CENTER	$2,141,529

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 Program		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of developing public safety threats immediately disseminated to other law enforcement agencies	100%	100%	100%
Result*	Percent of total Ad Hoc requests for information responded to within one hour	N/A	N/A	85%
Output*	Number of information requests responses provided to internal and external customers	N/A	N/A	11,000
Demand*	Number of information requests responses expected to be provided to internal and external customers	N/A	N/A	11,000
Efficiency	Program expenditure per information request response provided	N/A	N/A	$194.68

*New components for FY15

PROGRAM: PROPERTY AND EVIDENCE	$1,846,055

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of Chain of Custody Records rejected by the prosecutor	0%	0%	0%
Result	Percent of targeted bi-monthly property auctions conducted as scheduled	100%	100%	100%
Output	Number of property auctions conducted	6	9	6
Demand	Number of property auctions expected to be conducted	6	8	6
Efficiency	Program expenditure per property entry completed	N/A	$132.29	$80.10

PROGRAM: SUPPORT SERVICES	$1,294,041

The purpose of the Support Services Program is to provide liaison, information, scheduling, and tracking services to the El Paso Police Department, the District Attorney's Office, and Municipal Court so they can receive coordinated, accurate and validated information, complete documentation, and timely scheduling communications.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result*	Percent of submitted cases that the District Attorney's Office return due to missing documentation	N/A	N/A	5%
Result*	Percent of pawn shop tickets entered into system within 60 days of receipt	N/A	N/A	60%
Output*	Number of pawn shop tickets processed	N/A	N/A	190,000
Demand*	Number of pawn shop tickets expected to be processed	N/A	N/A	190,000
Efficiency*	Program expenditure per pawn shop ticket processed	N/A	N/A	$6.81

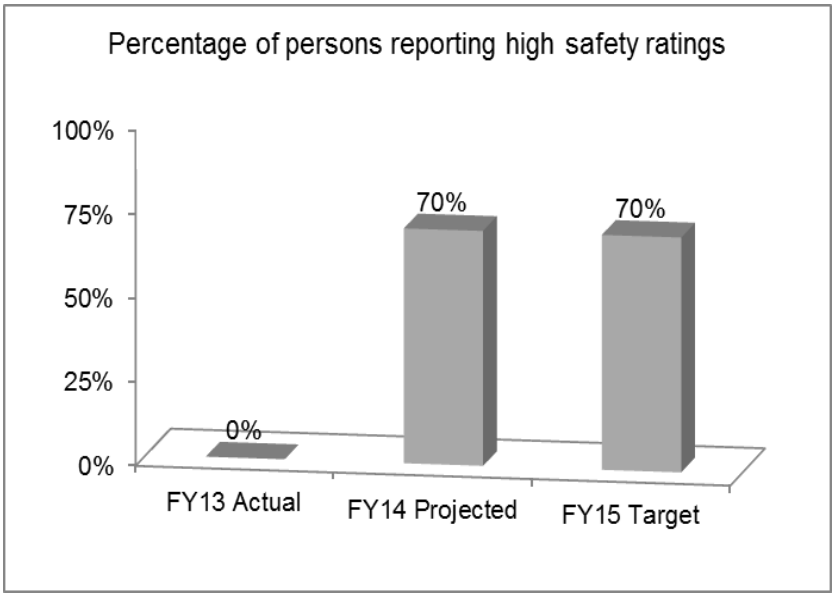
*New components for FY15

DIVISION: UNIFORM POLICE SERVICES

The purpose of the Uniform Police Services Division is to provide emergency, non-emergency and community services to residents and visitors of El Paso so they can receive a timely response, feel safe and live in one of America's safest cities.

KEY RESULT: Community Perception of Safety

Why is This Measure Important?
The purpose of the Uniformed Patrol Program is to provide emergency, non-emergency, and proactive police services to our community and visitors so they can experience a feeling of safety and well-being in their everyday life. In order to evaluate our performance as a department, the EPPD will develop and implement a data survey tracking the public's satisfaction with the police services delivered and gauge a perception of safety sensed in the community.



What Do These Numbers Tell Us?
The primary focus of the initial survey will be calculating citizen reactions pertaining to crime, quality of life, and traffic issues. Since this is a first year program, 70% was established as the initial goal with the department striving to improve on performance in each subsequent year.

PROGRAM: DOWNTOWN POLICE SERVICES	$0

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of respondents reporting they feel safe when downtown	N/A	N/A	N/A
Result	Percent of Part I offense crime in the downtown area	N/A	N/A	N/A
Output	Number of pro-active activities provided	N/A	N/A	N/A
Demand	Number of pro-active activities expected	N/A	N/A	N/A
Efficiency	Program expenditure per average daily population (residents and visitors)	N/A	N/A	N/A

PROGRAM: PATROL	$49,191,594

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of El Pasoans' / visitors who report they strongly agree or agree that they feel safe	N/A	83.41%	70%
Result	Per capita Part I Offense crime rate	N/A	0.010	0.046
Output	Number of 911 emergency call responses (Priority 1-3) provided	N/A	29,581	51,000
Demand	Number of 911 emergency call responses (Priority 1-3) expected	N/A	51,000	51,000
Efficiency	Program expenditure per El Paso residents served	N/A	$96.61	$74.28

PROGRAM: TRAFFIC / DWI	$11,288,537

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.

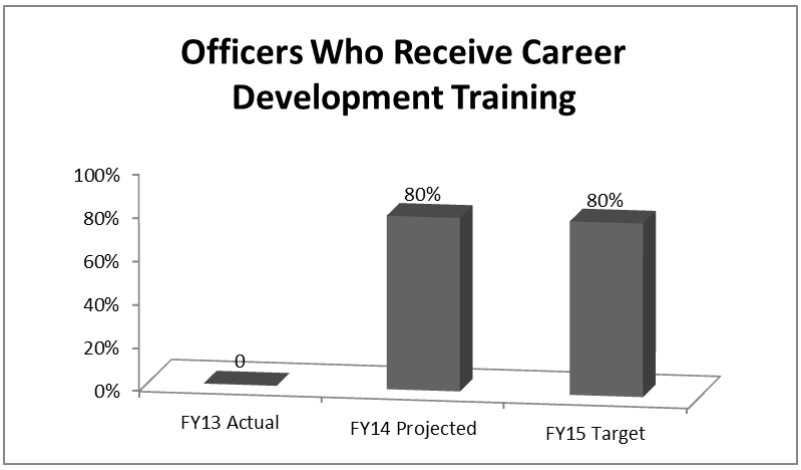
Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Number of traffic deaths per 100,000 population	N/A	6.45	10.22
Result	Number of alcohol related traffic collisions per 100,000 population	N/A	61.9	71.72
Output	Number of traffic citations issued	244,640	205,801	247,000
Demand	Number traffic citations expected to be required	244,640	236,900	247,000
Efficiency	Program expenditure per traffic collision report completed	N/A	$319.17	$562.71

DIVISION: TRAINING AND SPECIALIZED OPERATIONS TEAMS

The purpose of the Training and Specialized Operations Teams Division is to provide training services, specialized response and tactical support services to EPPD officers and the El Paso community so they can receive highly skilled, professional, and ethical law enforcement services.

KEY RESULT: Officers Who Receive Career Development Training

Why is This Measure Important?
A well trained police officer will be better prepared to serve the public in the myriad of police services. Career skills training afford the officers the ability to react immediately to dynamic situations, to possess the knowledge to apply criminal laws and case laws and police procedures in operational environments.



What Do These Numbers Tell Us?
The El Paso Police Department is fully committed to quality training programs and is attempting to go beyond the minimum training hours required by the Texas Commission on Law Enforcement Officer Standards and Education (TCLEOSE). What the numbers do not indicate is the lack of adequate training facilities to conduct practical simulations.

PROGRAM: TRAINING	$2,804,056

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of officers who receive career development training in addition to their TCLEOSE training requirements	N/A	59%	80%
Result	Percent of officers who report a positive experience when attending department-sanctioned training sessions	N/A	99%	80%
Output	Number of pre-service training hours delivered	N/A	27	69,003
Demand	Number of pre-service training hours requested	N/A	27	69,003
Efficiency	Program expenditure per training hours delivered (pre-service and in-service)	N/A	N/A	$19.18

PROGRAM: SPECIALIZED CRITICAL INCIDENT TEAMS	$659,542

The purpose of the Specialized Critical Incident Teams Program is to provide specialized tactical support, response, training and community education 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.

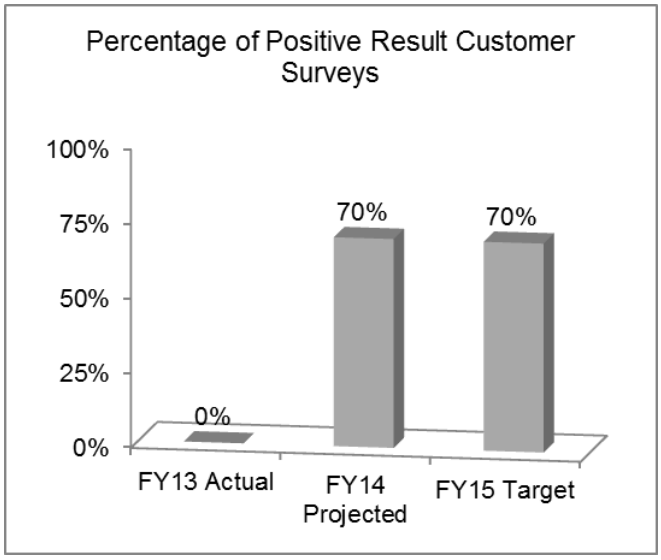
Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of incidents with no law enforcement personnel loss of life	100%	100%	99%
Result	Percent of incidents with no unintended damage to property or infrastructure	100%	100%	85%
Output	Number of critical incident team responses provided	166	204	222
Demand	Number of critical incident team responses expected	198	222	222
Efficiency	Program expenditure per critical incident team request responses provided	N/A	N/A	$2,961.90

DIVISION: COMMUNITY AND VICTIMS SERVICES

The purpose of the Community and Victim Services Division is to provide education, intervention, and referral services to the El Paso community so they can work in partnership with the EPPD to prevent victimization from crime and receive support services.

KEY RESULT: Percentage of Positive Result Customer Surveys

Why is This Measure Important?
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. Referral services are also offered to victims of crime to provide education and intervention services to the El Paso community so they can work in partnership with the EPPD to prevent victimization from crime and receive support services.



What Do These Numbers Tell Us?
The primary focus of the initial survey will be calculating citizen reactions pertaining to crime, quality of life, and traffic issues. Since this is a first year program, 70% was established as the initial goal with the department striving to improve on performance in each subsequent year.

PROGRAM: COMMUNITY SERVICES AND OUTREACH | $1,888,203

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of customer satisfaction surveys will support positive results (satisfied or very satisfied)	N/A	80.05%	70%
Result	Percent of Districts with new or active Neighborhood and/or Business Watch programs in place	N/A	96.67%	80%
Output	Number of Neighborhood/Business Watch program activations implemented	N/A	21	10
Demand	Number of Neighborhood/ Business Watch program activations expected to be required	N/A	149	10
Efficiency	Program expenditure per resident	N/A	$6.18	$2.84

PROGRAM: VICTIMS SERVICES	$177,762

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of assault victims who do not report re-victimization	N/A	96%	75%
Result	Percent of victims that are provided referrals by EPPD for criminal justice support services	89%	89%	90%
Output	Number of Crime Victims compensation applications submittals completed	765	666	900
Demand	Number of Crime Victims compensation application submittals expected to be required	765	900	900
Efficiency	Program expenditure per victim served	N/A	$27.22	$48.30

Public Health

Public Health

Mission Statement

The Mission of the Department of Public Health is to provide research and evaluation, prevention, intervention, and mobilization services to the people of El Paso so they can be healthy, productive, safe and secure.

Budget Summary	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Personal Services	12,508,167	12,721,952	13,481,572	13,781,592
Contractual Services	1,435,096	1,643,088	1,746,420	1,423,699
Materials/Supplies	1,120,799	999,915	994,218	939,981
Operating Expenditures	2,403,321	2,742,176	2,541,433	2,128,602
Non-Operating/Intergovt. Exp	478,161	478,170	478,270	478,670
Internal Transfers	0	0	0	0
Capital Outlay	239,906	150,976	50,000	0
Total Appropriation	**18,185,450**	**18,736,277**	**19,291,913**	**18,752,544**

Source of Funds	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government	5,744,145	5,937,519	6,052,614	6,096,059
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	0	0	0	0
Nonmajor Governmental Funds	12,441,305	12,798,758	13,239,299	12,656,485
Fiduciary Funds	0	0	0	0
Proprietary Funds	0	0	0	0
Total Funds	**18,185,450**	**18,736,277**	**19,291,913**	**18,752,544**

Positions	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
General Fund	76.76	72.72	72.11	73.77
Non-General Fund	223.87	219.06	209.89	218.58
Total Authorized	**300.63**	**291.78**	**282.00**	**292.35**

Public Health

Division Summary

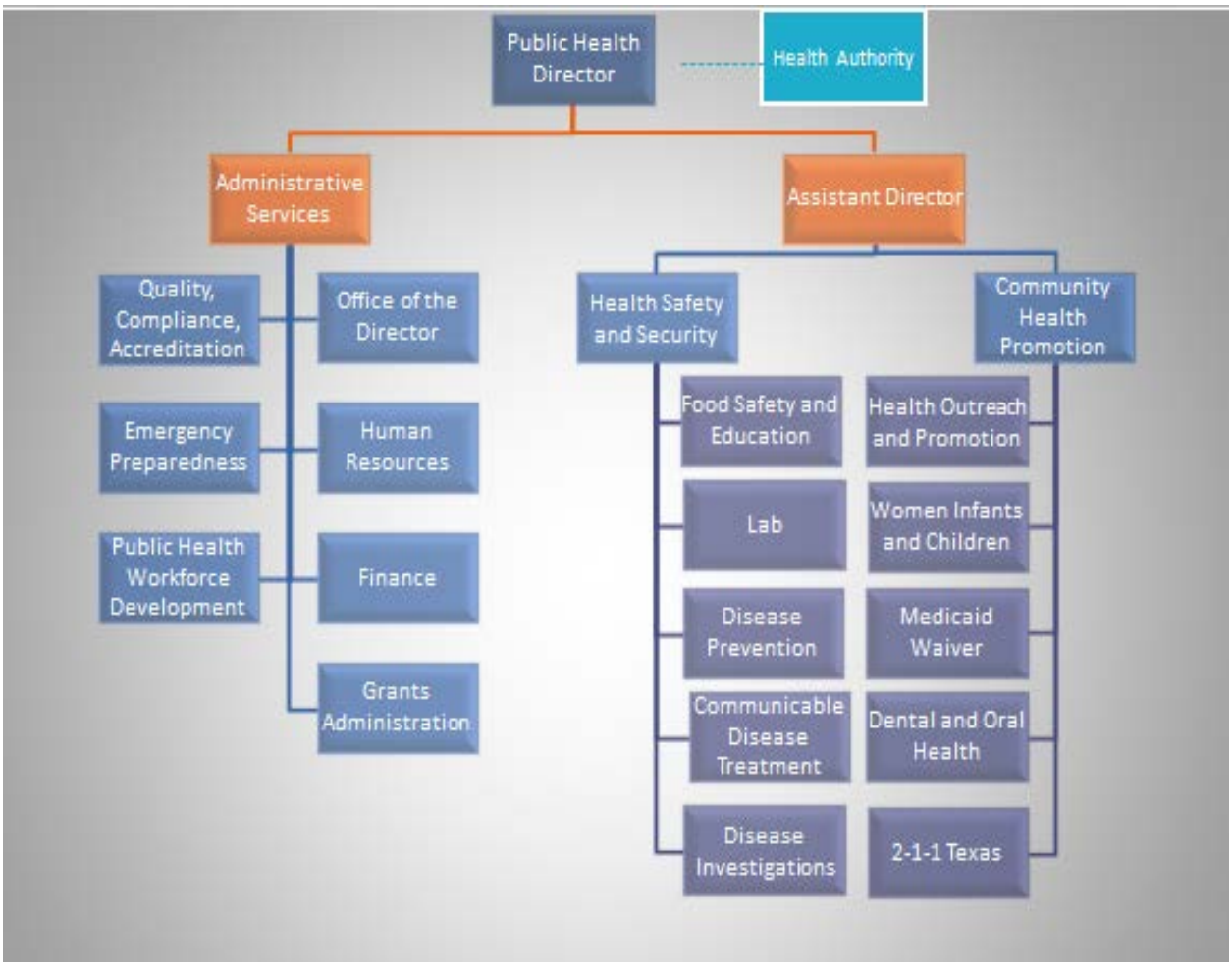
	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government				
Health Support Services	1,372,718	1,471,383	1,421,200	1,389,859
Health Administration	1,062,111	1,030,069	1,100,861	1,116,834
Environment - OSSF	0	537,733	743,948	889,502
Laboratory	710,168	718,262	767,182	777,719
Dental	533,370	602,514	742,176	744,883
Environment Food	1,302,977	788,004	499,464	417,075
STD Clinics	232,748	216,783	204,495	208,181
Health Education Program	228,969	238,007	243,481	177,595
Epidemiology	185,998	202,301	200,662	230,759
Adult Immunization Services	115,086	131,961	129,145	143,652
WIC Administration	0	100	0	0
TDH WIC Services	0	402	0	0
Sub Total	5,744,145	5,937,519	6,052,614	6,096,059

Nonmajor Governmental Funds				
TDH WIC Services	7,313,062	6,904,866	7,361,212	7,383,641
TDH Immunization Grant	1,660,116	1,816,174	1,914,535	1,559,814
Tuberculosis Grant	871,850	986,665	1,225,888	960,882
Miscellaneous Health Grants	651,736	776,193	703,193	586,148
TDH STD AIDS HIV Clinic Grant	572,544	719,165	751,951	719,931
TDH Clinical Services Grant	198,737	239,752	259,025	258,451
Miscellaneous Grants	328,794	295,660	323,229	445,676
Private Local Health Grants	393,995	584,237	288,411	192,770
TDH Case Management Grant	194,757	188,819	163,682	171,055
TDH Laboratory Grant	255,714	287,186	248,173	242,423
Epidemiology	0	0	0	69,839
Health Administration	0	0	0	65,855
Health Support Services	0	41	0	0
Sub Total	12,441,305	12,798,758	13,239,299	12,656,485

All Funds Total	**18,185,450**	**18,736,277**	**19,291,913**	**18,752,544**

DEPARTMENT OF PUBLIC HEALTH

Where Health Knows No Borders



DEPARTMENT MISSION

The Mission of the Department of Public Health is to provide research and evaluation, prevention, intervention, and mobilization services to the people of El Paso so they can be healthy, productive, safe and secure

BUDGET HIGHLIGHTS

Fiscal Year 2014 was a transitional year in terms of leadership, foci and organization. With a net zero change in cost/budget, restructuring and new "best practices" parameters were instituted to establish a model department worthy of national accreditation and associated recognition.

2014 proved to be a landmark year with the department proving itself eligible for up to $11,000,000 in Medicaid waiver funding over 5 years, with over $1.5M of that money being made available in 2014. El Paso was only 1 of 19 local health departments which successfully applied for and received these specialized funds. Although grants of this type and magnitude do not directly affect local funding budgets, the city benefits from the indirect costs charged to the salaries associated with such grants.

In 2014, general funds made available to the public health department were $6,052,614. This amount constitutes 1.76% of the city's overall budget and 8% of the public health department's budget. The remaining 92% of the department's budget is made up by generated fees for services and state/federal grants. Restated, for every $1.00 of general revenue funds received by the public health department, $12.00 of non-local tax dollars are leveraged from other sources.

An analysis of compliance and collection practices revealed that as much as $150,000.00 in permitting fees went uncollected in FY 2013 due, in part, to understaffing. We are proposing hiring a dedicated public health specialist to follow-up and ensure that all food establishments and employees are duly and fully permitted which will, of course, result in increased revenues to address the associated understaffing.

Similarly, as a result of the purchase of the department's new dental van, it is anticipated that the services provided by our dental staff using the new vehicle should amount to approximately $150,000 from insurance revenues.

Moving forward, we are planning on streamlining several services by making greater use of technology and associated internet applications – particularly in our food safety and disease prevention programs.

ISSUE STATEMENTS

Issue 1

Type-2 Diabetes - The increasing incidence of early onset Type-2 Diabetes and associated complications in El Paso combined with insufficient healthcare and support resources, if not addressed, will result in:

- 63,000 of the adult population have type 2 diabetes
- Unmanageable healthcare costs
- Loss of job/income
- Premature disability/death
- Erosion of emotional/psychological capacity and function of diabetic and family
- Young adult parents may not be able to work and grandparents will be responsible for their children's care and raising grandchildren

Issue 2

Healthcare Reform - The complexity and still unknown mandates related to healthcare reform, if not addressed, may result in:

- Individuals already at risk who may be newly left out and consequently, unable to access care
- Continued inappropriate use of emergency rooms
- Decreased continuity of services
- Growing gaps in healthcare policy development and oversight
- Diminished ability of the City to provide leadership regarding the health and vitality of the community

Issue 3

Department Identity - Lack of knowledge and misconceptions on the national, state, and local levels regarding the department's role, responsibility, and overall identity, if not addressed, will result in:

- Lack of community seeking or receiving needed health services
- Increased spread of communicable diseases
- Compromised department sustainability
- Missed opportunities to positively influence policy and mobilize community resources
- Decreased prevention and control of chronic diseases

Issue 4

Food Safety - The increased growth of the food industry through mobile food vendors, fixed establishments, and illegal vendors has led to an increase in reportable foodborne illnesses, which if not addressed will result in:

- Increased gastrointestinal effects due to foodborne illness, including serious illness and death
- Negative perceptions of the department's effectiveness
- Negative impacts on tourism and related economic activity

Issue 5

Immunizations - Decreased accessibility to childhood and adult immunizations will continue to drive up the incidence rates of vaccine preventable diseases and result in decreased school immunization compliance and related loss of federal funding:

- Increased cases of vaccine preventable disease
- Increased medical costs
- Increased school and work absenteeism

Issue 6

Health Advocacy - The absence of organized advocacy for health issues, if not addressed, will result in:

- Excess chronic disease
- Higher healthcare costs and local taxes
- Loss of income due to unemployability
- Disruption of family
- Feeling of powerlessness/resignation
- Increased teen birth rates
- Health disparities
- Validation of the cultural misperceptions and stereotypes

Issue 7

Performance management - It is anticipated that management and performance will continue to be constrained by the following City-wide trends:

- Internal procurement delays
- Internal hiring delays
- Difficulty recruiting staff with extensive experience and knowledge unique to Public Health
- Insufficient levels of technical skill training, paraprofessional skill development, and professional management development
- Lack of an employee performance management system

STRATEGIC RESULTS

Strategic Result 1: Type 2 Diabetes

The City of El Paso will bend the exponential growth trend of Type-2 Diabetes as evidenced by:

- By 2015, an assessment of all diabetic services will be completed
- By 2016, department will host online screening tools

Strategic Result 2: Emergency Response Leader

The City and community will recognize the Dept. of Public Health as the lead agency responsible for emergency responses to large scale communicable disease outbreaks as evidenced by:

- By 2014, an emergency communicable disease surge-staffing plan will be complete
- By 2014, a rapid procurement procedure is approved/established and implemented for supplies and materials for emergency communicable disease response
- By 2014, DPH staff will be fully trained in disease outbreak response protocols, appropriate to their role
- By 2015, department will host 2 exercises and 2 table top exercises in El Paso
- By 2015, 75% of targeted community groups/collaborative Memorandums of Understanding are signed

Strategic Result 3: Reduce Disease

The City of El Paso will reduce the incidence of transmittable diseases and environmental health risks as evidenced by:

- By 2014, 1,700 high risk individuals will receive HIV testing
- By 2014 Healthy People 2020 Immunization goals will be adopted
- By 2015, an integrated Threat Assessment Group or disease control unit will be in place to manage critical data and implement timely responses within 24 hours
- By 2015, 60% of licensed fixed food establishments will be inspected annually
- By 2015, implement expedited patient treatment and educate medical community
- By 2015, 70% of HIV testing by the DPH will be targeted to high risk individuals
- By 2014, 1,700 high risk individuals will receive HIV testing
- By 2014 Healthy People 2020 Immunization goals will be adopted

Strategic Result 4: Community Quality of Life

To improve the health and quality of life of the community through education, empowerment and advocacy as evidenced by:

- By 2015, 100 locally owned restaurants will have a healthy children's menu through participation in the Department's Eat Well initiative
- By 2018, there will be a 5% reduction in the teen birth rate to adolescents aged 17 and younger in El Paso County

Strategic Result 5: Support Systems

In order to achieve the above results, the following support systems, both internal and external (City government), will be in place, as indicated by:

- By end of FY 2015, assess technical skill needs and determine an appropriate training plan
- By end of FY2105, a comprehensive employee development plan will be implemented

DEPARTMENT ORGANIZATION

1. **ADMINISTRATIVE DIVISION**
   1.1. Office of the Director
   1.2. Finance
   1.3. Human Resources
   1.4. Grants Administration
   1.5. Quality, Compliance and Accreditation

2. **EL PASO MEDICAID WAIVER**
   2.1. El Paso Medicaid Waiver

3. **COMMUNITY HEALTH PROMOTION**
   3.1. Public Health Workforce Development
   3.2. Health Outreach and Promotion
   3.3. Dental and Oral Health
   3.4. Women, Infants and Children (WIC)
   3.5. 2-1-1 Texas

4. **HEALTH, SAFETY AND SECURITY**
   4.1. Disease Investigations
   4.2. Emergency Preparedness
   4.3. Disease Prevention
   4.4. Food Safety and Education
   4.5. Communicable Disease Treatment
   4.6. Laboratory

SIGNIFICANT CHANGES

General Fund

Revenue Changes	Dollars
Increased dental fee to reflect projected revenue due to deployment of new mobile dental van	$150,000
Increased food safety revenue due to projected recovery of lapsed business license revenue	$154,000

Expenditure Changes	Dollars
Personal Services	
Increase personal services to account for compression increases and healthcare and pension adjustments	$94,516
Contractual Services	
Reallocated funding from outside contracts to health care provider services for cost of Health Authority	($24,000)
Reallocated funding from print shop to printing services contracts in food safety for printing of certificates	$4,000
Increased security contracts to align with actuals	$4,500
Decreased building facility maintenance to align with actuals	($4,000)
Materials and Supplies	
Decreased furniture and equipment to reflect one time purchase in FY14	($4,100)
Decreased uniforms and safety gear to align with actuals	($5,000)
Decreased office supplies and computer equipment supplies to align with actuals	($5,600)
Increased clinical/medical supplies to purchase private stock vaccines	$21,615
Operating Expenditures	
Decreased postage	($3,350)
Increased general liability insurance to align with actuals	$2,000
Increased travel expenses to align with actuals	$7,000
Increased professional licenses and memberships	$2,800
Capital Outlay	
Decreased data processing equipment	($50,000)

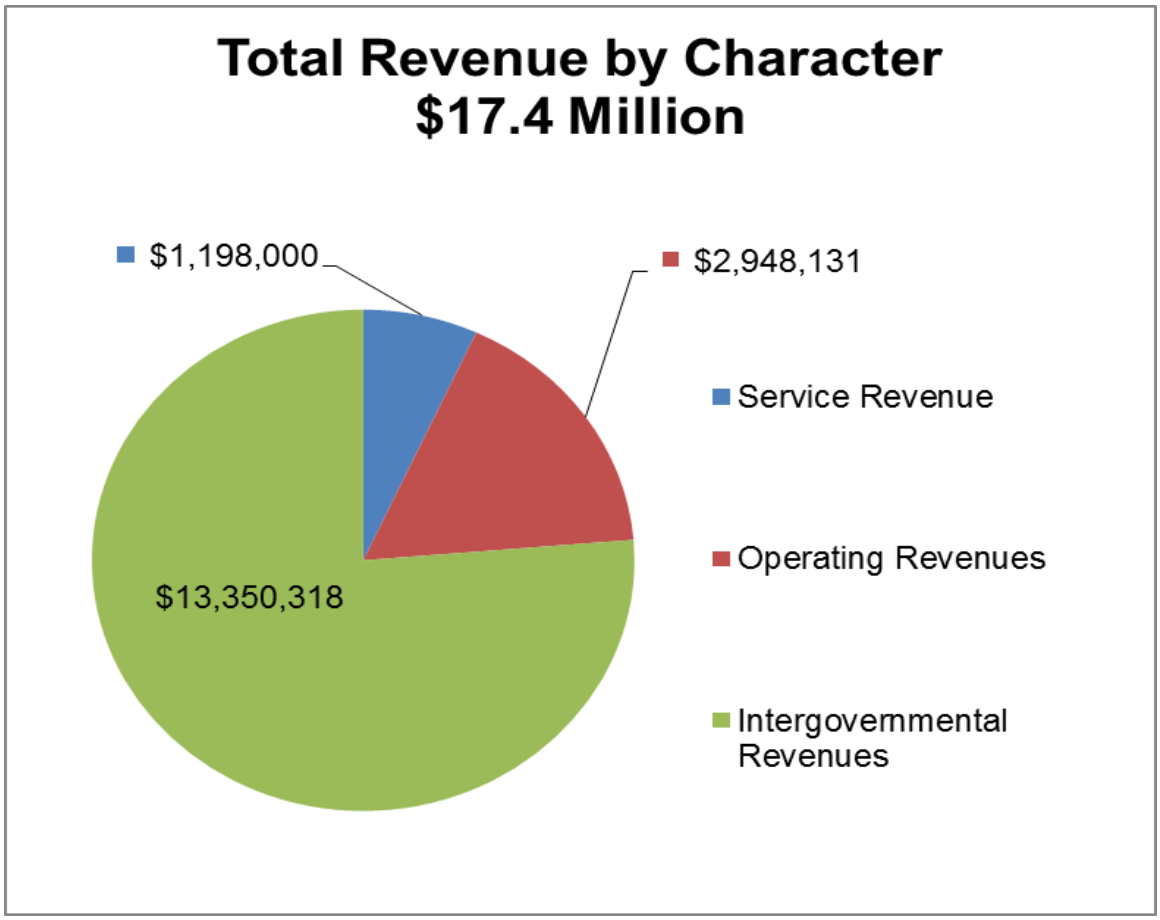
Non-General Fund

Revenue Changes	Dollars
Increased Routine Immunizations	$250,000
Decreased in-kind grant contribution	($272,000)
Decreased program income	($500,000)

Expenditure Changes	Dollars
Contractual Services	
Decreased Outside Contracts	($351,000)
Operating Expenditures	
Decreased Indirect Cost Expenditures	($360,000)

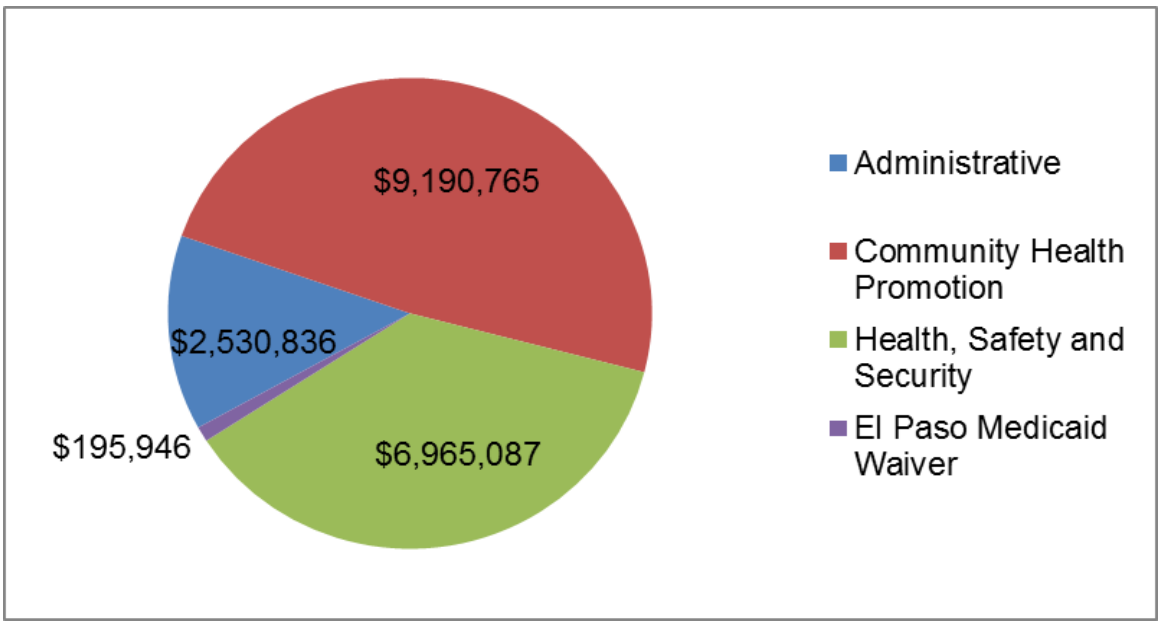
REVENUE BY CHARACTER

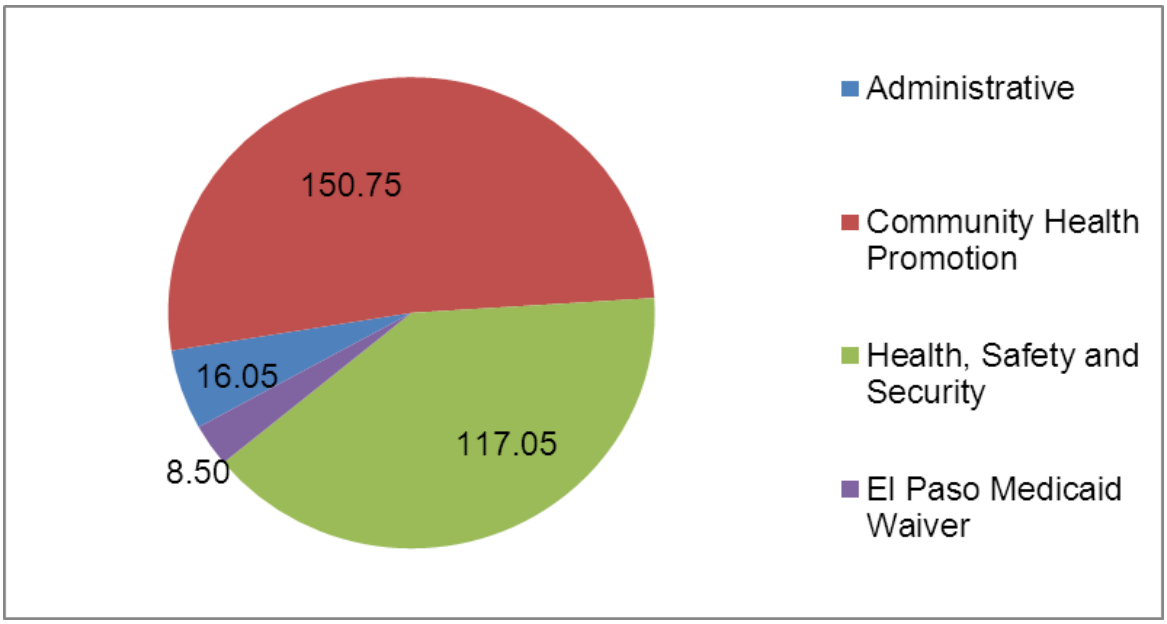
Revenue	Total
Service Revenue	$1,198,000
Operating Revenues	$2,948,131
Intergovernmental Revenues	$13,350,318
Grand Total	$17,496,449



EXPENDITURES AND FULL-TIME-EQUIVALENT POSITIONS

Division	Total	FTE
Administrative	$2,530,836	16.05
Community Health Promotion	$9,190,765	150.75
Health, Safety and Security	$6,965,087	117.05
El Paso Medicaid Waiver	$195,946	8.50
Grand Total	$18,882,634	292.35





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: Office of the Director | $1,008,066

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Strategic and operational results achieved	New Measure	New Measure	100%
Result	City Official inquiry responses provided within 24 business hours	New Measure	New Measure	80%
Output	City Official inquiry response provided	New Measure	New Measure	1
Demand	City Official inquiry responses anticipated to be requested	New Measure	New Measure	2
Efficiency	Administrative Division expenditure per dollar Department expenditure			

PROGRAM: Human Resources | $249,098

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Turnover Rate	New Measure	New Measure	7%
Result	Positions filled within 60 days for GS positions	New Measure	New Measure	70%
Output	New hires processed	New Measure	New Measure	37
Demand	New hires anticipated to processed	New Measure	New Measure	24
Efficiency	Program expenditure per department employee			

PROGRAM: Finance	$1,081,352

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Reports and information submitted by the deadline	New Measure	New Measure	90%
Result	Variance on 6 month estimate of revenue and expenditure compared to year end actual revenue and expenditures	New Measure	New Measure	2%
Output	Vendor invoices paid	New Measure	New Measure	6,300
Demand	Vendor invoices anticipated to be paid	New Measure	New Measure	6,800
Efficiency	Program expenditures per Department budget			

PROGRAM: Grant Administration	$192,320

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Reports and information submitted by the deadline	New Measure	New Measure	90%
Result	Grant funds expended	New Measure	New Measure	90%
Output	Grant funds managed	New Measure	New Measure	$12,177,596
Demand	Grant funds anticipated to be managed	New Measure	New Measure	$12,500,000
Efficiency	Program expenditures per grant funds managed			

PROGRAM: Quality, Compliance and Accreditation	$0

To establish and nurture a culture of compliance and quality improvement that facilitates fulfilling clients' expectations, complying with local, state, and federal laws and contractual agreements leading to achieving the highest national Public health standards through national accreditation.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	By 2015, % of department employees will have received annual privacy training	New Measure	New Measure	100%
Result	By 2015, % of department employees will be trained in HIPAA within10 days of hire	New Measure	New Measure	100%
Output	Attendees at employee privacy training	New Measure	New Measure	50
Demand	Attendees expected to be served at employee privacy training	New Measure	New Measure	275
Efficiency	Cost per employee trained			

DIVISION: EL PASO MEDICAID WAIVER

The purpose of the EP Medicaid Waiver Division is to provide transformative community education, research, and referral services to the Medicaid and uninsured of El Paso so they can avert and/or manage the social, economic and personal health effects of preventable, controllable health conditions.

PROGRAM: Medicaid Waiver	$195,946

The purpose of the Medicaid Waiver Program is to provide preventive health screenings and vaccinations, clinical interventions, and research on biological, environmental and health system contributors to development or prevention of disease for the Medicaid and uninsured populations.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of uninsured individuals screened for colon or breast cancer	New Measure	New Measure	75%
Result	Percent of uninsured individuals that receive vaccinations	New Measure	New Measure	50%
Output	New pediatric dental patients enrolled through the mobile dental van	New Measure	New Measure	500
Demand	Pediatric dental patients anticipated to be enrolled through the mobile dental van	New Measure	New Measure	500
Efficiency	Cost per patient served			

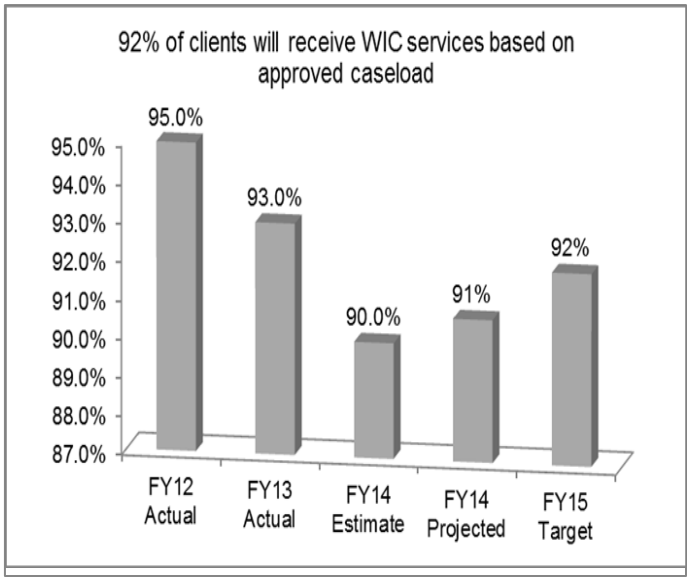
DIVISION: COMMUNITY HEALTH PROMOTION

The purpose of the Community Health Promotion Division is to provide risk analysis, information, education, referral, training, education, outreach and dental care services to the people of El Paso so they can become knowledgeable and empowered to take control of their health and sustain a healthy lifestyle.

KEY RESULT: 92% of clients will receive WIC services based on approved caseload

Why is This Measure Important?
WIC Services prevent adverse health related effects in pregnant, breastfeeding, postpartum women and young children under five years of age caused by inadequate nutrition.

What Do These Numbers Tell Us?
The numbers provide us with the opportunity to reach out to potential clients that may benefit from the program by identifying the needs in El Paso and Hudspeth counties. As the data indicates we have consistently served over 90% of our approved caseload that generate the revenue to administer the program.



PROGRAM: Public Health Workforce Development | $0

The purpose of the Public Health Workforce Development program is to provide professional training, succession, mentorship and internship services to public health staff, students and professionals so they can learn and apply Public Health Core Competencies.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Workforce will have implemented/achieved a skills core competencies development plan	New Measure	New Measure	50%
Result	Managers will have implemented/achieved a skills core competencies development plan	New Measure	New Measure	50%
Output	Core competencies classes provided	New Measure	New Measure	12
Demand	Core competencies classes expected to be provided	New Measure	New Measure	12
Efficiency	Program expenditure per participant			

PROGRAM: Health Outreach and Promotion	$557,610

The purpose of the Health Outreach and Promotion Program is to provide education, training, awareness and certification services to The El Paso community and Public Health Department employees so they can improve health outcomes.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Residents in El Paso County will attend a health education session provided by the Department.	New Measure	New Measure	12%
Result	Locally owned restaurants contacted will participate in the healthy children's menu initiative	New Measure	New Measure	90%
Output	Community educational experiences provided	New Measure	New Measure	3,109
Demand	Community educational experiences expected to be requested	New Measure	New Measure	3,150
Efficiency	Program expenditure per community educational experience attendees			

PROGRAM: Dental and Oral Health	$1,003,333

The Purpose of the Dental and Oral Health Program is to provide prevention, educational outreach and clinical/mobile services to children and young adults of El Paso County, ages six months until their 22nd birthday and specialty groups so they can establish a foundation to obtain and sustain good oral health.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Dental restorative nonemergency patients will not require additional procedures at six month recall appointment	New Measure	New Measure	85%
Result	Periodontal patients will have improved periodontal pockets	New Measure	New Measure	90%
Output	Uninsured patients served within El Paso County	New Measure	New Measure	591
Demand	Uninsured patients within El Paso County expected to be required	New Measure	New Measure	610
Efficiency	Program expenditure per patient served			

PROGRAM: Women, Infants and Children (WIC)	$7,383,641

The purpose of the Women, Infants, and Children (WIC) Program is to provide nutrition education, medical/social Screenings, referrals and benefit issuance services to pregnant, breastfeeding and post-partum Women, Infants, and Children up to age 5 so they can obtain and maintain nutritional knowledge and resources to make healthy lifestyle choices.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Clients receive will services based on approved caseload	New Measure	New Measure	95%
Result	Pregnant women will receive prenatal care beginning in first trimester	New Measure	New Measure	50%
Output	Clients served monthly	New Measure	New Measure	44,700
Demand	Clients expected to request services monthly	New Measure	New Measure	45,790
Efficiency	Program Expenditure per client served per month			

PROGRAM: 2-1-1 Texas	$246,181

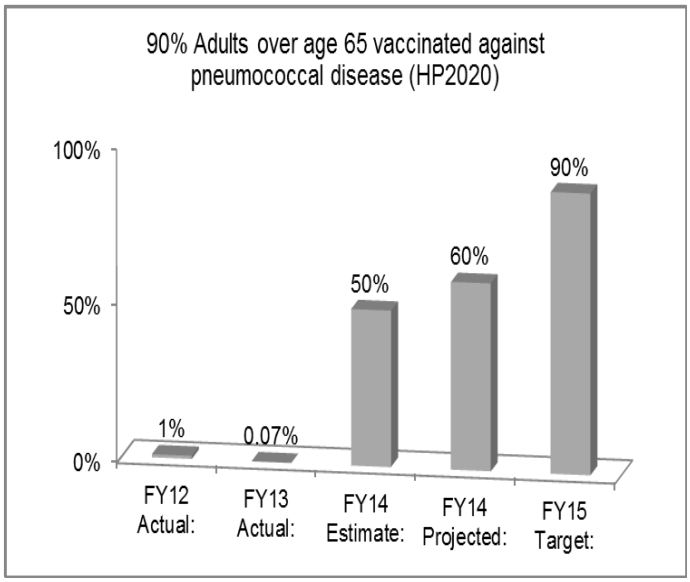
The purpose of the 2-1-1 Texas Program is to provide information & referral, advocacy and outreach services to El Paso and the Rio Grande Region community so they can receive the right health, behavioral and social information and resources to meet their needs..

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Call specialists will receive a score of 95% or above during silent monitoring	New Measure	New Measure	95%
Result	Agency database will be current according to a quarterly internal audit	New Measure	New Measure	80%
Output	Calls handled locally	New Measure	New Measure	79,361
Demand	Calls expected to be handled locally	New Measure	New Measure	87,297
Efficiency	Program expenditure per call handled locally			

DIVISION: HEALTH, SAFETY AND SECURITY

The purpose of the Health Safety and Security Division is to provide education, surveillance, diagnosis, treatment and care management services to the people of El Paso so staff can prevent, treat, and manage the spread of communicable disease.

KEY RESULT: 90% of Adults over age 65 vaccinated against pneumococcal disease (HP2020)



Why is This Measure Important?

This indicator shows the percentage of adults aged 65 years and older who have ever received a pneumococcal (pneumonia) vaccine. Pneumococcal pneumonia is a serious condition characterized by high fever, cough, shortness of breath, and meningitis. It is the leading cause of vaccine-preventable death and illness in the United States. Pneumococcal pneumonia kills about 1 out of every 20 people who come down with the disease. It is a contagious disease and can be spread by respiratory secretions from coughing or sneezing. The pneumococcal vaccine is very effective at preventing severe disease, hospitalization, and death. The Centers for Disease Control and Prevention (CDC) recommends the current vaccine for adults ages 65 years and older and for children ages 2 and older who are at high risk for disease.

What Do These Numbers Tell Us?

Based on the data collected, the numbers show that the older population is not properly protected against Pneumococcal disease; therefore, more effective strategies need to be implemented to ensure our older population has access to the Pneumonia vaccine.

PROGRAM: Emergency Preparedness	$586,148

The purpose of the Emergency Preparedness Program is to provide awareness, planning and response services to the Public Health staff and El Paso community so they can be protected and prepared to respond to any public health threat.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Public Health Staff will receive Emergency Preparedness Training appropriate to their role	New Measure	New Measure	90%
Result	Designated personnel respond within one hour of notification about a public health emergency	New Measure	New Measure	75%
Output	Incident Command System training sessions provided	New Measure	New Measure	3
Demand	Call down exercises conducted	New Measure	New Measure	2
Efficiency	Program expenditure per El Paso Community resident			

PROGRAM: Disease Prevention	$2,056,442

The purpose of the Disease Prevention Program is to provide education, outreach, screening, immunizations and referral services to the People of the El Paso Region so they can access services, be knowledgeable of and prevent disease, and promote, model and contribute to a healthier lifestyle.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Adults over age 65 vaccinated against pneumococcal disease	New Measure	New Measure	90%
Result	Adolescents 15-19 years old and young adults 20-24 years old with Chlamydia trachomatis infections	New Measure	New Measure	6.7% or less
Output	Immunizations provided	New Measure	New Measure	66,370
Demand	Number of Immunization expected to be required	New Measure	New Measure	72.000
Efficiency	Program Expenditures per immunization			

PROGRAM: Food Safety and Education	$1,306,577

The purpose of the Food Safety and Inspection Program is to provide education, permitting, inspections and investigation services to the people of the El Paso Metro area so they can have access to safe food and avert foodborne illness.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Food Establishment Managers will hold a current Food Protection Management certificate	New Measure	New Measure	50%
Result	Fixed food establishments will have 1 or more routine inspections annually	New Measure	New Measure	60%
Output	Routine Inspections	New Measure	New Measure	3,213
Demand	Routine Inspections expected to be required	New Measure	New Measure	3,500
Efficiency	Program Expenditure per Routine Inspection			

PROGRAM: Communicable Disease Treatment	$1,646,400

The purpose of the Communicable Disease Treatment Program is to provide testing, treatment, case management and referral services to the El Paso Community so they can prevent, cure and manage communicable diseases.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	HIV Positive individuals will manage their care within 3 months of diagnosis	New Measure	New Measure	90%
Result	Positive STD clients will receive treatment	New Measure	New Measure	100%
Output	STD Clients served	New Measure	New Measure	4,955
Demand	STD Client Encounters expected to be required	New Measure	New Measure	5,500
Efficiency	Program expenditures per client encounters (all)			

PROGRAM: Disease Investigations	$318,176

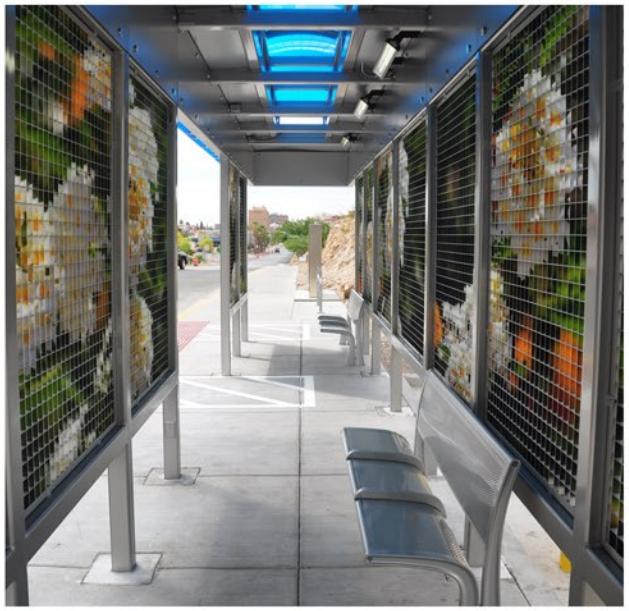
The purpose of the Disease Investigations Program is to provide surveillance, education, treatment and case management services to the El Paso Community so they can be knowledgeable of their illness and ultimately prevent the spread of disease.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Reduction in cases of pertussis among children under 1 year of age	New Measure	New Measure	10%
Result	Reduction in cases of pertussis among adolescents aged 11 to 18 year	New Measure	New Measure	10%
Output	Cases of chlamydia per 100,000 population	New Measure	New Measure	756
Demand	Chlamydia cases expected to be required	New Measure	New Measure	5,400
Efficiency	Program expenditures per notifiable investigation			

PROGRAM: Laboratory	$1,051,344

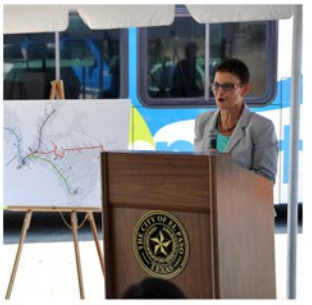
The purpose of the Laboratory Program is to provide clinical/environmental result, information, surveillance, sample management, and emergency response services to the Public Health Department, border community, health care facilities, regulatory agencies, and the Centers for Disease Control and Prevention (CDC) so they can treat patients and/or prevent the spread of disease.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	CLIA proficiency	New Measure	New Measure	90%
Result	Proficiency in water testing	New Measure	New Measure	90%
Output	Samples tested	New Measure	New Measure	20,731
Demand	Samples expected to be tested	New Measure	New Measure	21,353
Efficiency	Program expenditure per test performed			



TRANSPORTATION & PUBLIC WORKS

- Department of Transportation
- Engineering & Construction Management
- General Services
- International Bridges
- Mass Transit – Sun Metro
- Metropolitan Planning Organization



Department of Transportation

Department of Transportation

Department of Transportation

Mission Statement

The mission of the El Paso Department of Transportation is to provide traffic engineering and infrastructure maintenance services to the traveling public in our community so they can experience an enjoyable, safe, efficient and reliable walk, bike, ride, or drive.

Budget Summary	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Personal Services	10,712,508	10,857,929	11,080,401	10,856,847
Contractual Services	3,074,582	3,078,196	4,871,983	5,083,744
Materials/Supplies	1,826,082	2,342,480	2,560,076	2,511,576
Operating Expenditures	103,825	74,134	50,154	51,554
Non-Operating/Intergovt. Exp	0	0	0	0
Internal Transfers	0	0	0	0
Capital Outlay	20,621	169,044	500,000	0
Total Appropriation	**15,737,618**	**16,521,783**	**19,062,614**	**18,503,721**

Source of Funds	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government	12,491,190	12,850,214	13,263,070	12,896,288
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	0	0	0	0
Nonmajor Governmental Funds	263,021	502,640	5,799,544	5,607,433
Fiduciary Funds	0	0	0	0
Proprietary Funds	2,983,407	3,168,929	0	0
Total Funds	**15,737,618**	**16,521,783**	**19,062,614**	**18,503,721**

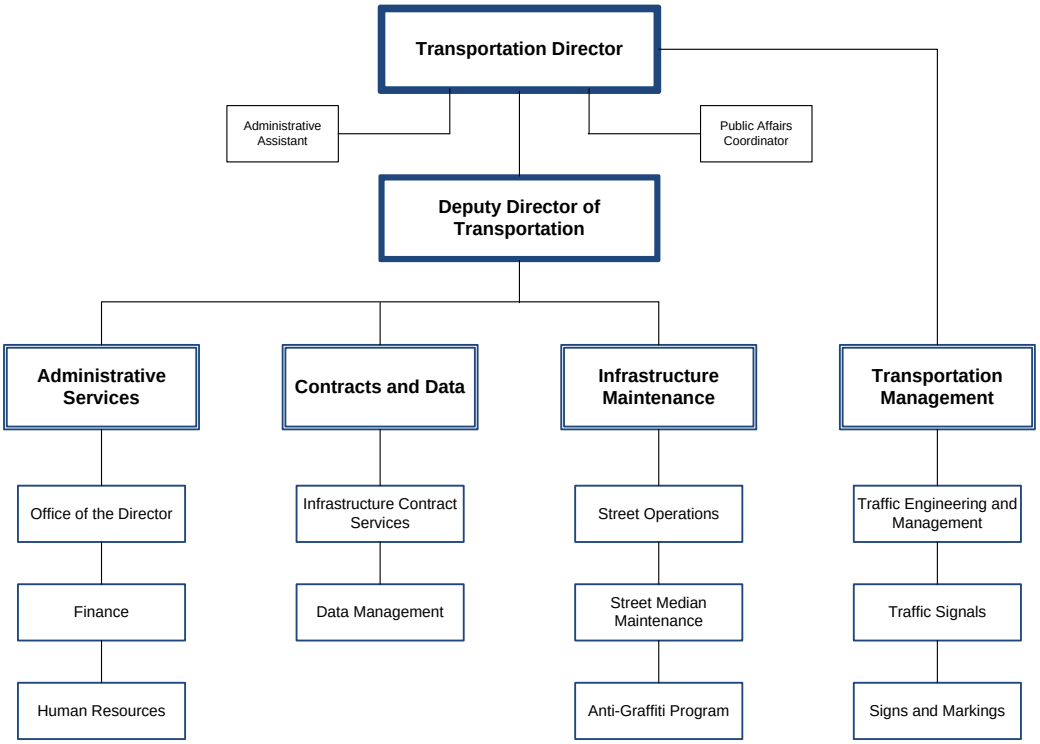
Positions	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
General Fund	219.00	217.40	212.00	213.40
Non-General Fund	48.00	49.60	56.00	55.60
Total Authorized	**267.00**	**267.00**	**268.00**	**269.00**

Department of Transportation

Division Summary

	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government				
Infrastructure Maintenance	5,662,016	5,638,272	6,008,044	6,076,708
Traffic Signals	1,546,359	1,284,847	1,639,822	0
Street Equipment Support	1,703,383	1,776,520	1,540,040	0
Administrative Services	1,286,117	1,483,129	1,319,561	782,450
Signs and Markings	675,693	1,094,196	1,189,295	0
Infrastructure Maintenance	1,080,307	953,684	917,004	4,042,846
Contracts and Data	537,315	619,566	649,304	1,994,284
Sub Total	12,491,190	12,850,214	13,263,070	12,896,288
Nonmajor Governmental Funds				
Signs and Markings	206,397	462,647	750,000	0
Engineering Traffic - Street	54,300	39,400	53,623	469,831
Infrastructure Maintenance	0	0	1,194,612	3,942,990
Traffic Signals	0	0	500,000	0
Graffiti Clean Up	(147)	(17)	0	0
Contracts and Data	0	0	0	1,194,612
Street Medians	0	610	1,338,205	0
Street Graffiti Program	0	0	634,733	0
Street Sweeping Operations	0	0	1,328,371	0
Street Department Private Local Grant	2,471	0	0	0
Sub Total	263,021	502,640	5,799,544	5,607,433
Proprietary Funds				
Street Medians	1,051,899	1,240,306	0	0
Street Sweeping Operations	1,397,943	1,366,428	0	0
Street Graffiti Program	533,565	562,195	0	0
Sub Total	2,983,407	3,168,929	0	0
All Funds Total	**15,737,618**	**16,521,783**	**19,062,614**	**18,503,721**

Department of Transportation
City of El Paso


Transportation Director
Administrative Assistant
Public Affairs Coordinator
Deputy Director of Transportation
Administrative Services
Contracts and Data
Infrastructure Maintenance
Transportation Management
Office of the Director
Finance
Human Resources
Infrastructure Contract Services
Data Management
Street Operations
Street Median Maintenance
Anti-Graffiti Program
Traffic Engineering and Management
Traffic Signals
Signs and Markings

DEPARTMENT MISSION

The mission of the El Paso Department of Transportation is to provide traffic engineering and infrastructure maintenance services to the traveling public in our community so they can experience an enjoyable, safe, efficient and reliable walk, bike, ride or drive.

BUDGET HIGHLIGHTS

The FY2015 Adopted budget for the Department of Transportation is $18,503,721; this includes $12,896,288 from the City's General Fund, $5,137,602 from the Environmental Fee Fund, and $469,831 from Red Light Camera fund. This will be the first year of Performance Based Budgeting for the El Paso Department of Transportation, which has led to a departmental reorganization to align services and resources into four divisions, Administration, Infrastructure Maintenance, Contracts and Data, and Transportation Management. Though there will be some service impacts resulting from the overall budget reductions to the department in FY2015, the department will continue its focus on a strong and sustainable maintenance program for the City's street network.

The Infrastructure Services division will continue our asphalt repair and restoration programs, base failure repairs, our crack sealing program, and shoulder and parkways restorations. The majority of the approximate $850,000 of salary savings taken for the department will impact the street maintenance division, which will diminish the department's ability to fill vacant positions and impact the ability to get work done at an equal quality and quantity as years past.

Aesthetic improvement programs in the Infrastructure Services division will continue to clean and eradicate graffiti, maintain the City's landscaped medians inventory while taking on additional landscaped medians for maintenance, sweep streets at least four times annually , sweep bike lanes once per month, and control weeds along street rights of way through four herbicide spraying treatments annually along double front lots and parkways, unpaved and paved alleys, and curbs and gutters citywide.

The Contracts and Data section will advance the third year of the ten year street infrastructure CIP program with street resurfacing and alley paving, which will complement the Engineering department's task of designing and reconstructing the third year CIP streets for reconstruction. This section will also advance the City's sidewalk gap program and support CDBG and Sun Metro programs requiring accessibility ramps, alley paving, and bus pads.

The Transportation Management division will complete the second year of the City's comprehensive synchronization project, implement an online traffic permitting process, advance the second and third years of the neighborhood traffic management program as funded in the ten year CIP plan, and continue its ongoing high volume of traffic studies and special design

projects. The addition of one civil engineer associate in the new budget will be critical to assisting in the completion of these tasks and help develop future traffic engineers.

The signs and markings division will begin a new in-house thermoplastic lane line installation and maintenance program with the delivery of a new thermoplastic installation truck. This will provide the City with a critical tool for the improvement of lane lines and markings and the ability to accomplish a significantly larger volume of much needed lane line installations than under the previous contracted program. This will also allow the City to progress on the City's Bike Lane Plan without having to utilize a third party.

The Street Signals maintenance program will continue its mast arm replacement and re-lamping program in 2015 along with its emergency responses to knockdowns and damaged signals and required new installations. Reductions in Red Light Camera funding will diminish the department's ability to install new street signals at warranted intersections for FY2015 and limit the amount of material budget available for signalization and signage equipment.

ISSUE STATEMENTS

Issue 1

The deterioration of the existing street infrastructure, along with continual growth of the City, combined with the lack of appropriate funding and increased cost for maintenance, if not addressed results in:

- Failed infrastructure
- Poor and/or unsafe road conditions (e.g. lighting, pavement conditions, signage, pedestrian elements)
- Increase in customer complaints
- Damages to vehicles and increased claims
- Delays and congestion for all road users
- Deterioration of right of way landscaping and aesthetics
- The City's inability to achieve transportation initiatives
- Increased costs to taxpayers and the inability for department resources to keep up with increasing material and service costs

Issue 2

As the City becomes more open and transparent and encourages public participation in policy decisions, this combined with changing, inconsistent and/or conflicting policy direction, will, if not effectively addressed, continue to result in:

- Increased competition among departments for limited resources
- Underfunding of infrastructure maintenance programs and capital projects
- An inability to effectively execute previously identified and approved projects
- Ineffective long range transportation planning
- An inability to meet the City's goals for transportation

Issue 3

The increasing volumes of low quality street infrastructure transferred to the City for maintenance from development, if not addressed, will result in:

- Incomplete projects that result in unsafe street infrastructure for all users
- Premature maintenance and repair requirements on new street infrastructure, impacting already struggling operational resources
- Increased costs for retro-fitting substandard construction
- Damaged public perception of City and/or department by erosion of confidence

Issue 4

Evolving regulations and local policy decisions that result in unfunded obligations, if not addressed, will result in:

- Increased new project and maintenance program costs
- Increase in maintenance obligations and costs (e.g. staff, equipment, materials, contracts)
- Delays or cancellations in project delivery
- Diminished ability to deliver projects and maintenance programs
- New maintenance obligations for the department

- Failure to meet customer, council, and management expectations
- Conflicts in various sections of the municipal code

Issue 5

The continuing struggle and missed opportunities to properly invest in our departmental staff by developing a stable succession plan, proper classification and compensation, and more training, will, if not addressed, continue to result in:

- Loss of expertise
- Loss of production and increases in mistakes
- Low employee morale
- Incorrect job classifications resulting in inadequate compensation
- Incorrect job classifications resulting in inadequate compensation
- Resistance to change
- Increased risk of accidents (both internal and public)
- Inability to create and sustain a high performance team

STRATEGIC RESULTS

Strategic Result 1:

The public, traveling on City streets, will be provided a safer and better maintained road-way system, as evidenced by:

- By 2016, 85% of public service requests for asphalt repairs will be completed within three working days
- By 2016, 5% increase in asphalt repairs (1,800,000 sq. ft. to 1,890,000 sq. ft.)
- By 2019, 72% of the sign inventory will be on a seven year replacement cycle
- By 2019, 90% of the lane line network will be restriped on a five year life cycle
- By 2019, a City wide pavement condition index assessment will be conducted

Strategic Result 2:

The department, through the Capital Improvement Program, will improve the street infrastructure and incorporate complete street elements for the community as evidenced by:

- By 2016, 27% of bike lane network will be built
- By 2019, 18% of missing sidewalk locations will be built at designated locations
- By 2019, 4.7% of street inventory will be resurfaced
- By 2019, 100% of programmed City wide street traffic signal synchronization will be completed
- By 2019, 100% of all Neighborhood Traffic Management Program (NTMP) approved and funded applications will be implemented
- By 2019, 6.8% of unpaved alleys will be paved

Strategic Result 3:

All children attending elementary and middle school will have a safe walking route to school as evidenced by:

- By 2019, 95% of elementary and middle schools will have identified safe walking routes
- By 2016, 95% of school zones at major streets will have school flashers installed, as part of present day Safe Route to School program

Strategic Result 4:

The department will contribute to the beautification of our City as evidenced by:

- By 2016, street sweeping frequency for City street network will be increased from four times a year to five times a year
- By 2016, 90% of reported graffiti will be removed within two working days
- By 2016, 90% of paved alleys, unpaved alleys and double front lots will be sprayed with herbicide four times annually
- By 2016, 90% of all city alleys will be cleaned four times annually
- By 2019, 16 % increase in landscaping medians inventory City wide
- By 2016, 10% increase in tree planting in street medians and parkways

Strategic Result 5:

The public will have enhanced on-line access to up-to-date information of City services provided by the El Paso Department of Transportation (EPDoT) as evidenced by:

- By 2016, 10% of service requests related to EPDoT (e.g. Graffiti removal, potholes, traffic signal malfunction, weeds in right-of-way) can be reported and checked for updated status via internet.
- By 2016, 100% traffic control plan permit for construction project can be requested via internet.
- By 2016, 100% upcoming traffic engineering projects can be requested via internet.
- By 2016, 100% traffic study data can be requested via internet.

Strategic Result 6:

To continue to be a high performance organization and provide excellent service to the public, an employee retention and succession plan will be in place, as evidenced by:

- By 2016, the department will identify critical positions that will result in succession gaps
- By 2017, the department will reorganize and properly align positions and job classifications/descriptions
- By 2016, the department will create a mentoring training program

DEPARTMENT ORGANIZATION

1. **Administrative Services Division**
   1.1. Office of the Director
   1.2. Finance
   1.3. Human Resources

2. **Contracts and Data Division**
   2.1. Infrastructure Contract Service Program
   2.2. Data Management Program

3. **Infrastructure Maintenance Division**
   3.1. Street Operations
   3.2. Median Maintenance Program
   3.3. Anti-Graffiti Program

4. **Transportation Management Division**
   4.1. Traffic Engineering and Management Program
   4.2. Traffic Signals Program
   4.3. Signs and Markings Program

SIGNIFICANT CHANGES

General Fund

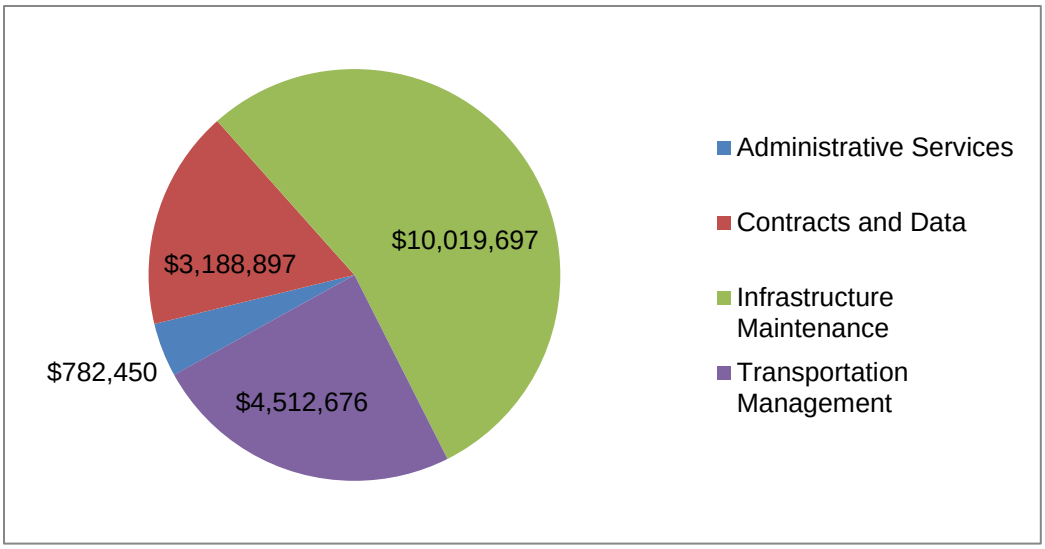
Expenditure Changes	Dollars
Personal Services	
Decreased Salaries and Wages due to no longer funding part of two Planning positions in City Development	($79,931)
Contractual Services	
Decreased Public Access Maint Contracts to meet budget target and moved a portion of in house paving budget to the Environmental Fee fund	($238,752)
Materials and Supplies	
Decreased Land Maintenance to meet budget target	($49,500)

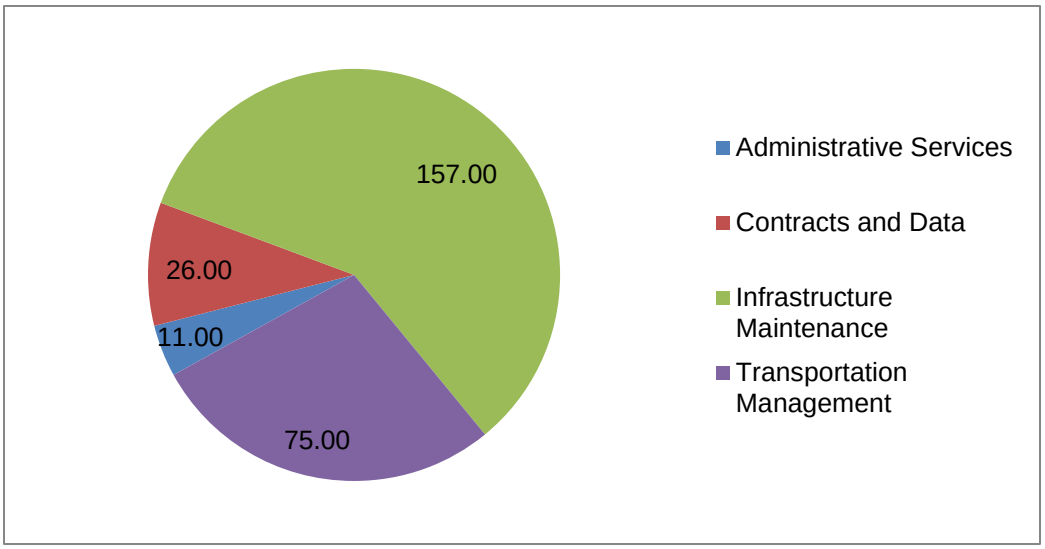
Non General Fund

Expenditure Changes	Dollars
Personal Services	
Decreased due to removal of Planner fund from Red Light Camera Fund and budgeting attrition in the Environmental Fee	($143,625)
Contractual Services	
Increased Environmental Fee budget for additional median maintenance and paving related to water runoff	$450,513
Capital Outlay	
Decreased Construction to meet Red Light Camera Fund budget target	($500,000)

EXPENDITURES AND FULL-TIME-EQUIVALENT POSITIONS

Division	Total	Total
Administrative Services	$782,450	11.00
Contracts and Data	$3,188,896	26.00
Infrastructure Maintenance	$10,019,697	157.00
Transportation Management	$4,512,676	75.00
Grand Total	$18,503,720	269.00





DIVISION: ADMINISTRATIVE SERVICES DIVISION

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: Office of the Director Program | $482,745

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of strategic and operational results achieved	New Measure	New Measure	90%
Result	Percentage of City Official inquiry responses provided within twenty four hours	New Measure	New Measure	90%
Output	City Official inquiry responses provided	New Measure	New Measure	300
Demand	City Official inquiry responses anticipated to be requested	New Measure	New Measure	300
Efficiency	Administrative Division expenditure per dollar department expenditure	New Measure	New Measure	$0.07

PROGRAM: Finance Program | $140,999

The purpose of the Finance Program is to provide financial management and reporting services to succeed in the department's fiscal and logistical responsibilities.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of vendor invoice paid within thirty days	New Measure	New Measure	95%
Result	Reports and information submitted by deadline	New Measure	New Measure	95%
Output	Vendor invoices paid	New Measure	New Measure	2,207
Demand	Vendor invoices anticipated to be paid	New Measure	New Measure	2,200
Efficiency	Program expenditures per vendor invoice paid($44,135 resources reflect proportional dedicated cost in division for activity)	New Measure	New Measure	$20.06

PROGRAM: Human Resources Program	$158,706

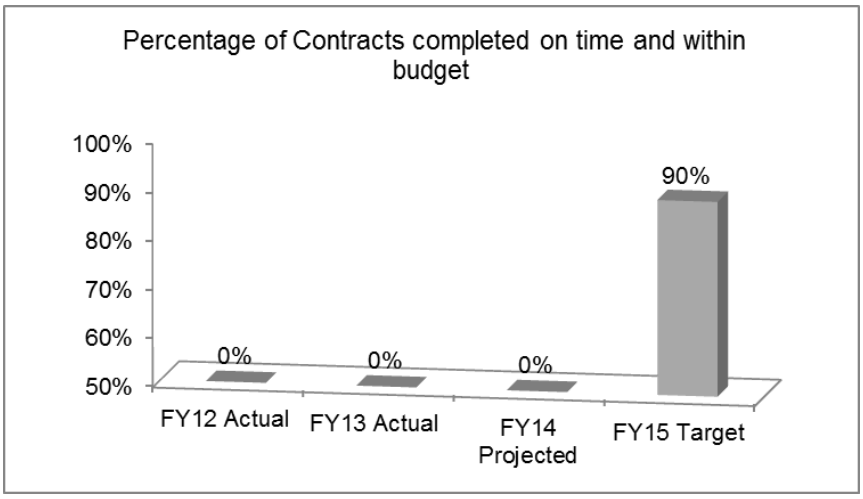
The purpose of the Human Resources Program is to provide information, guidance, and support services to the department so it can have the resources available to achieve the department's mission.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of positions filled within sixty days for GS Positions	New Measure	New Measure	90%
Result	Percentage of staffing level maintained (Vacancy Rate)	New Measure	New Measure	90%
Output	New hires processed	New Measure	New Measure	Baseline
Demand	New hires anticipated to be processed	New Measure	New Measure	Baseline
Efficiency	Program expenditure department employee	New Measure	New Measure	$382.54

DIVISION: Contracts and Data Division

The purpose of the Contracts and Data Division is to provide project and information services to management so they can make effective and timely administrative and operational decisions.

KEY RESULT: Percent of Contracts completed on time and within budget



Why is This Measure Important?
It signifies the Departments ability to effectively manage and control capital projects in order to provide the public improved street infrastructure which includes alley paving and cleaning, sidewalk enhancements, and street resurfacing projects.

What Do These Numbers Tell Us?
The numbers tell us the percentage of contracts completed on time and within budget for the fiscal year as well indicating how effectively these maintenance contracts are managed and administered.

PROGRAM: Infrastructure Contract Services	$2,772,354

The purpose of the Infrastructure Contract Services program is to provide project management services to the department so they can provide a successful Capital Improvement Program.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of missing sidewalks to be built	New Measure	New Measure	2.8%
Result	Percentage of unpaved alleys will be paved	2%	1%	2%
Output	Linear feet of missing sidewalks constructed	New Measure	New Measure	27,485
Demand	Linear feet of missing sidewalks expected to be constructed	New Measure	New Measure	27,485
Efficiency	Program expenditure per construction/maintenance contract managed	New Measure	New Measure	$81,163

PROGRAM: Data Management Program	$416,543

The Purpose of the Data Management Program is to provide processing, mapping and reporting services to management so they can monitor and report performance on a timely basis.

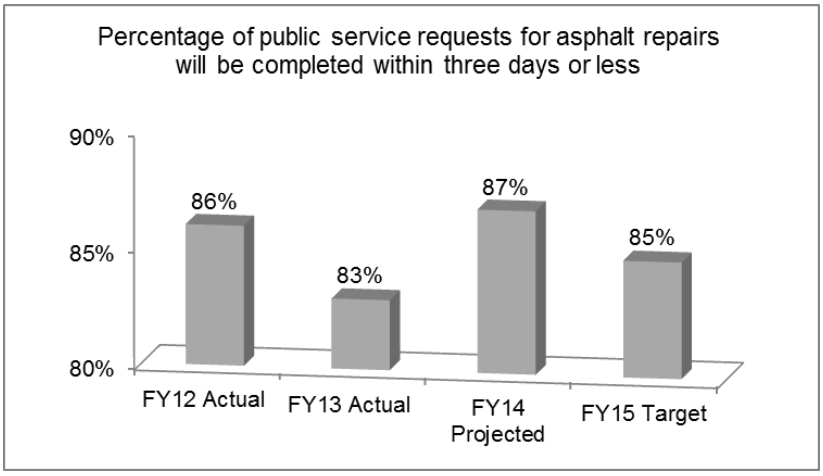
Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of work order entries verified and closed within three days	New Measure	New Measure	85%
Result	Percentage of GIS Data collected is verified as accurate	New Measure	New Measure	Baseline
Output	Work orders closed	46,460	53,496	15,314
Demand	Work orders expected to be closed	New Measure	New Measure	15,000
Efficiency	Program expenditures per work order closed	New Measure	New Measure	$22.09

DIVISION: Infrastructure Maintenance Division

The purpose of the Infrastructure Maintenance Division is to provide street repair, landscaping and graffiti removal services to the public so they can enjoy a clean, safe and properly maintained city street network.

KEY RESULT: Percent of public service requests for asphalt repairs will be completed within three days or less

Why is This Measure Important?
This is one of our strategic results that allow us to provide a safe and well maintained road-way system while meeting the public's request for site specific repairs. Asphalt repairs to the road-way system include pothole repairs, crack sealing, asphalt subgrade repairs, and street leveling.



What Do These Numbers Tell Us?
It indicates our ability to meet public demand with current resources in regards to asphalt maintenance. Specifically prioritizing repairs based on danger to motorists, road usage, visibility, and planning.

PROGRAM: Street Operations Program | $7,405,963

The purpose of the Street Operations Program is to provide infrastructure maintenance, beautification and emergency response services to the traveling public in our community so they can experience safe travel on an efficient and reliable infrastructure system.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of public service requests for asphalt repairs will be completed within three days or less	83%	87%	85%
Result	Percentage increase in street sweeping frequency for City street network to five times a year	New Measure	New Measure	25%
Output	Square feet of asphalt restoration completed	1,873,421	1,361,837	1,890,000
Demand	Square feet of asphalt restoration anticipated for completed	New Measure	New Measure	1,800,000
Efficiency	Square foot cost of asphalt restorations ($1,752,509/1,878,571 of sq. ft. – based on actual activity cost; not all resources of the division dedicated to this activity)	$0.94	$1.29	$1.07

PROGRAM: Median Maintenance Program	$1,900,984

The Purpose of the Median Maintenance Program is to provide cleaning, irrigation, spraying, planting and tree care services to the traveling public in our community so they can enjoy a vigorous, healthy landscaped environment throughout our city street network.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of paved alleys, unpaved alleys and double front lots will be sprayed with herbicide four times annually	96.87%	97.12%	90%
Result	Percentage of increase in trees harvested at tree farm to be planted in existing landscaped medians	New Measure	New Measure	10%
Output	Trees harvested	1,000	700	825
Demand	Trees expected to be harvested	1,000	1,000	750
Efficiency	Program expenditure per tree harvested at City Tree Farm ($40,000 based on actual activity costs; not all resources in program dedicated to this activity)	$40.00	$57.14	$53.30

PROGRAM: Anti-Graffiti Program	$713,021

The purpose of the Anti-Graffiti Program is to provide awareness, information and removal services to the City of El Paso's public and private property owners so they receive timely services at no additional charge in order to promote a safer environment and a sense of pride.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of reported graffiti will be removed within two working days	99.47%	98.65%	90%
Result	Percentage increase in graffiti education outreach events from twelve to fifteen	New Measure	New Measure	25%
Output	Graffiti sites removed	16,790	17,020	16,286
Demand	Graffiti sites expected to be removed	15,000	15,000	16,790
Efficiency	Program expenditure per # of graffiti square feet removed	$0.54	$0.94	$0.86

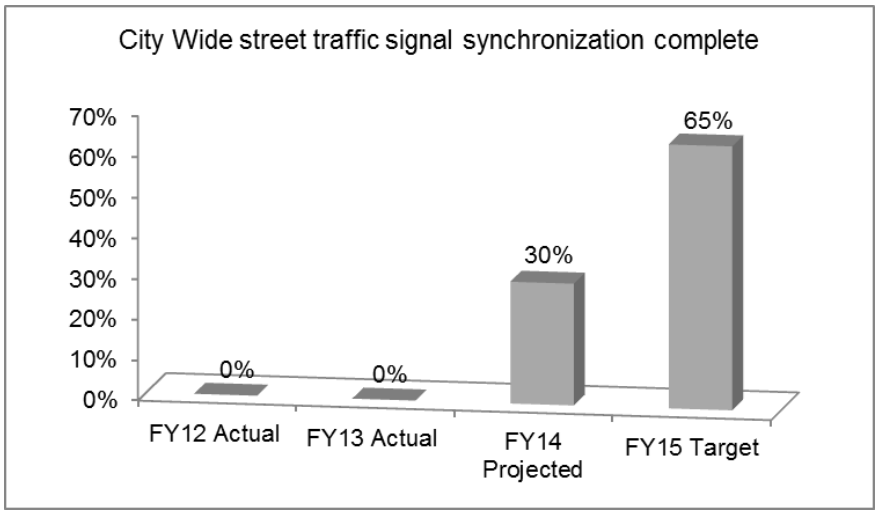
DIVISION: Transportation Management Division

The purpose of the Transportation Management Division is to provide multimodal engineering, maintenance and operation services management and the travelling public so they can enjoy the benefits of a multimodal street network.

KEY RESULT: 65% of City Wide street traffic signal synchronization will be complete

Why is This Measure Important?
Measures the progress made in updating our traffic signal network. When completed our traffic signal network will be functioning as efficiently as possible while reducing traffic congestion and delays.

What Do These Numbers Tell Us?
These numbers measure the progress of City-wide street traffic signalization. Progress being measured includes outside consultation, departmental design, implementation, review and assessment.



PROGRAM: Traffic and Engineering Management | $798,610

The purpose of the Traffic Engineering and Management program is to provide technical and informational services to the traveling public and other entities in our community so they can experience a safe and efficient commute

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	City wide street traffic signal synchronization completed	New Measure	New Measure	65%
Result	Neighborhood Traffic Management Program (NTMP) approved and funded applications will be implemented	New Measure	New Measure	20%
Output	Signalized Intersections retimed under the Synchronization Project	New Measure	New Measure	400
Demand	Signalized Intersections expected to be retimed	New Measure	New Measure	400
Efficiency	Program expenditure per Traffic Control Permit approved ($70,330, 30% of five employees in section; based on actual costs, not all resources dedicated to this activity)	New Measure	New Measure	$13.40

PROGRAM: Traffic Signals Program	$1,844,641

The Purpose of the Traffic Signals Program is to provide operations and maintenance services to the traveling public so they can experience a safe, reliable and efficient commute through the traffic signal network at all times.

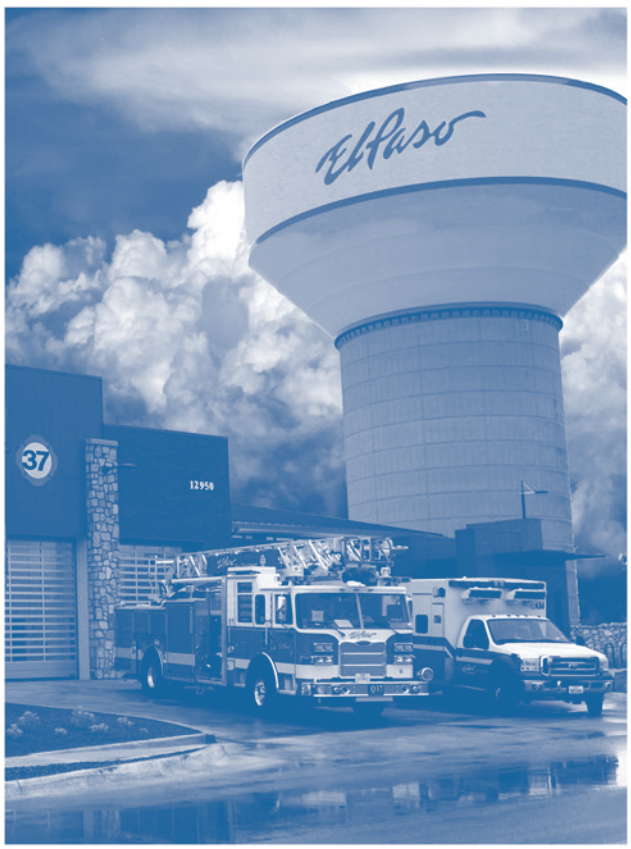
Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of City wide signalized intersections re-lamped annually	New Measure	New Measure	14%
Result	Emergency response calls that are attended within one hour	New Measure	New Measure	100%
Output	Service calls completed	1,072	1,903	1,200
Demand	Service calls expected to be completed	New Measure	New Measure	1,200
Efficiency	Program expenditure per signalized intersection re-lamped annually ($85,000 re-lamping cost = 651 intersections x 14% = 91; based on actual activity costs, not all resources dedicated to this activity)	New Measure	New Measure	$934.06

PROGRAM: Signs and Markings Program	$1,869,425

The purpose of the Signs and Markings Program is to provide traffic control, fabrication, installation, and maintenance services to the public so they can have accurate information to be safely and clearly guided to their destination.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percentage of sign inventory to be replaced annually (10 year cycle)	8%	5%	10%
Result	Percentage of lane line network will be restriped annually	New Measure	New Measure	20%
Output	Signs installed and replaced	8,015	4,789	9,500
Demand	Signs expected to be replaced and installed	7,500	8,000	9,500
Efficiency	Program expenditures per sign installed or replaced	New Measure	New Measure	$125.18

THE CITY OF EL PASO
TEXAS



Engineering & Construction Management

Engineering & Construction Management

Engineering & Construction Management

Mission Statement

The Mission of the Engineering & Construction Management Department is to provide capital project management services to City staff, residents and visitors of El Paso so they can use and enjoy new and improved infrastructure, facilities, and amenities for enhanced health, safety and welfare.

Budget Summary	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Personal Services	3,325,376	2,768,714	4,770,756	4,977,668
Contractual Services	139,844	56,676	291,670	50,498
Materials/Supplies	214,714	136,510	95,915	100,956
Operating Expenditures	118,369	33,185	36,962	48,023
Non-Operating/Intergovt. Exp	0	0	0	0
Internal Transfers	0	0	0	0
Capital Outlay	0	0	0	0
Total Appropriation	**3,798,303**	**2,995,085**	**5,195,303**	**5,177,145**

Source of Funds	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government	3,799,205	2,980,995	4,945,303	5,177,145
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	0	0	0	0
Nonmajor Governmental Funds	0	0	250,000	0
Fiduciary Funds	0	0	0	0
Proprietary Funds	-902	14,090	0	0
Total Funds	**3,798,303**	**2,995,085**	**5,195,303**	**5,177,145**

Positions	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
General Fund	146.00	69.00	74.50	75.50
Non-General Fund	1.00	0.00	2.00	0.00
Total Authorized	**147.00**	**69.00**	**76.50**	**75.50**

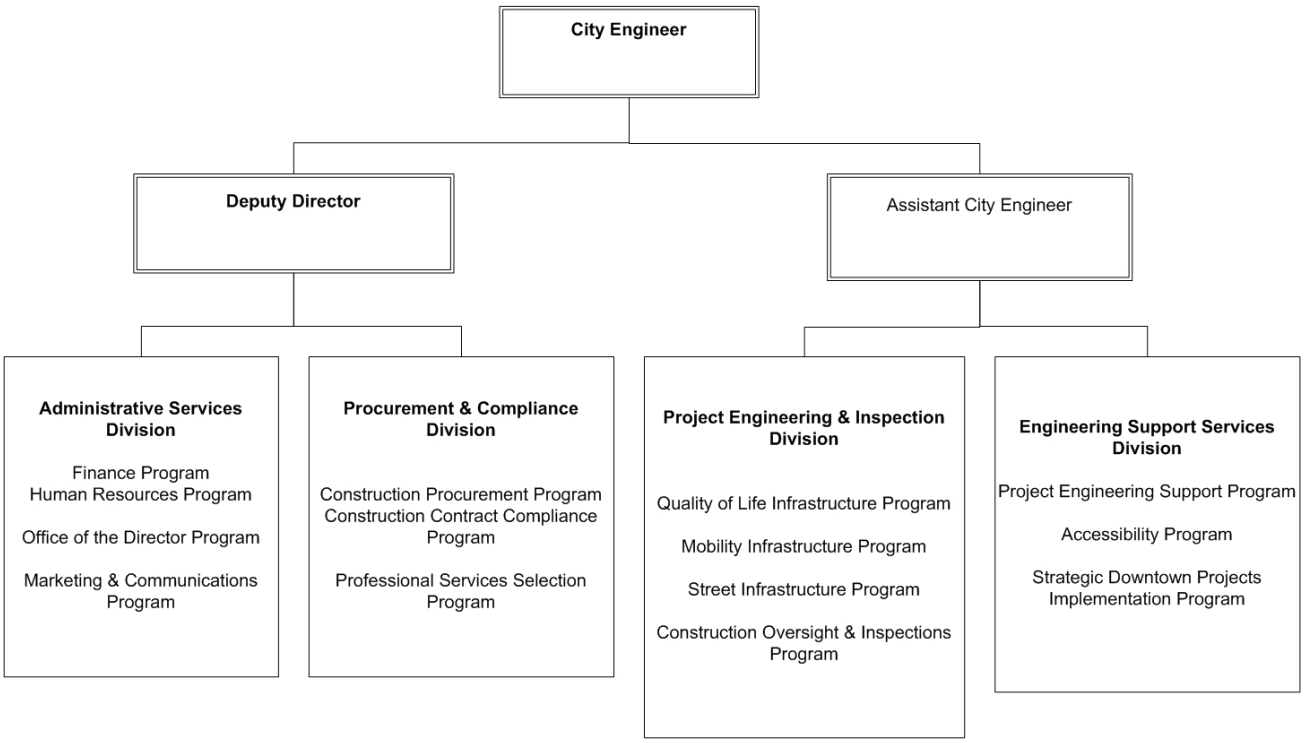
Engineering & Construction Management

Division Summary

	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government				
Engineering Administration	1,658,261	1,161,560	1,260,262	1,208,491
Engineering Construction Inspection	635,914	506,692	643,339	0
Engineering - Airport	487,279	518,923	1,514,941	2,914,918
Engineering Design Division	269,434	319,448	719,219	561,691
Engineering CIP	567,726	441,430	807,542	492,045
Capital Assets Management	180,591	32,942	0	0
Sub Total	3,799,205	2,980,995	4,945,303	5,177,145
Nonmajor Governmental Funds				
Engineering Administration	0	0	250,000	0
Sub Total	0	0	250,000	0
Proprietary Funds				
Engineering Administration	0	10,246	0	0
Engineering CIP	(902)	3,844	0	0
Sub Total	(902)	14,090	0	0
All Funds Total	**3,798,303**	**2,995,085**	**5,195,303**	**5,177,145**

THE CITY OF EL PASO
TEXAS

City of El Paso
ENGINEERING
and Construction Management



DEPARTMENT MISSION

The Mission of the Engineering & Construction Management Department is to provide capital project management services to City staff, residents and visitors of El Paso so they can use and enjoy new and improved infrastructure, facilities, and amenities for enhanced health, safety and welfare.

BUDGET HIGHLIGHTS

The Engineering and Construction Management Department remains focused on the rollout of the 2012 Quality of Life bond program, the Street Infrastructure Program and other capital improvement projects. Since 2013, the number of projects managed by the ECM Department has almost doubled as a result of the bond and street program and it is evident by the amount of active construction taking place in the community.

In Fiscal Year 2015 the ECM Department will be focused on maintaining project schedules and budgets while streamlining administrative processes to increase staff productivity and efficiency. The Department also remains committed to improving its method for actively engaging the public and user departments into the project development process to obtain their input, support and clarify expectations of all stakeholders involved. The department will further improve its online project tracking system so the community can stay abreast of active construction projects, understand the impact to their neighborhood, and interact with the department.

ISSUE STATEMENTS

Issue 1
The lack of timely stakeholder participation at key points throughout the process, will, if not addressed, result in:

- Compromised SOW (scope of work)
- Lengthened project delivery
- Increased cost
- Not meeting the overall expectations
- Creates instability in the local vendor bidding environment

Issue 2
The lack of a Comprehensive Reporting System to provide information in a coordinated and succinct manner, will, if not addressed, result in:

- Perceived lack of trust and transparency
- Potential misinformation
- Decreased productivity
- Excessive and redundant reporting

Issue 3
The changing demands placed on our workforce and the need for professional development opportunities will, if not addressed, result in:

- Inability to attract and retain professionals
- Diminished initiative and creativity
- Reduced ability to meet customer's expectations

Issue 4
The increased number of projects without the appropriate staff levels, equipment and operating budget, will affect the department productivity and if not addressed will result in:

- Delayed projects
- Diminished project quality
- Low customer satisfaction
- Minimize opportunities for future State and Federal funding

Issue 5
The expectation for quicker project delivery without process improvement, if not addressed, will result in:

- Inefficiencies
- Delayed project delivery
- Low customer satisfaction

STRATEGIC RESULTS

Strategic Result 1

By 2016, through an integrated project process and increased communications, stakeholders will have an opportunity to be engaged in the process as evidenced by:

- 65% of all quality of life infrastructure projects scheduled for design will undergo an external vetting process with stakeholders including relevant city departments, other government agencies, and/or the public.
- 65% of all street infrastructure projects scheduled for design will undergo an external vetting process with stakeholders including relevant city departments, other government agencies, and/or the public.
- 50% of all mobility infrastructure projects scheduled for design will undergo an external vetting process with stakeholders including relevant city departments, other government agencies, and/or the public.
- 100% of projects required to have a public vetting process will have a formal public outreach plan.

Strategic Result 2

By 2016, the Department will provide training opportunities to increase local vendor participation in design and construction contracts as evidenced by:

- Design and construction documents will be revised to make them more user oriented.
- Local construction contract awards will be increased by 10% from 50 to 55.
- 90% of all projected procured via an alternative procurement method will include “principal place of business” as a selection criteria for purposes of awarding a local preference pursuant to any Hire El Paso First Policy by City Council.
- Training seminars will increase by 100% from 2 to 4 annually.

Strategic Result 3

All programmed capital projects within the Capital Improvement Plan will have an enhanced measure of progress reporting providing greater public access to project information, as evidenced by:

- By 2016, a centralized reporting system will be utilized in order to reduce reporting redundancy.
- By 2020, 100% of Quality of Life Infrastructure and Street Infrastructure projects will have an online reporting component to be updated on a monthly basis.

Strategic Result 4

Procedures within each project phase will be streamlined in order to avoid delays and to minimize scope changes that affect our ability to stay within budget, as evidenced by:

- By 2016, a 13% decrease in the amount of time a project spends in the procurement process from 86 to 75 days. (Excluding Texas Department of Transportation projects).
- By 2016, 80% of all projects within the design process will meet their user department review schedule.
- By 2015, a Utility Ordinance will be proposed to resolve utility conflicts that affect the construction schedule.
- By 2016, a time and budget tracking system will be developed and implemented to establish a baseline.
- By 2020, the following are completed on schedule:
    - 90% of Quality of Life Infrastructure construction projects
    - 90% of Mobility Infrastructure construction projects
    - 90% of Street Infrastructure construction projects
- By 2020, the following are completed within allocated budget:
    - 90% of Quality of Life Infrastructure construction projects
    - 90% of Mobility Infrastructure construction projects
    - 90% of Street Infrastructure construction project
- By 2020, the following are completed on schedule:
    - 90% of Quality of Life Infrastructure design projects
    - 90% of Mobility Infrastructure design projects
    - 90% of Street Infrastructure design projects
- By 2020, the following are completed in budget:
    - 90% of Quality of Life Infrastructure design projects
    - 90% of Mobility Infrastructure design projects
    - 90% of Street Infrastructure design projects

Strategic Result 5

Through a structured professional development program, the department will improve its capability to become innovative leaders and provide creative project solutions as evidenced by:

- By 2016, the department will have implemented a professional development program with an emphasis on:
    - Business writing skills
    - Public speaking
    - Media relations

    - Community relations
    - Peer review of engineering best practices
    - Advanced computer skills
- By 2016, 50% of staff with 3 or more years of municipal experience will be given supervisory and leadership responsibilities.
- By 2016, 80% of staff will obtain exposure to and training of alternative methods for project execution.
- By 2017, 100% of staff will have received training in the areas of communication, industry best practices and technology.
- By 2016, 100% of user departments will receive exposure to the process for project development, design and scoping.

Strategic Result 6

By 2017, the department will continue to be a high performing organization by programming innovative use of existing resources, as evidenced by:

- 60% of staff will have an immersion assignment to broaden and develop their professional experience to create a cohesive work environment.
- 80% of the department processes will go through a process improvement plan assignment
- 50% of vacant positions will be recruited through alternative methods.
- 50% of equipment and software will be replaced with new or updated products.

DEPARTMENT ORGANIZATION

1. <u>ADMINISTRATIVE SERVICES DIVISION</u>

1.1. Office of the Director Program
1.2. Finance Program
1.3. Human Resources Program
1.4. Marketing and Communications Program

2. <u>PROCUREMENT AND COMPLIANCE DIVISION</u>

2.1. Construction Procurement Program
2.2. Construction Contract Compliance Program
2.3. Professional Services Selection Program

3. <u>ENGINEERING SUPPORT SERVICES DIVISION</u>

3.1. Project Engineering Support Program
3.2. Strategic Downtown Projects Implementation Program
3.3. Accessibility Program

4. <u>PROJECT ENGINEERING & INSPECTION DIVISION</u>

4.1. Quality of Life Infrastructure Program
4.2. Mobility Infrastructure Program
4.3. Street Infrastructure Program
4.4. Construction Oversight and Inspections Program

SIGNIFICANT CHANGES

General Fund

Revenue Changes	Dollars
Personal Services	
Paving Cut permits. Revenue budgeted in City Development in FY2014 and is now reflected in ECM's budget.	$8,000
Reimbursed Expenditures. Revenue budgeted in City Development in FY2014. The overtime rate increased from $42 to $90.	$11,700
Transfer from capital projects. CDBG projects were previously charged a discount rate of $65.80 but will now be charged at the full rate of $90 for project management.	$279,500

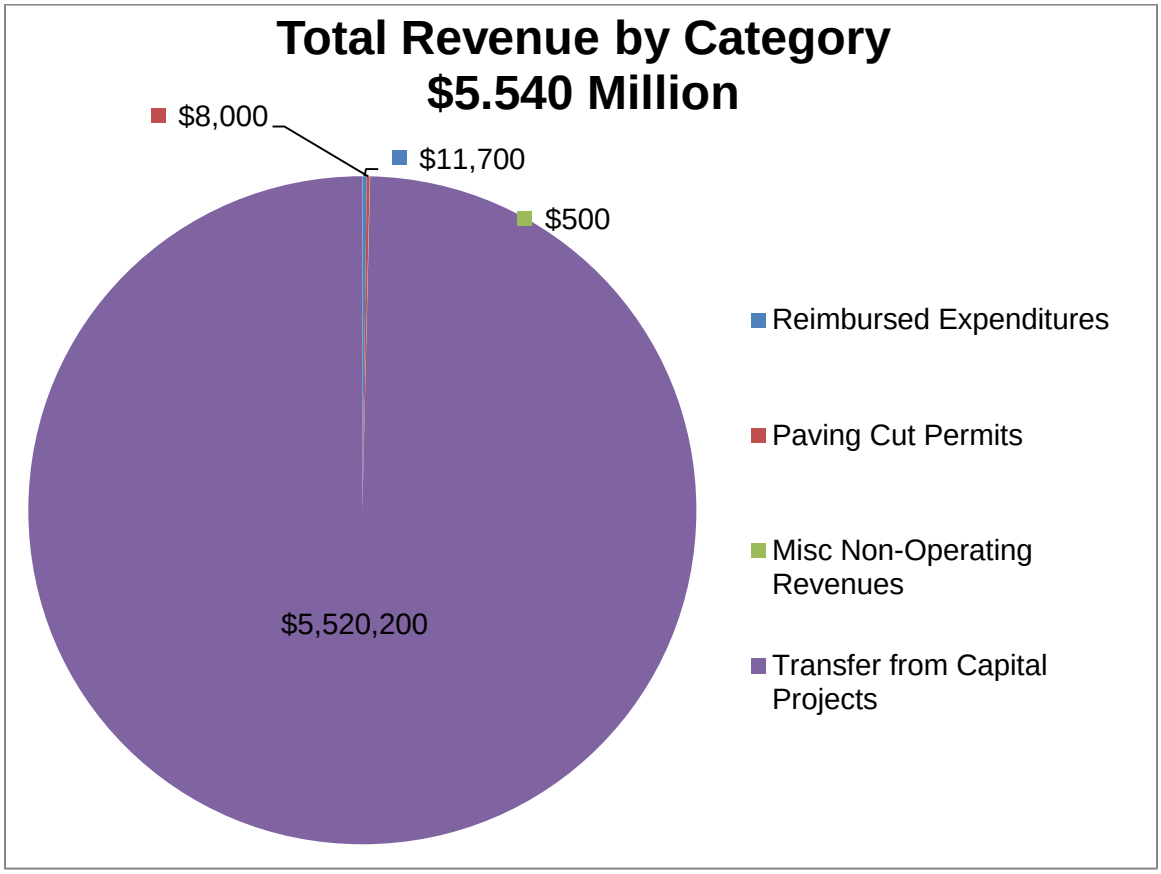
Expenditure Changes	
Personal Services	
Addition of 2 Engineer positions and increases in pension and health care costs.	206,913
Contractual Services	
Increase in office equipment leases. Budget increased for an additional color printer scanner.	$5,100
Increase in equipment maintenance interfund services. Increased vehicle maintenance costs due to an aging fleet.	5,498
Decrease in motor pool usage fees to align with actuals.	(2,670)
Printed materials for ADA meetings and public relations.	900
Materials and Supplies	
Safety equipment increased to align with actuals. Subscriptions increased due to the introduction of file sharing and estimating online software.	$5,250
Miscellaneous Supplies- Office, computer equipment, desktop software, photography/film video, food and beverages, uniforms and apparel, etc. Equipment under 500, Low cost equiment maintenance increased to align with actuals.	$485
Gasoline decreased to align with actuals.	($695)
Operating Expenditures	
Increase for Seminars and Continuing Education, increase in Travel Expenses. Increase in test preparation courses for Engineers to take the Professional Engineer test and for continuing education requirements.	$12,433
Decrease in Professional Licenses and memberships to align with actuals.	($1,697)
Increase in Shipping Costs for the shipping costs associated with contractor/consultant agreements.	$325

Non-General Fund

Expenditure Changes	Dollars
Contractual Services	
Decrease in Environmental Contracts. Oversight of asbestos abatement under the environmental fee budget transferred to General Services.	($250,000)

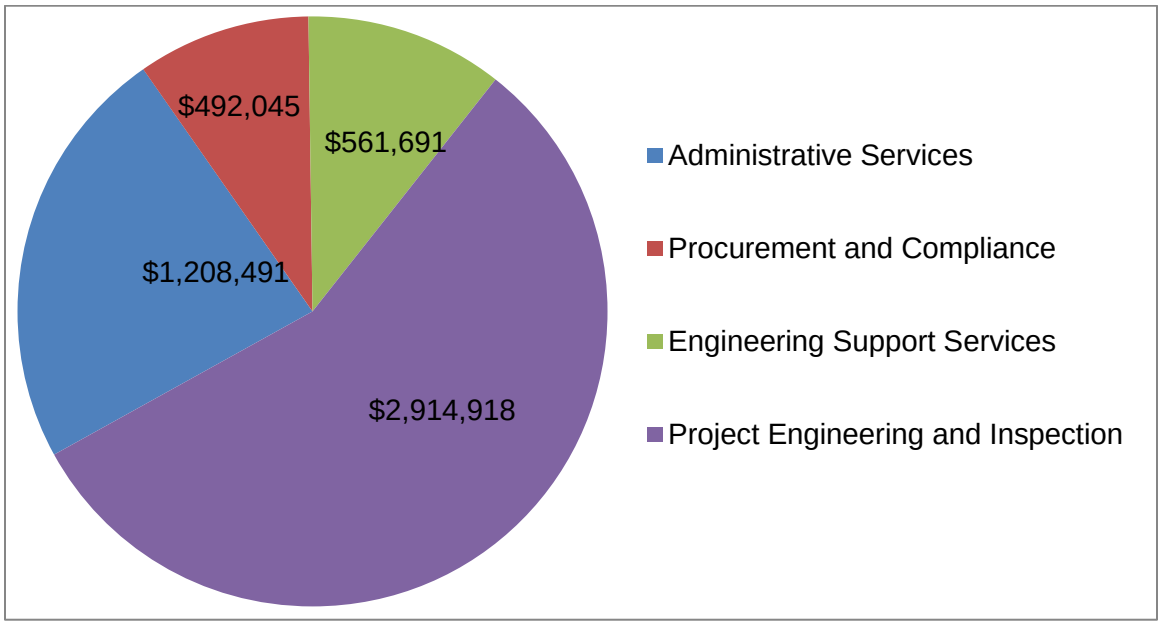
REVENUE BY CATEGORY

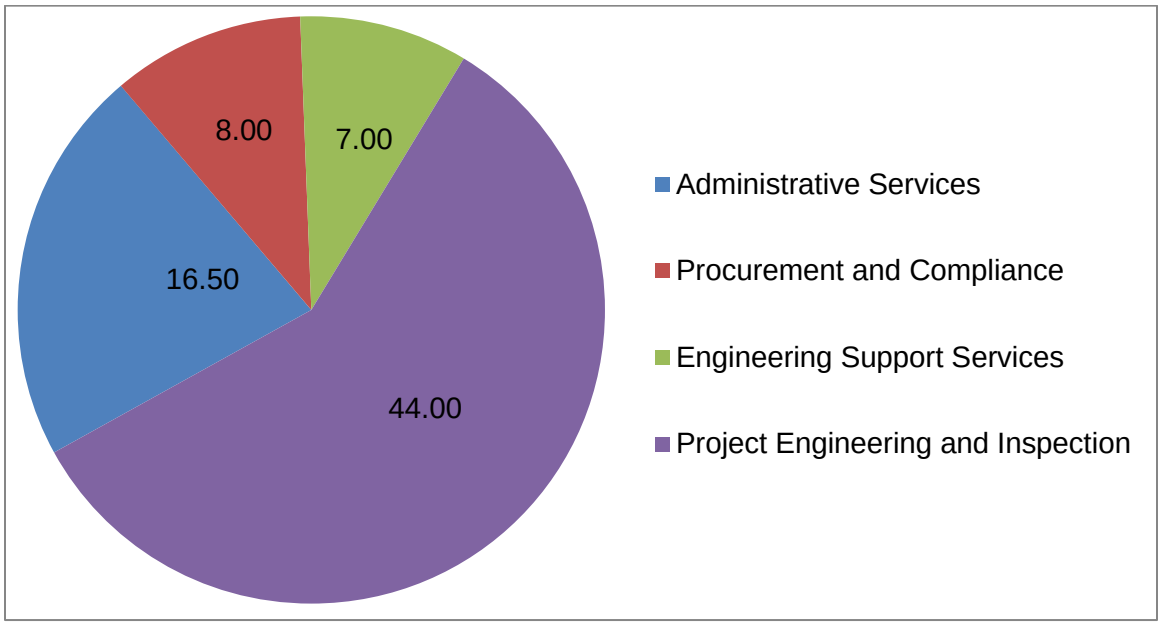
Revenue	Total
Reimbursed Expenditures	$11,700
Paving Cut Permits	$8,000
Misc Non-Operating Revenues	$500
Transfer from Capital Projects	$5,520,200
Grand Total	**$5,540,400**



EXPENDITURES AND FULL-TIME-EQUIVALENT POSITIONS

Division	Total	FTE
Administrative Services	$1,208,491	16.50
Procurement and Compliance	$492,045	8.00
Engineering Support Services	$561,691	7.00
Project Engineering and Inspection	$2,914,918	44.00
Grand Total	**$5,177,145**	**75.50**





DIVISION: ADMINISTRATIVE

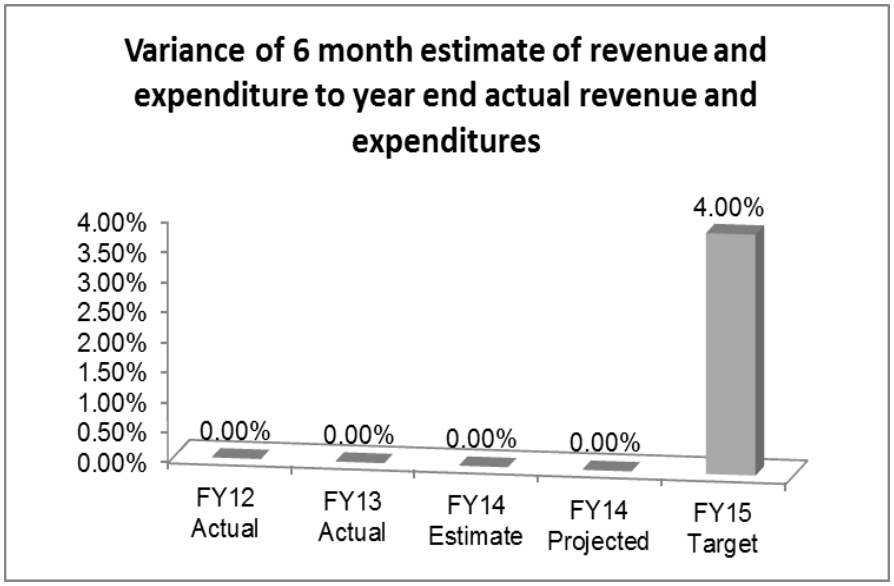
The purpose of the Administrative Division is to provide leadership, support and information to the department so it can achieve its strategic and operational results.

Key Result

Revenues to Expenditures

Why is this measure important?
This is important to ensure that department expenses are offset with revenue from the capital projects which reduce the burden on the general fund.

What do these numbers tell us?
These numbers tell us whether the department is on pace with the timely processing engineering charges from the capital projects.



PROGRAM: Office of the Director Program | $612,758

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 Program		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Strategic and operational results achieved			80%
Result	City Official inquiry responses provided within 24 hours.			90%
Output	City Official inquiry responses provided		160	175
Demand	City Official inquiry requests expected to be provided			175
Efficiency	Program expenditure per response provided			$3,501.47

PROGRAM: Finance Program	$454,741

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 Program		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Variance of 6 month estimate of revenue and expenditure to year end actual revenue and expenditures.			4%
Result	Vendor invoices paid within 30 calendar days of payment application received			90%
Output	Vendor invoices paid		4,000	4,500
Demand	Vendor invoices expected to be paid			4,500
Efficiency	Program expenditures per total department budget			$.09

PROGRAM: Human Resources Program	$25,447

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 Program		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Turnover rate		21%	15%
Result	Staffing levels maintained		79%	85%
Output	New hires processed		7	3
Demand	New hires expected to be processed			3
Efficiency	Program expenditures per department employee			$350.99

PROGRAM: Marketing & Communications Program	$115,545

The purpose of the Marketing and Communication Program is to provide information, involvement and outreach services to El Pasoans so they can have multiple opportunities to be informed.

Marketing & Communications Program		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Projects scheduled for construction by the 2012 Quality of Life Bond & Street CIP will have an outreach plan.			100%
Result	Outreach plans will utilize at least half of the following tools: o Direct and In-Direct notification o Media advisories/notices o Social media updates o Meetings o Website o Newsletters/Articles		250	300
Output	Outreach opportunities		250	300
Demand	Outreach opportunities expected to be provided			300
Efficiency	Program expenditures per outreach opportunity provided			$385.15

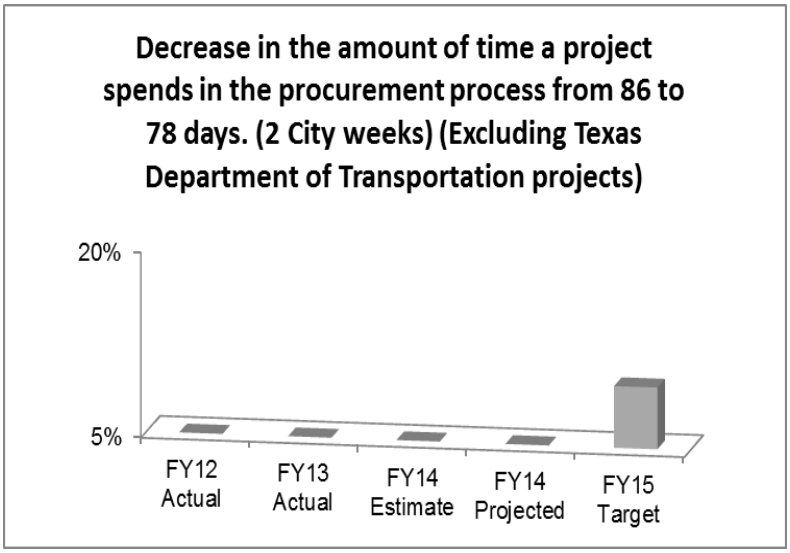
DIVISION: PROCUREMENT

The purpose of the Procurement and Compliance Division is to provide administrative services to vendors so they can participate in a fair and competitive procurement process.

Key Result
Procurement Phase

Why is this measure important?
It's important to advertise and award contracts as quickly as possible so that projects can break ground and be completed sooner rather than later.

What do these numbers tell us?
This number reflects our efforts on streamlining and improving the administrative process and being more efficient with our resources.



PROGRAM: Construction Procurement Program	$283,574

The purpose of the Construction Procurement Program is to provide bidding and contracting services to vendors, city departments and governmental agencies so they can have access to a competitive business environment that results in the construction of new and renovated city amenities, infrastructure and facilities that will promote positive economic growth.

Construction Procurement Program		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Contracts awarded within 45 days from bid opening.			80%
Result	Decrease in the amount of time a project spends in the procurement process from 86 to 78 days. (2 City weeks) (Excluding Texas Department of Transportation projects).			10%
Output	Contract awarded		60	50
Demand	Contracts expected to be awarded			50
Efficiency	Program expenditures per number of contracts awarded			$5,671.48

PROGRAM: Construction Compliance Program	$129,896

The purpose of the Construction Contract Compliance Program is to provide monitoring, reporting and enforcement services to contractors and their laborers, City departments and governmental agencies so they can obtain a satisfactory compliance rating and fulfill contract requirements.

Construction Compliance Program		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Contracts closed within 10 days of receipt of final pay application			90%
Result	Contracts with a compliance rating of satisfactory or better.			75%-80%
Output	Prime contracts monitored		60	50
Demand	Prime contracts expected to be monitored			50
Efficiency	Program expenditure per number of contracts monitored			$2,597.92

PROGRAM: Professional Services Selection Program	$78,575

The purpose of the Professional Services Selection program is to provide scoping, evaluation and selection recommendation services to consultants, city departments and governmental agencies, so they can identify the most qualified consultant to deliver architectural, engineering and related services.

Professional Services Selection Program		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Projects where at least 3 Statement of Qualifications (submittals) are received.			90%
Result	Project selections will not exceed 90 days from the issuance of the Request for Qualifications to the selection of the nominated firm by the Selection Committee (Scoping & Evaluation Team).			90%
Output	Request for Qualifications issued.		7	12
Demand	Request for Qualifications expected to be issued.			12
Efficiency	Program expenditure per Request for Qualifications issued.			$6,547.92

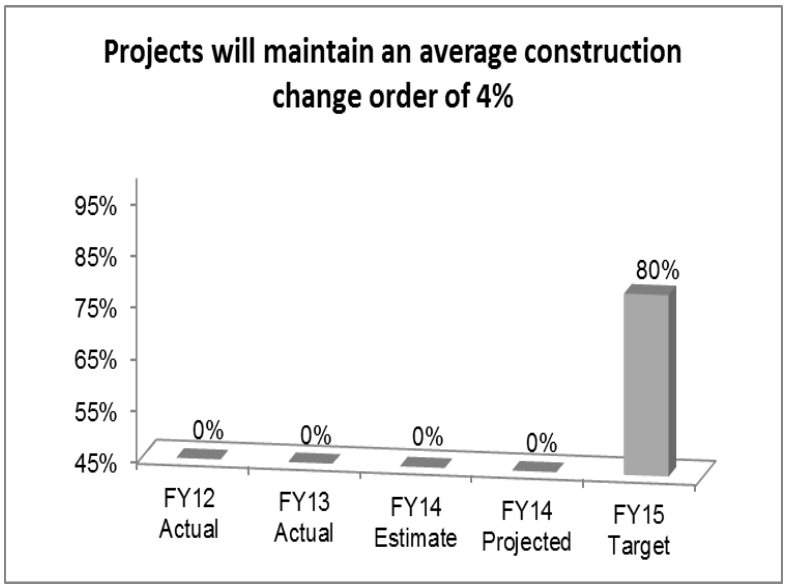
DIVISION: ENGINEERING SUPPORT SERVICES

The purpose of the Engineering Support Services Division is to provide technical support, coordination and outreach services to city departments, residents and other community stakeholders so they can benefit from enhanced infrastructure, amenities and facilities.

Key Result
Project Change Orders

Why is this measure important?
Keeping change orders to a minimum reduces the negative impact on a project schedule and budget. The better we review plans and making revisions before projects begin construction will reduce the need for change orders.

What do these numbers tell us?
This result will indicate our effectiveness in reviewing project plans and ensuring they are conformed with during project execution.



PROGRAM: Project Engineering Support Program | $417,357

The purpose of the Project Engineering Support Program is to provide quality assurance, quality control and engineering support to the city departments, public/private agencies and the public so they can have access to completed project information and receive value-engineered and constructible projects.

Project Engineering Support Program		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Projects will maintain an average construction change order of 4%			<80%
Result	Electronic records requests provided within 4 business days			80%
Output	Project plans reviewed		30	30
Demand	Project plans expected to be reviewed			30
Efficiency	Program expenditure per plan review			$16,846.00

PROGRAM: Strategic Downtown Implementation Program	$90,423

The purpose of the Strategic Downtown Projects Implementation program is to provide design and construction coordination services to City departments, residents and other community stakeholders so they can benefit from enhanced amenities and infrastructure while mitigating potential adverse impacts.

Strategic Downtown Projects Implementation Program		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Programmed City projects within the downtown area will be tracked and coordinated			90%
Output	Projects coordinated		33	15
Demand	Projects expected to be coordinated			15
Efficiency	Program expenditure per project coordinated			$6,028.20

PROGRAM: Accessibility Program	$53,911

The Accessibility Program is to provide review, compliance and coordination services to City departments, contractors and governmental agencies so they can, in conjunction with accessibility advocates, deliver accessible infrastructure improvements, amenities and facilities.

Accessibility Program		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Accessibility complaints acknowledged			100%
Result	New City projects reviewed and/or consulted during the design phase			90%
Output	City project TAS inspections		17	60
Demand	City project TAS inspections expected to be completed			60
Efficiency	Program expenditure per accessibility inspection			$898.52

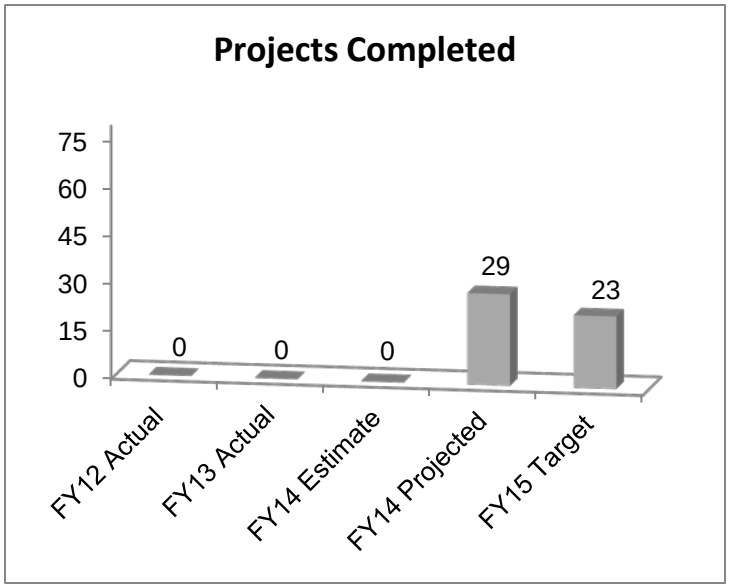
DIVISION: PROJECT ENGINEERING AND INSPECTION

The purpose of the Project Engineering and Inspection Division is to provide design and construction management services to city departments and governmental agencies so they can receive quality capital projects.

Key Result
Projects Completed – All Programs

Why is this measure important?
This result shows us the ultimate direct impact of the Capital Improvement Program on the community. The completion of a project means the community is able to utilize the asset.

What do these numbers tell us?
This result will indicate our efficiency in completing projects in any given year. If all of our efforts leading up to project construction (design review, procurement, construction, inspection) are streamlined and done effectively will result in more projects being completed within a given year.



PROGRAM: Quality of Life Infrastructure Program | $1,110,169

The purpose of the Quality of Life Infrastructure Program is to provide capital project engineering, design and construction management to City Departments so they can deliver facilities and amenities to enhance the health, safety and welfare of the community of El Paso.

Quality of Life Infrastructure Program		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Quality of Life Infrastructure Projects scheduled for design will undergo an external vetting process in conjunction with the user departments.			90%
Result	Quality of Life Infrastructure construction projects will be completed on schedule and in budget.			90%
Output	Projects completed		29	23
Demand	Projects expected to be managed			35
Efficiency	Program expenditures per number of projects managed			$27,023.08

PROGRAM: Mobility Infrastructure Program	$455,330

The purpose of the Mobility Infrastructure Program is to provide capital project engineering, design and construction management to City Departments and governmental agencies so they can deliver infrastructure, facilities and amenities to enhance the health safety and welfare of the community of El Paso.

Mobility Infrastructure Program		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Mobility Infrastructure Projects scheduled for design will undergo an external vetting process in conjunction with the user departments.			90%
Result	Mobility Infrastructure construction projects will be completed on schedule and in budget.			90%
Output	Projects Completed		12	8
Demand	Projects expected to be managed			25
Efficiency	Program expenditures per number of projects managed			$17,734.08

PROGRAM: Street Infrastructure Program	$579,243

The purpose of the Project Engineering and Inspection Division is to provide design and construction management services to city departments and governmental agencies so they can receive quality capital projects.

Street Infrastructure Program		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Street Infrastructure projects scheduled for design will undergo an external vetting process in conjunction with the user departments.			90%
Result	Street Infrastructure construction projects will be completed on schedule and in budget.			90%
Output	Projects completed		12	23
Demand	Projects expected to be managed			43
Efficiency	Program expenditure per number of projects managed.			$10,088.84

PROGRAM: Construction Oversight and Inspections Program	$770,176

The purpose of the Construction Oversight and Inspections Program is to provide quality control, construction document compliance and ordinance enforcement services to contractors and utility companies so they can deliver quality buildings and infrastructure in a timely manner.

Construction Oversight and Inspections Program		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	First inspections that pass.			60%
Result	Re-inspections conducted within 24 hours from re-inspection request			80%
Output	Inspections conducted		20,000	20,000
Demand	Inspections expected to be conducted			19,500
Efficiency	Program expenditures per number of inspections conducted.			$37.09

General Services

General Services

Mission Statement

The Mission of the General Services Department is to provide facilities, fleet, land management sustainability, and records support services to the City of El Paso departments and public so they can sustain and enjoy one of America's most livable cities.

Budget Summary	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Personal Services	10,353,766	10,747,782	11,881,511	12,047,693
Contractual Services	4,661,950	4,049,970	4,840,329	5,079,911
Materials/Supplies	14,718,634	15,109,164	16,049,379	16,586,108
Operating Expenditures	12,506,860	12,506,059	11,303,219	11,734,471
Non-Operating/Intergovt. Exp	1,853,253	2,196,145	2,288,891	2,718,853
Internal Transfers	0	0	402,192	166,764
Capital Outlay	11,054,133	2,353,123	3,498,053	644,053
Total Appropriation	**55,148,596**	**46,962,243**	**50,263,574**	**48,977,853**

Source of Funds	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government	25,997,740	26,817,030	25,014,885	26,321,958
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	10,556,581	2,223,699	2,848,000	500,000
Nonmajor Governmental Funds	1,061,906	0	2,215,314	1,970,520
Fiduciary Funds	0	0	0	0
Proprietary Funds	17,532,369	17,921,514	20,185,375	20,185,375
Total Funds	**55,148,596**	**46,962,243**	**50,263,574**	**48,977,853**

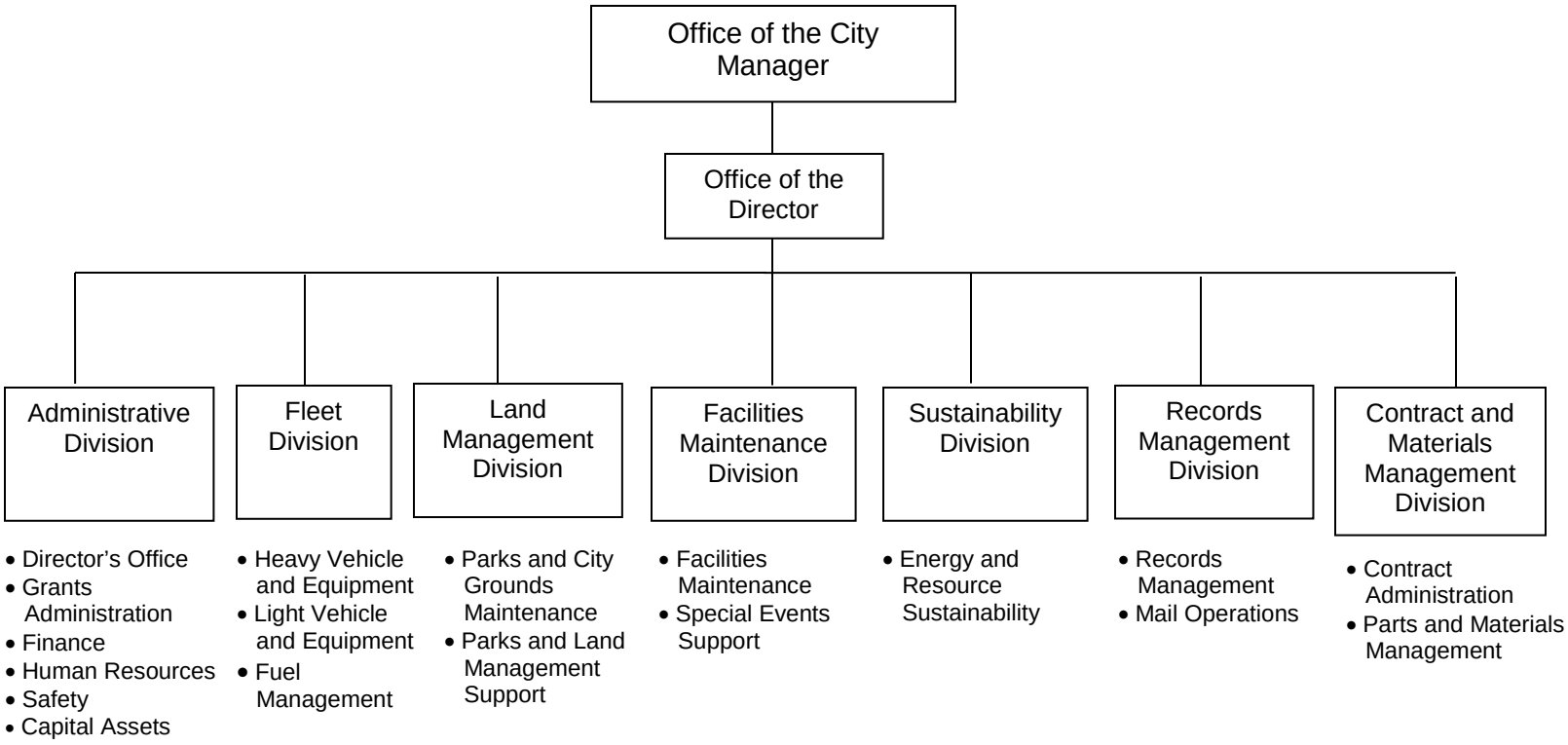
Positions	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
General Fund	157.30	166.30	189.30	179.30
Non-General Fund	98.30	97.30	104.30	106.70
Total Authorized	**255.60**	**263.60**	**293.60**	**286.00**

General Services

Division Summary

	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government				
Facilities Maintenance	2,905,203	18,239,655	16,767,112	6,489,010
Land Management	7,949,221	8,264,073	7,763,673	7,836,082
Administrative	503	111,731	225,722	242,299
City Records	246,612	189,525	232,761	241,121
Contract and Materials Management	1,042,377	10,539	25,617	27,956
Sustainability	0	0	0	11,485,490
Facility Utilities	11,876,708	0	0	0
Parks Facilities Maintenance	1,977,116	1,507	0	0
Sub Total	25,997,740	26,817,030	25,014,885	26,321,958
Capital Projects				
Vehicle Replacement Program	2,237,390	1,778,327	2,848,000	500,000
Park Land Management	17,585	0	0	0
Fleet Services Grant	8,301,606	445,372	0	0
Sub Total	10,556,581	2,223,699	2,848,000	500,000
Nonmajor Governmental Funds				
Fleet Services Grant	1,061,906	0	0	-
Vehicle Replacement Program	0	0	506,000	0
Facilities Maintenance	0	0	90,400	181,000
Land Management	0	0	1,618,914	1,618,914
Sustainability	0	0	0	170,606
Sub Total	1,061,906	0	2,215,314	1,970,520
Proprietary Funds				
Fleet	4,274,155	17,437,747	19,623,777	19,622,740
Mail Room	633,321	486,426	561,598	562,635
Motor Pool	14,227	0	0	0
Inventory Sales	12,610,666	(2,659)	0	0
Sub Total	17,532,369	17,921,514	20,185,375	20,185,375
All Funds Total	**55,148,596**	**46,962,243**	**50,263,574**	**48,977,853**

GENERAL SERVICES



DEPARTMENT MISSION

The Mission of the General Services Department is to provide facilities, fleet, land management, sustainability, and records support services to the City of El Paso departments and the public so they can sustain and enjoy one of America's most livable cities.

BUDGET HIGHLIGHTS

The budget for fiscal year 2014 was extremely challenging as funding for the Department was decreased in the Facilities and Land Management Divisions however as result of the Departments' resiliency, maintenance operations for both remained at above satisfactory levels. The Department also continues to introduce new records and archiving innovations which played a key role in scanning over two million records during the relocation City Hall. The Department was recognized by The Texas Recreation and Parks Society as the winner of the 2014 Administrative and Management Excellence Award and was designated as having one of the top 100 Fleets in North America by Governing Magazine and is sponsored by the National Association of Fleet Administrators (NAFA), Municipal Equipment Maintenance Association (MEMA) and Integrated Business Solution (IBS). The Sustainability Division which was added to the Department in 2014, played a vital role in the City being honored by the Rockefeller Foundation as a member of the 100 Resilient Cities Network and was awarded a grant in the amount of one million dollars so that City lead resiliency initiatives Locally and nationally.

Specific highlights for each Division are listed below and all are conscientious of Council's Goals and Strategies: *1. Prepare for success by sustaining a strong pool of management leadership through a formal succession planning process; 2. Improve our competitiveness through investments in public facilities and infrastructure impacting quality of life; 3. Deliver services timely and efficiently with focus on continual improvement; 4. Leverage the use of current technology to reduce inefficiencies and improve communications; 5. Set a climate of respect, collaboration and team spirit among the Council, staff and the community leading by example.*

Facilities

- 30% of Facilities Associates are licensed or certified by the State of Texas. (1, 5)
- 50% of the targeted City Facilities have been retrofitted with energy conservation measures. (2,4)
- Upgrade of Maintstar Facility Maintenance Software. (2,3,4,5)
- Integral in the relocation of City Hall to three new buildings (3, 4)

Fleet

- Designated as one of the Top 100 Fleets in North America by Governing Magazine (1, 5)
- Upgraded fuel pumps by introducing Fuel Trak which is a new automated fuel management system designed to improve efficiency, security and accountability of all fuel transactions (2, 3, 4)
- One of only two ASE Certificated shops in the City (1, 5)

- Continue to maintain an 80% readiness rate while increasing/expanding services and preventative maintenance initiatives. (2, 3. 5)

Land Management

- 36% of Land Management Associates continue to hold one or more professional licenses issued by the State of Texas while several Associates hold professional certifications. (1, 5)
- Implementation of Rain Bird Maxicom Central Irrigation Software to aid in more efficient irrigation application; currently communicating with 12 of 238 parks, and 7 of 8 weather stations. (2, 3, 4)
- Implementation of Maintstar Maintenance Management Software modules: Parks and Landscape, Warehouse and Inventory, Web-based Service Request, and Apps-based Service Requests. (2, 3, 4, 5)
- Successful implementation of a pilot Bermuda grass enhancement program that has increased the quality of sports sites. (2, 3, 5)

Records

- Completion of relocation scanning (2.3 million records) which will reduce turnaround time for ORR's (3, 4, 5)
- Held 1st ever Records and Information Management seminar "Let's Talk Records" (3, 4, 5)
- Included Records Management training as part of the HR training menu (3, 4, 5)
- Revised city records ordinance for the first time since 1991which addresses record retention, retrieval and destruction (1, 3, 4, 5)

Sustainability

- $5 million in Airport facility energy upgrades (2, 3, 4, 5)
- $1.5 TIRZ Downtown LED Streetlight improvements (2, 3, 4, 5)
- Beginning stage of $7.5 million in City wide LED Streetlight improvements (2, 3, 4, 5)

Specific FY '15 Concerns

It was initially thought that the budget for fiscal year 2015 was going to be even more challenging than 2014 however when finalized, the 2015 budget was restored to a level that will allow the Department to readily and handily meet its mission. An unexpected event consisting of heavy rainfall which caused flooding affecting buildings, park land and vehicles will cause an impact to the budget but not to the extent of impeding overall Departmental functionality.

ISSUE STATEMENTS

Issue 1

Customer departments and the public expect increasingly accurate, efficient, timely, effective and convenient services, which if not addressed will result in:

- Increased customer complaints and overall dissatisfaction;
- The department will not keep up with expectations; and
- Customer departments will not be able to meet their demands for service or fulfill their mission.

Issue 2

The increased use and expansion of city buildings and parkland (i.e.: increase in sports league signups, and demand for sports sites), along with a lack of equal growth in dedicated operation maintenance resources (both personnel and materials, will, if not addressed, result in:

- A lack of preventive maintenance, downtime of facilities and equipment, and decrease in customer satisfaction and potential closure of public facilities.
- A decrease in customer satisfaction of sports fields due to decreasing turf quality and increased safety risks from overuse;
- Loss of user department's ability to program the general public usage of public buildings and their amenities; and
- An increase of safety risks and general decrease in customer satisfaction for open space and general parkland;

Issue 3

The deferment of essential technology upgrades in innovation (software updates, hardware maintenance and training, data entry) impedes world-class customer service and will, if not addressed, result in:

- Delayed rapid fueling at city fueling sites:
- Delayed delivery of timely and accurate tracking, scheduling, work order processing, billings, payments, and report generation for customers.
- Delayed response to facilities and equipment adjustments (HVAC, power, access, security); and
- Delayed digital retention, preservation, and response to customer records requests.

Issue 4

The Internal Service Fund's operating costs exceeding the revenue recovery rate, as well as the inability to self-support capital needs for delivery of services in the Internal Service Fund, will continue to result in:

- Increased turnaround time for customers' vehicles and equipment and diminished ability to fulfill their departmental mission.
- Increase turnaround time for mail and reprographic services.

Issue 5

The increasing costs of energy (fuel and utilities) will, if not reduced, continue to result in reductions of funding availability for essential programs and customer services, supporting:

- Development & Tourism
- Transportation & Public Works
- Public Safety & Community Services

Issue 6

The lack of education about energy efficiency, waste reduction, and environmental protection for our employees and community members will, if not addressed, result in:

- Suboptimal, or less-than-expected, energy reduction (behavior is a very important component to energy savings, in addition to efficiency;
- Continued environmentally-detrimental behaviors and lack of concern for air quality, water quality and soil quality;
- Decreased air, water and soil quality, leading to increased cost to stay in attainment and decreased quality of life (health problems, etc.)

STRATEGIC RESULTS

Strategic Result 1

By 2019, City of El Paso customers will experience well-maintained buildings, fleet, parklands, and records, as evidenced by:

- 80% of vehicles and equipment are operational and available to meet the readiness needs of customer departments (addresses Issue Statements 1,5)
- All users of GSD-maintained facilities will experience a functional, clean, safe and secure environment as evidenced by a 60/40 ratio of proactive work order hours to repair work order hours (addresses Issue Statements 1,2,3)
- 90% of sports fields and general park areas maintained on schedule (addresses Issue Statements 1,2,3)
    - 85% turf coverage for sports fields on September 1 (end of growing season) (addresses Issue Statements 1,2,3)
    - 25% reduction in complaints from internal/external customers (addresses Issue Statements 1,2,3)
- 95% of Customer Department requests for stored records retrieved within 1 business day (addresses Issue Statements 1,3)
- 8% increase overall citizen satisfaction rating of the maintenance of athletic fields and city parklands.
- 25% enhancement in the retention and preservation of City of El Paso digital repositories (i.e. Website, Social Media and all other electronic content management systems). (addresses Issue Statement 3)

Strategic Result 2

By 2019, the City of El Paso will continue to move toward sustainability, as evidenced by:

- 10% customer department vehicles replaced on schedule through dedicated funds (addresses issue statements 1,4,5)
- 60/40 ratio of preventive maintenance expenditures to repair expenditures (addresses issue statements 4,5)
- 10% of dedicated funds will be used for energy savings upgrades (addresses issue statements 3,5)
- Six newsletters published (addresses issue statement 6)
- 100% of new employees will be educated about sustainability principles and how they can help further sustainability goals (addresses issue statement 6)
- 20,000 community members reached through workshops, events, newsletters, presentations, website and social media outlets (addresses issue statement 6)
- Achieve 40% replacement of COEP vehicles eligible for alternative fuels (OEM warrantied, non-public safety vehicles) (addresses issue statement 5)
- 100% of COEP targeted facilities, of 25,000 sq. or larger, will be retrofitted with energy savings upgrades (addresses issue statements 3,5)
- Increase efficiencies related to KWH usage, gallons of water used, and CCF usage per square foot of city buildings (addresses issue statement 5)

DEPARTMENT ORGANIZATION

1. **ADMINISTRATIVE DIVISION**
   - 1.1. Office of the Director
   - 1.2. Grants Administration
   - 1.3. Finance
   - 1.4. Human Resources
   - 1.5. Safety
   - 1.6. Capital Assets

2. **FLEET DIVISION**
   - 2.1. Heavy Vehicle and Equipment
   - 2.2. Light Vehicle and Equipment
   - 2.3. Fuel Management

3. **LAND MANAGEMENT DIVISION**
   - 3.1. Parks and City Grounds Maintenance
   - 3.2. Parks and Land Management Support

4. **FACILITIES MAINTENANCE DIVISION**
   - 4.1. Facilities Maintenance
   - 4.2. Special Events Support
   - 4.3. Energy and Resource Sustainability

5. **SUSTAINABILITY DIVISION**
   - 5.1 Energy and Resource Sustainability

6. **RECORDS MANAGEMENT DIVISION**
   - 6.1 Records Management
   - 6.2 Mail Operations

7. **CONTRACT AND MATERIALS MANAGEMENT DIVISION**
   - 7.1 Contract Administration
   - 7.2 Parts and Materials Management

SIGNIFICANT CHANGES

General Fund

Revenue Changes	Dollars
Reimbursed Expenditures increase for reimbursement from the Ball park for utility costs (water 50%, Gas 100%, Electric 100%)	$362,000

Expenditure Changes	Dollars
Personal Services	
Reduced Personnel cost to meet budget reduction target, This includes the deletion of 4 positions in facility maintenance, and 6 FTE equivalent in land management respectively	($189,490)
Contractual Services	
Increase in security, and facility maintenance contracts	$220,233
Materials and Supplies	
Increase in building facilities maintenance supplies	$287,806
Increase in land maintenance supplies	$118,459
Non-Operating Expenditures	
Decrease in Interest expense	($60,047)
Increase in principal expense	$490,009
Operating Expenditures	
Increased utility costs to cover the ball park utility bills and a slight increase to help with operational needs	$431,252

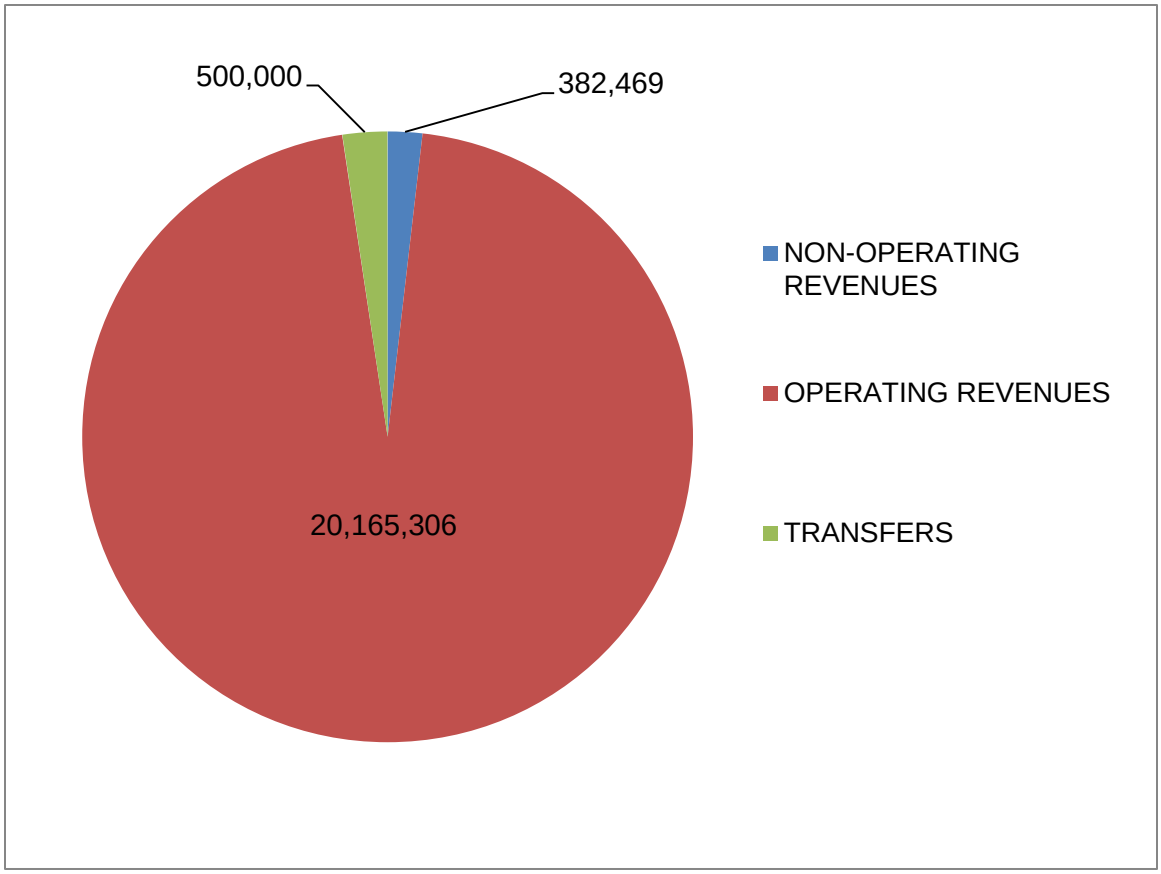
Non-General Fund

Revenue Changes	Dollars
Charges for Services	
Reduced interfund transfers	($1,481,499)

Expenditure Changes	Dollars
Personal Services	
Increased pension costs, compensation increases and increased health contributions. Plus the addition of three Sustainability positions.	$355,675
Contractual Services	
Increase to Printing Services	$25,000
Materials and Supplies	
Building Facility Maintenance Repair Supplies to restore budget	$140,958
Outside Equipment Repair Services	$224,800
Decreased Fuel Inventory Purchases	($430,000)
Operating Expenditures	
No Significant Changes	($8,000)
Other Uses	
Transferred to fund balance (excess revenues)	(235,428)
Capital Expenditures	
Decreased Vehicle Replacement Program	(2,854,000)

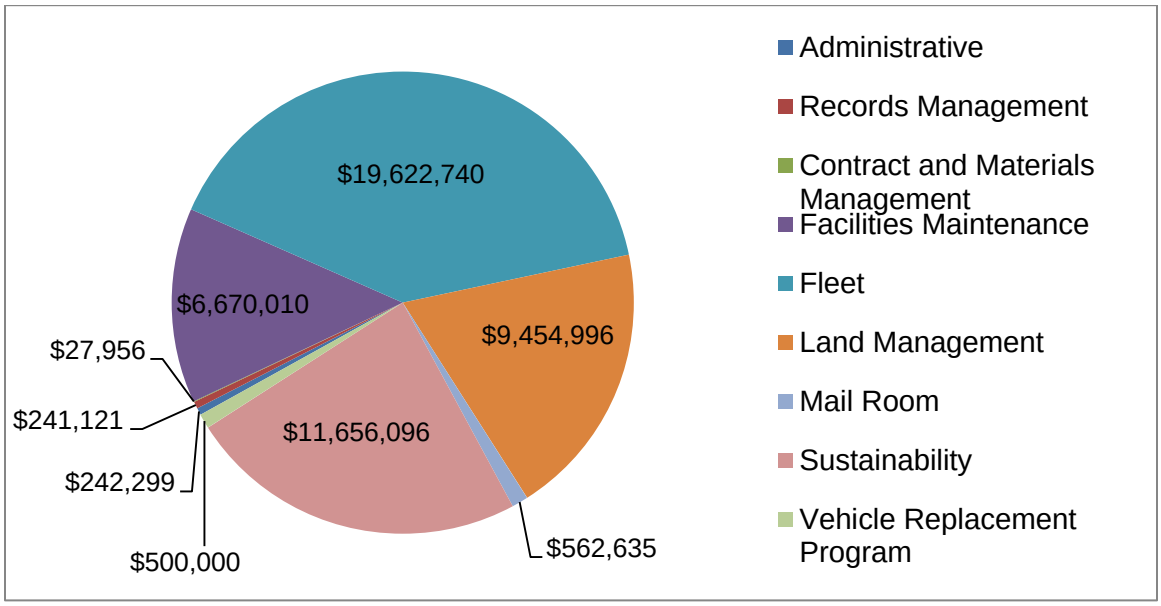
REVENUE BY CHARACTER

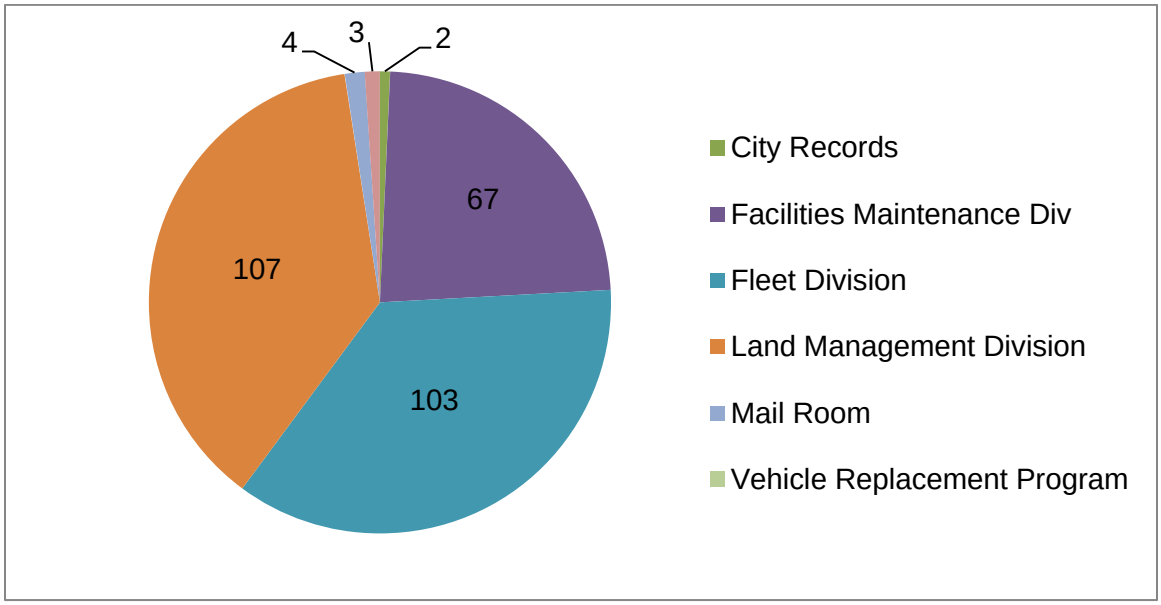
REVENUE	FY15 ADOPTED
NON-OPERATING REVENUES	382,469
OPERATING REVENUES	20,165,306
TRANSFERS	500,000
Grand Total	21,047,775.00



EXPENDITURES AND FULL TIME-EQUIVALENT POSITIONS

Division	Total	FTE
Administrative	$242,299	0.00
Records Management	$241,121	2.00
Contract and Materials Management	$27,956	0.00
Facilities Maintenance	$6,670,010	67.00
Fleet	$19,622,740	103.00
Land Management	$9,454,996	107.00
Mail Room	$562,635	4.00
Sustainability	$11,656,096	3.00
Vehicle Replacement Program	$500,000	0.00
Grand Total	$48,977,853	286.00





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 | $72,739

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

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Strategic and operational results achieved	90%	90%	90%
Result	City Official inquiry responses provided within 24 hours	94%	96%	90%
Output	City Official inquiry responses provided	125	80	130
Demand	City Official inquiry responses anticipated to be requested	125	80	130
Efficiency	Administrative division expenditure per dollar department expenditure	$.005/dept dollar spent	$.005/dept dollar spent	$.005/dept dollar spent

PROGRAM: Grants Administration | $0

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

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Grant funds expended	100%	0%	N/A
Result	Grant referrals from Finance department resulting in grant applications	N/A	N/A	0
Output	Amount of grant funds managed	$1,080,000.00	$0	$0
Demand	Amount of grant funds anticipated to be managed	$1,080,000.00	$0	$0
Efficiency	Program expenditures per $ of grant funds managed	100%	N/A	N/A

PROGRAM: Finance	$73,681

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Reports and information submitted by the deadline	100%	100%	95%
Result	Vendor payments/accounting staff	7,000	6,000	8,000
Output	Vendor invoices paid	28,000	24,000	32,000
Demand	Vendor invoices anticipated to be paid	29,000	24,000	32,000
Efficiency	Vendor payments per accounting staff person	7,000	7,000	8,000

PROGRAM: Human Resources	$18,094

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Permanent position turnover rate	23%	14%	15%
Result	Permanent position staffing levels maintained	89%	91%	85%
Output	Permanent hires processed	58	31	23
Demand	New permanent position hires anticipated to be processed	58	28	38
Efficiency	Program expenditure per department employee	$66.23	$61.63	$68.00

PROGRAM: Safety	$54,253

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Reduction in accidents resulting in property damage from 13 to 19	10%	19%	10%
Result	Reduction in accidents resulting in personal injury from to 64	10%	64%	10%
Output	Safety training sessions conducted	29	25	29
Demand	Safety training sessions expected to be conducted	29	19	25
Efficiency	Program expenditure per General Services department associate	$229.90	$177.38	$250.71

PROGRAM: Capital Assets	$23,532

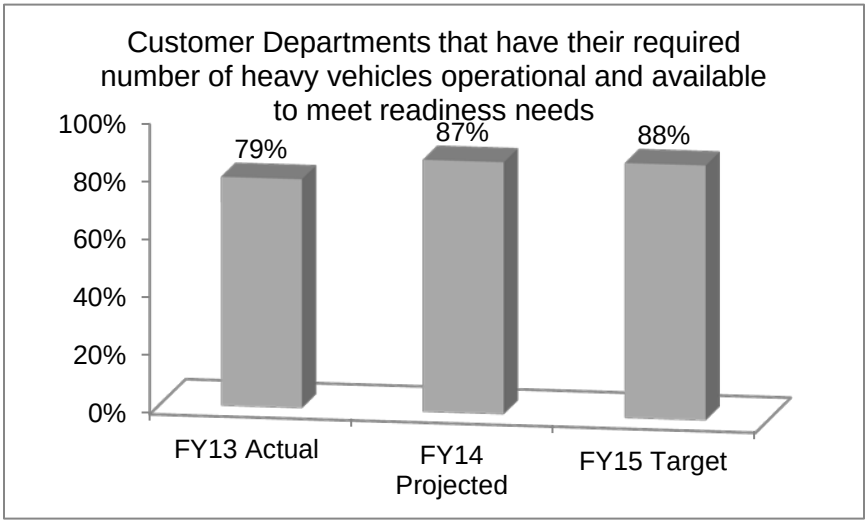
The purpose of the Capital Asset Management Program is to provide vehicle and equipment purchases and facility rehabilitation services to City departments so they can receive vehicles, building components, and equipment in accordance with applicable replacement schedules that reflect industry standards.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Vehicles replaced in accordance with applicable replacement schedules that reflect industry standards	20%	31%	10%
Result	Building components replaced in accordance with applicable replacement schedules that reflect industry standards	20%	37%	20%
Output	Vehicles replaced	89	28	80
Demand	Vehicles expected to be replaced	89	89	80
Efficiency	Percentage of program funding expended on time and compliant with program guidelines	100%	100%	95%

DIVISION: FLEET

The purpose of the Fleet Division is to provide vehicle and equipment delivery, diagnosis, disposal, road and in-shop repair, maintenance, and fuel management services to city departments and other agencies so they can have safe, reliable vehicles and equipment that meet their readiness needs and provide access to cost effective fuel.

KEY RESULT:
Customer departments that have their required number of heavy vehicles (Automated side loaders) operational and available to meet readiness needs



Why is This Measure Important?
The required number of heavy vehicles operational and available measure helps to monitor whether our customer departments have the necessary amount of vehicles 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 operational vehicles then this will result in a negative impact to the citizens.

PROGRAM: Heavy Vehicle and Equipment | $3,459,259

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Customer departments that have their required number of heavy vehicles (Automated side loaders) operational and available to meet readiness needs	79%	87%	88%
Output	Unscheduled heavy vehicle repairs	516	727	680
Demand	Unscheduled heavy vehicle repair visits	480	480	480
Efficiency	Percentage of "comeback" visits (vehicles returned for incomplete/failed repair)	4%	6%	5%
Efficiency	Average cost per repair visit	$390	$405	$405/visit

PROGRAM: Light Vehicle and Equipment	$2,980,753

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Customer departments that have their required number of light vehicle (Police department patrol vehicles) operational and available to meet readiness needs	91.9%	90%	93%
Output	Unscheduled light vehicle repairs	614	683	683
Demand	Unscheduled light vehicle repair visits	590	590	590
Efficiency	Percentage of “comeback” visits (vehicles returned for incomplete/failed repair)	1%	1%	3%
Efficiency	Average cost per repair visit	$297.00	$320.00	$320.00/visit

PROGRAM: Fuel Management	$9,380,507

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Savings from market price using bulk purchase fuel (internal fuel card)	$0.42	$0.41	$0.43/gallon weekly
Result	Savings from market price using external fuel cards	$0.31	$.040	$0.41/gallon weekly
Output	Gallons purchased using bulk (internal) fuel (per month)	189,516	190,005	193,000
Demand	Gallons of bulk (internal) fuel consumed (per month)	194,501	204,494	198,000
Efficiency	Percentage reduction in the average amount of gallons per vehicle	.9%	.89%	1%

PROGRAM: Parts and Materials Management	$3,802,222

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.

Family of Measures		FY 2013 Actual	FY 2014 Actual	FY 2015 Target
Result	Goods ordered for all vehicles locally (within El Paso County)	80%	80%	80%
Result	Goods available and issued at time of request (in stock)	66.3%	71%	72%
Output	Goods issuances provided	1,934	2327	2,100
Demand	Goods issuances requested	1,934	1960	1,960
Efficiency	$ Expenditure per goods issued	$168.76	$128.00	$150.00

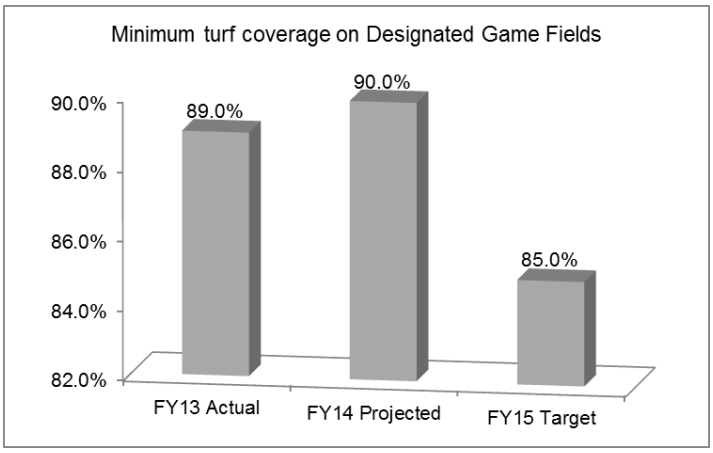
DIVISION: LAND MANAGEMENT

The purpose of the Land Management Division is to provide turf and landscape, 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.

KEY RESULT:
85% Minimum turf coverage on Designated Game Fields

Why is This Measure Important?
The minimum turf coverage on Designated Game Fields is a great indicator of not only maintenance success, but also user satisfaction and safety.

What Do These Numbers Tell Us?
Minimum turf coverage of 85% or greater on Designated Game Fields demonstrates that the citizens have well safe and well maintained fields.



PROGRAM: Parks and City Grounds Maintenance | $5,690,863

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Turf coverage on designated sports fields	89%	97%	85%
Result	Sports fields maintained on schedule	96%	96%	90%
Output	Total turf acres maintained	1,250	1,250	1,250
Demand	Turf acres requiring maintenance	1,250	1,250	1,250
Efficiency	Expenditures per total turf acre maintained	$7,415/ turf acre	$7,415/tur f acre	$7,415/tu rf acre

PROGRAM: Parks and Land Management Support	$3,764,133

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Maintenance visits completed as scheduled for parks	96%	91%	90%
Output	Total number of maintenance visits per park annually	50	50	50
Demand	Total acres maintained	2,893	2,893	2,893
Efficiency	Ratio of proactive work orders/corrective work orders	6.62:1	14:1	6.62:1
Efficiency	Expenditures total acres maintained/El Paso population	$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.

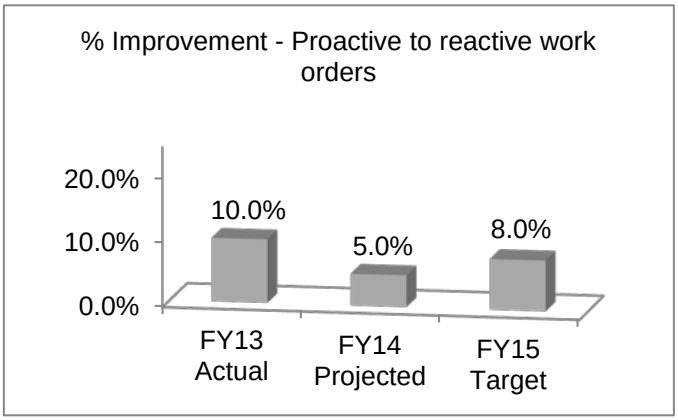
PROGRAM: Facility Maintenance	**$6,528,600**

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.

KEY RESULT:
Improvement in the rate of proactive to reactive work orders

Why is This Measure Important?
This measure is important to ensure that our customers have well maintained facilities. Increasing the number of proactive work orders is an important function to identify or prevent major malfunctions.

What Do These Numbers Tell Us?
These numbers tell us whether our facilities are functioning properly thus allowing more time and effort to be spent on proactive work orders.



Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Improvement in the rate of proactive to reactive work orders from 2013 to 2014	10%	5%	8%
Result	Work orders completed in 5 days or less	70%	70%	64%
Output	Work orders completed annually	11,432	5,938	12,240
Demand	Work orders received	11,718	6,188	13,618
Efficiency	$ cost per square foot of facility maintenance	$2.70 square foot	$2.70 square foot	$2.70 square foot

PROGRAM: Special Event Support	$141,410

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Sponsoring agencies respond "that site is as clean or cleaner after the event than before"	90%	100%	90%
Output	Special events supported	6	6	6
Demand	Special events requested	6	6	6
Efficiency	Percent of requested maintenance work orders deferred during the time of the special event	15%	7.4%	18%

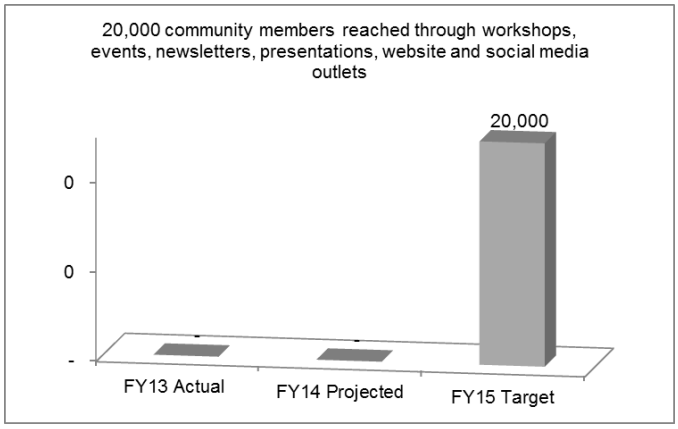
DIVISION: SUSTAINABILITY

The purpose of the Energy and Resource Sustainability Division is to provide information, guidance, and support services to all City of El Paso Departments and community members so they can benefit from energy efficiency upgrades, “green” materials options, a cleaner environment, and a more sustainable community.

Key Result:
20,000 community members reached through workshops, events, newsletters, presentations, website and social media outlets

Why is This Measure Important? Providing this type of outreach helps to educate the community of the benefits related to implementing sustainability initiatives such energy efficiency upgrades.

What Do These Numbers Tell Us? This shows the number of people that have been reached and educated in energy and sustainability initiatives.



PROGRAM: Energy and Resource Sustainability | $11,656,096

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	20,000 community members reached through workshops, events, newsletters, presentations, website and social media outlets	*N/A	13,965	20,000
Result	Achieve 40% replacement of City of El Paso vehicles eligible for alternative fuels (OEM-warrantied, non-public safety vehicles)	*N/A	1%	10%
Output	10% of dedicated funds will be used for energy savings upgrades	*N/A	*N/A	10%
Demand	City buildings over 20,000 square feet to be retrofitted with water/energy efficient devices	4	5	3
Efficiency	Gallons of water used per square foot of city buildings	34 gal/square foot	16 gal/square foot	24 gal/square foot

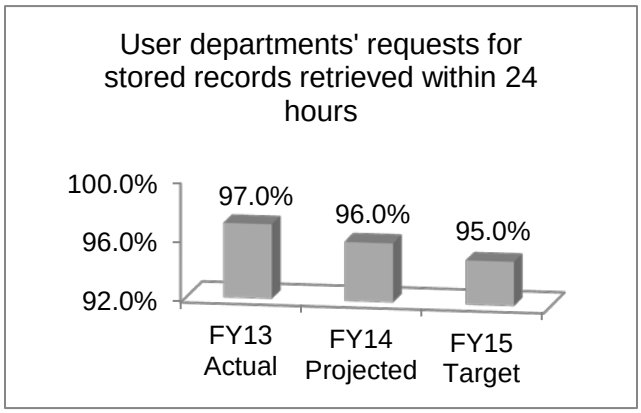
DIVISION: RECORDS MANAGEMENT

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.

KEY RESULT:
User departments' requests for stored records retrieved within 1 business day

Why is This Measure Important?
Providing user departments their requested stored records within 1 business day increases their work productivity and allows them to provide better service to their customers.

What Do These Numbers Tell Us?
This shows responsiveness and speed of service since these requests are usually prompted by citizens.



PROGRAM: Records Management — $241,121

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	User departments' requests for stored records retrieved within 24 hours	97%	96%	95%
Result	Departments provided with records retention compliance training	21	25	24
Output	Records scanned	2,300,716	382,086	250,000
Demand	Boxes of records expected to be requested for storage	6,102	1,849	2,000
Efficiency	Expenditure per document scanned	$0.09	$0.10	$0.10

DIVISION: MAIL ROOM

PROGRAM: Mail Operations	**$562,635**

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

Family of Measures		**FY 2013 Actual**	**FY 2014 Projected**	**FY 2015 Target**
Result	Postage savings for all classes of mail	$10,010	$7,282.45	$0.00
Output	Pieces of mail processed	590,866	267,032	270,000
Demand	Pieces of mail expected to be processed	590,866	267,032	270,000
Efficiency	Expenditure per piece of mail processed	$0.85	$.92	$0.88

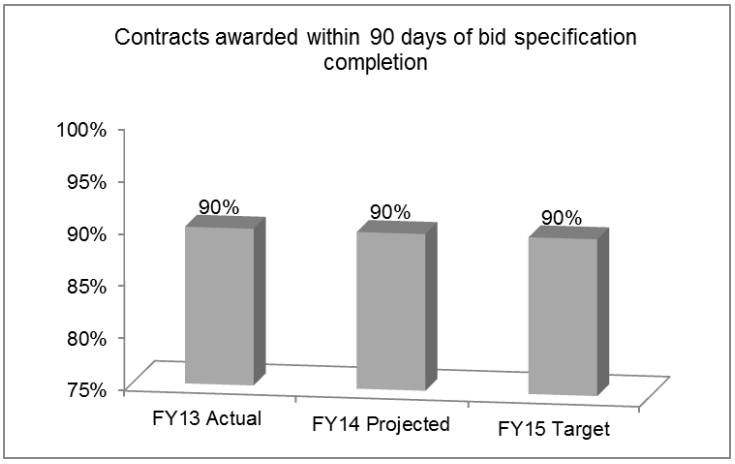
DIVISION: CONTRACT AND MATERIALS MANAGEMENT

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

KEY RESULT:
Contracts awarded within 90 days of bid specification completion

Why is This Measure Important?
Contracts awarded within 90 days of bid specification completion is important to ensure that the necessary vehicle, building/facility, and parkland contracts are in place so that our customers' needs are satisfied.

What Do These Numbers Tell Us?
A higher percentage indicates smooth transitions from expiring to new contracts, thus keeping our customers satisfied.



PROGRAM: Contract Administration | $27,956

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

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Contracted goods and services received without interruption due to contract expiration (cost or time)	97%	94%	95%
Result	Contracts awarded within 90 days of bid specification completion	90%	90%	90%
Output	Contracts awarded in dollars	$13,128,863	$32,855,743	$7,500,000
Demand	Number of contracts administered	72	85	80
Efficiency	Percent of contract expenditures $ Contract expenditures/ $ Contracts awarded	80%	83%	80%

International Bridges

International Bridges

Mission Statement

The Mission of the International Bridges Department is to provide cross-border mobility and on-street parking services to residents, visitors and busines so that they can participate in the vitality of the greater Paso Del Norte region.

Budget Summary	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Personal Services	2,471,717	2,402,754	2,284,385	2,324,230
Contractual Services	1,341,928	1,463,575	1,544,825	4,522,805
Materials/Supplies	179,934	134,417	514,876	492,777
Operating Expenditures	269,023	711,582	135,790	146,894
Non-Operating/Intergovt. Exp	27,134	26,232	46,000	59,000
Internal Transfers	9,553,074	11,883,243	13,008,204	13,454,843
Capital Outlay	8,213	596,717	311,599	329,492
Total Appropriation	**13,851,023**	**17,218,520**	**17,845,679**	**21,330,041**

Source of Funds	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government	0	0	0	0
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	0	0	0	0
Nonmajor Governmental Funds	0	0	0	0
Fiduciary Funds	0	0	0	0
Proprietary Funds	13,851,023	17,218,520	17,845,679	21,330,041
Total Funds	**13,851,023**	**17,218,520**	**17,845,679**	**21,330,041**

Positions	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
Non-General Fund	56.06	54.40	54.00	55.00
Total Authorized	**56.06**	**54.40**	**54.00**	**55.00**

International Bridges

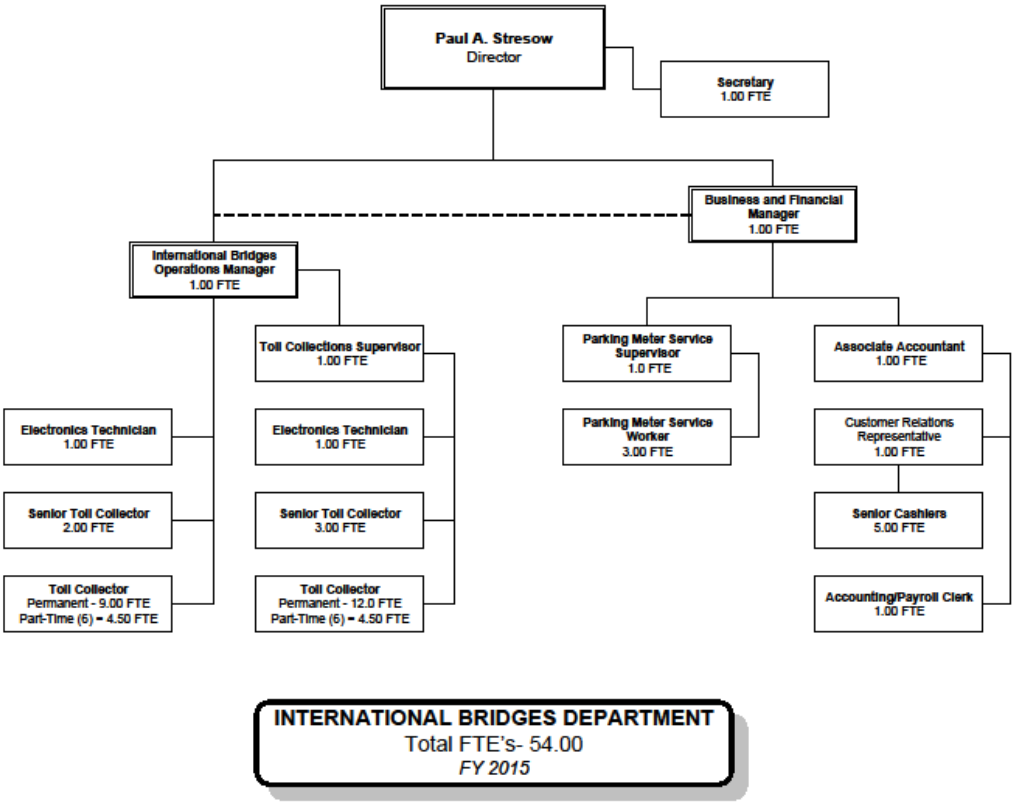
Division Summary

	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government				
Parking Meter Operations	0	0	0	0
Digital Parking Meter Operations	0	0	0	0
Sub Total	0	0	0	0

Proprietary Funds				
Operations and Technology	13,504,870	15,849,026	16,387,697	16,969,420
Parking Meter Operations	346,153	717,520	597,676	705,313
Administrative	0	651,974	860,306	830,780
560 Reimbursable Agreement	0	0	0	2,824,528
Sub Total	13,851,023	17,218,520	17,845,679	21,330,041

All Funds Total	**13,851,023**	**17,218,520**	**17,845,679**	**21,330,041**

INTERNATIONAL BRIDGES DEPARTMENT



DEPARTMENT MISSION

The Mission of the International Bridges Department is to provide cross-border mobility and on-street parking services to residents, visitors and businesses so that they can participate in the vitality of the greater Paso Del Norte region.

BUDGET HIGHLIGHTS

In Fiscal Year 2014, the International Bridges Department has been a pioneer in facilitating the border mobility in the El Paso-Juárez. Reducing wait times continues to be a priority as the department collaborated with Customs and Border Protection (CBP) to improve border wait. By participating in a five year Public-Private-Partnership with CBP, the City owned International Bridges were able to increase their tolls and bring in additional revenues. In Fiscal Year 2015 we expect to bring in around $2.8 Million to support this partnership and extend it to the adoption of U.S. House Bill 559 that will allow the City to invest in infrastructure improvements that will enhance and facilitate border crossings.

A healthier economy in the region has been reflected in our southbound border crossing generating a healthier growth in our traffic and revenue generation. Fiscal Year 2015 traffic revenue is projected to increase by $885K or around 5.22% and generating a General Fund transfer of around $10.6 million. Revenue generated mainly by the increase in passenger vehicles and commercial traffic. A slight decrease in pedestrian traffic is expected.

In addition, the parking meter revenue may positively be impacted by the expansion of the division to increase the installation of more credit card enabled parking meters and the extension of service hours. This revenue may be sufficient to cover the repayment of the Plaza Theater bond. Since Fiscal Year 2006, the total of the generated revenues by the Parking Meter Division are dedicated for this purpose. The Fiscal Year 2015 obligation is for a total of $1.345 million.

In a strong effort to provide efficient customer service to the users of our bridges, the department provided in Fiscal Year 2014 access to eight (8) public cameras in the departmental website to allow the border crossers, in real time, verify the traffic at all City owned bridges. In Fiscal Year 2015, in order to grow strong with new technology, the department has developed a Bridge Traveler Information Program that will allow the department to explore communication technology available to provide timely and relevant wait time information. The initial investment for this program is $81K.

Being pro-active with the City of El Paso, the International Bridges Department has hired the position of International Bridges Director and it is still maintaining a healthy staffed department. This represents a Fiscal Year 2015 savings of around $40K and maintaining our goal of providing excellent customer service to border crossers.

ISSUE STATEMENTS

Issue 1

Trade, Travel and Tourism vs. Border Security

The continuing conflict between the community's desire to enhance trade, travel and tourism and the border security oriented missions of our federal partners – Customs and border Protection, Homeland Security, Border Patrol – if not addressed, will result in:

- Inability of partners to invest in reducing wait times
- Continuing increases in border average wait times for customers
- Reduce tourism and trade
- Potential losses of border manufacturing and related employment
- Diminished economic development of the region

Issue 2

Deferred Infrastructure Improvements

The continued deferment of improvements to the cross border mobility infrastructure if not addressed, will result in:

- Increased traffic congestion
- Increased air pollution
- Decreased accessibility to the ports of entry
- Increased north and south bound border wait times
- Fewer cross border travel options
- Will diminish the competitiveness of the region
- Increased medium and long term infrastructure maintenance costs

Issue 3

Funding Structure

The inadequacy of the current funding structure to address cross border mobility needs, if not addressed, will result in:

- Reduce regional employment directly and indirectly connected to manufacturing
- Reduced retail and sales tax revenue
- Increased pollution
- Increased cost for personal and commercial travel
- An increasing rate of infrastructure deterioration leading to higher repair/maintenance costs.

Issue 4

Parking Rates and Enforcement

Inconvenient and cumbersome parking payment methods, insufficient fees for parking, and the lack of interdepartmental cooperation in enforcement, if not addressed will result in:

- Increased customer complaints
- Decreased usage
- An inability to implement dynamic and progressive parking rates
- Lower revenue
- Unable to fully fund Plaza Theater debt
- Failure to be financially self-sufficient

Issue 5

Outdated Technology

Outdated technology and insufficient investment in modern traffic management tolls, if not addressed will result in:

- Continued inability to measure, forecast and communicate wait times to customers
- Continued barriers for customers to make informed border crossing choices
- Continued increases in wait times
- More difficult logistics planning for border manufacturers, increasing their costs
- Increased pollution levels from increased truck/vehicle idle times
- Continued inability for bridges and other stakeholders to plan workforce levels more efficiently

Issue 6

Support Services Trends

Diminished internal city-wide support services, if not addressed will result in:

- Lack of succession planning
- Increased procurement delays and requirements causing increased costs
- Hiring delays and unfunded additional administrative duties
- Delayed ability to manage poor performance and misconduct
- Increased costs of doing business
- Increased technology our mission
- Barriers to achieving our mission
- Reduce revenue to the City

STRATEGIC RESULTS

Strategic Result 1:

The City owned International Bridges will become more efficient in order to facilitate cross border mobility, trade and tourism as evidence by:

- By 2019, the average northbound border wait times will be:
    - Commercial – 19 minutes or less*†
    - Non-commercial – 15 minutes or less**†
    - Pedestrian – 15 minutes or less***†
- By 2016, total number of southbound crossings for city owned bridges will be 8,338,011**** and the total number of northbound crossings for city owned bridges will be 12,669,672*****
- By 2016, 3% of 21 million border crossers will access Bridge's website for information on all City owned bridges
- By 2019, 100% of Capital Improvement Projects with identified and secured funding sources will be initiated to prevent project delays
- By 2019, 78% of Border Master Plan projects, as defined by the Bi-national Advisory Committee, involving International Bridges will be initiated
- By 2018, partnerships will be established with El Paso Department of transportation (EPDoT), City Engineering and Sun Metro, Metropolitan Planning Organization (MPO), Camino Real Regional Mobility Authority (CRRMA), Texas Department of Transportation (TxDOT), Department of Public Safety (DPS), Federal Highway Administration (FHWA), U.S. Customs and Border Protection (CBP), General Service Administration (GSA), International Boundary and Water Commission (IBWC) and Mexican agencies

*Current wait time is 19 minutes according to Texas Transportation Institute
**Current wait time is 30 minutes according to Customs and Border Protection
***Current wait time is 30 minutes according to Customs and Border Protection
****According to City of El Paso statistics
*****According to Customs and Border Protection statistics

† As determined by the P3 (US HB 560) agreement with CBP and times funded by the program.

Strategic Result 2:

A comprehensive parking meter program that addresses and fulfills the community's needs for parking in the downtown area will be established as evidenced by:

- By 2019, 85% Plaza Theater debt will be covered by parking meter revenue
- By 2018, 50% of the comprehensive parking plan will be implemented
- By 2018, 3% increase in available parking space inventory
- By 2016, 85% of parking meters will be upgraded to accept credit cards

- By 2017, 90% of parking meters will have the ability to pay and extend time through cell phones
- By 2019, an independent study will be completed to evaluate parking meter operations and enforcement
- By 2016, 50% of parking meters will allow customers to use online, device neutral applications that show parking availability and rate options

Strategic Result 3:

The department will improve staff performance and customer satisfaction by implementing a training, cross-training and succession plan as evidenced by:

- By 2017 the department succession plan will be completed
- By 2018, 80% of staff will be cross trained in comparable positions
- By 2016, 100% of script for 311 will be available for all issues relating the International Bridges and Parking Meters department
- By 2016, 100% of International Bridges; employees upon hire will receive internal customer service training

DEPARTMENT ORGANIZATION

1. <u>ADMINISTRATIVE DIVISION</u>

1.1. Office of the Director Program
1.2. Finance Program
1.3. Human Resources Program

2. <u>OPERATIONS AND TECHNOLOGY DIVISION</u>

2.1. Bridge Traveler Information Program
2.2. Technology and Infrastructure Planning Program
2.3. Border Crossings Program

3. <u>PARKING METER DIVISION</u>

3.1. El Paso Metered Parking Program
3.2. Parking Meter Operations Program

SIGNIFICANT CHANGES

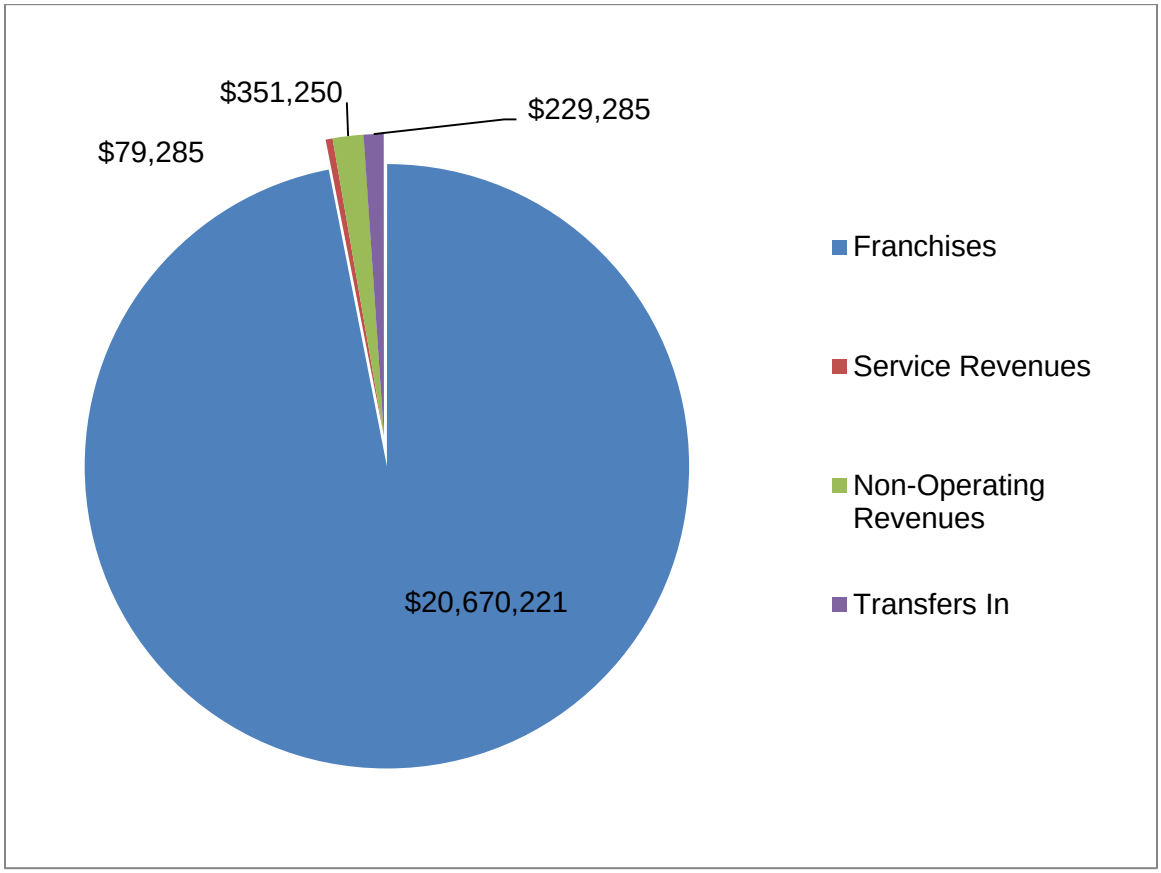
Non-General Fund

Revenue Changes	Dollars
Increased passanger crossing revenue, This is primarily driven by the fifty cent price increase to cover the interlocal agreement Customs and Border Protection	$3,710,370
Decrease in Parking meter Revenue budgeted for Bridge Opperations. This revenue is being used to pay off the Plaza Theater Debt.	($233,560)

Expenditure Changes	Dollars
Personal Services	
Increased costs for Compa, Pension, and healthcare increases	$39,846
Contractual Services	
Customs and Border Protection Contract to help cover overtime costs and to facilitate a quicker crossing for vehicles entering the U.S.	$2,824,528
Materials and Supplies	
Reduction in the Parking Meters Maitnance and Repairs line item since the department is currently upgrading to new parking meters.	($23,004)
Operating Expenditures	
Increrased utility costs	$9,400
Other Uses	
Increased Transfer to the GF due to traffic growth and the elimination of the pedestrian discount.	$446,639

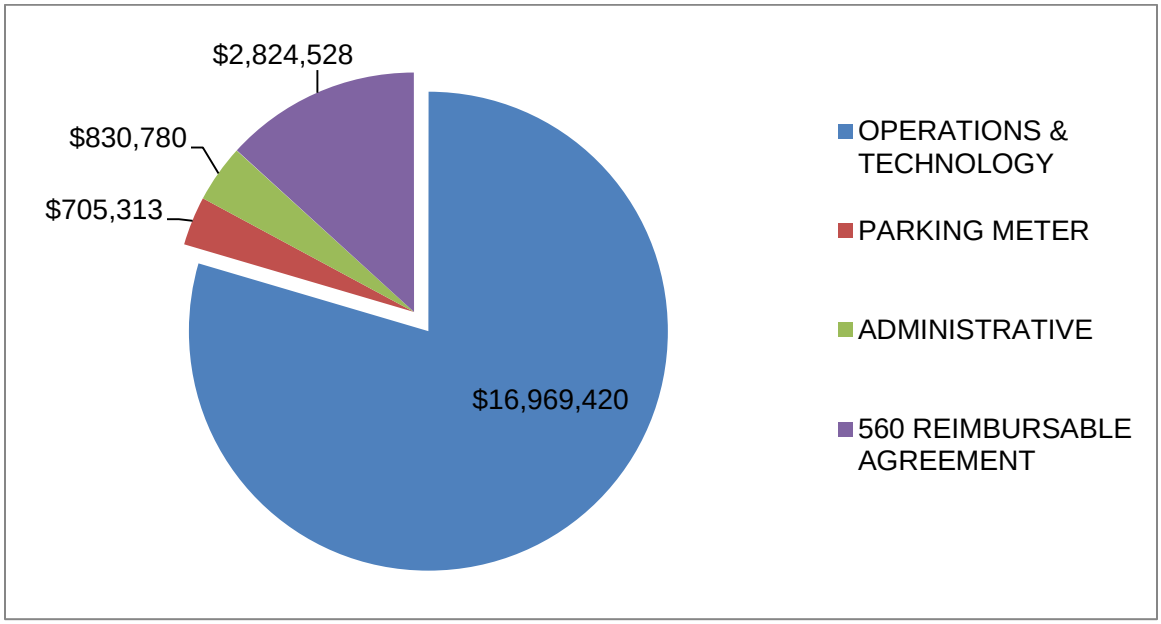
REVENUE BY CATEGORY

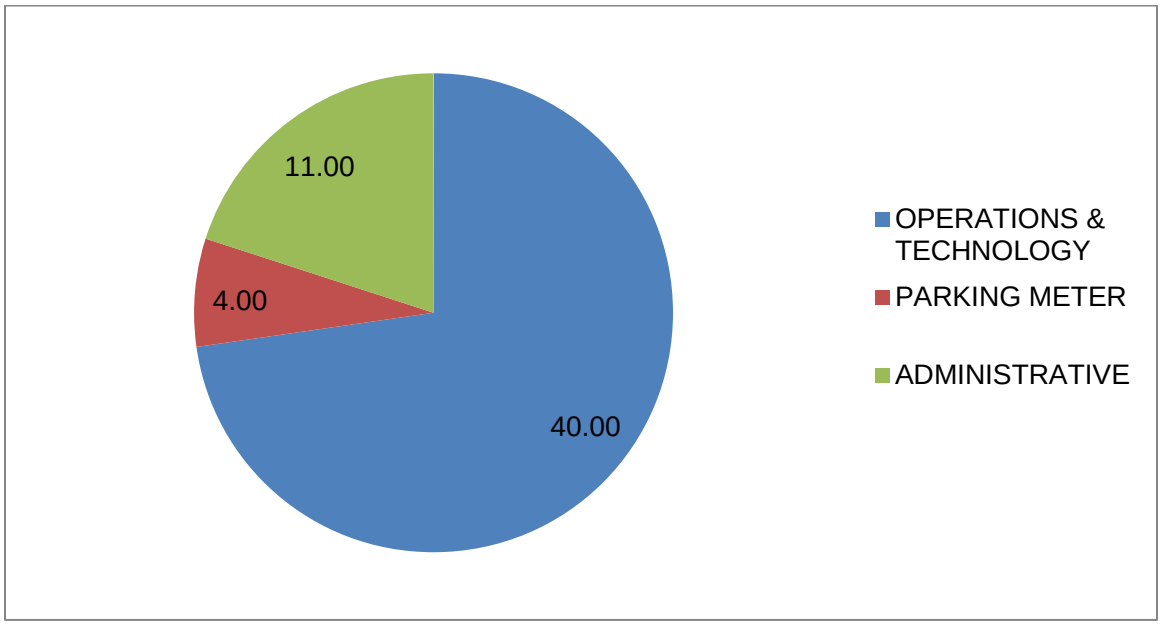
Franchises	$ 20,670,221
Service Revenues	$ 79,285
Non-Operating Revenues	$ 351,250
Transfers In	$ 229,285
Grand Total	$ 21,330,041



EXPENDITURES AND FULL-TIME-EQUIVALENT POSITIONS

Division	Total	FTE
OPERATIONS & TECHNOLOGY	$ 16,969,420	40.00
PARKING METER	$ 705,313	4.00
ADMINISTRATIVE	$ 830,780	11.00
560 REIMBURSABLE AGREEMENT	$ 2,824,528	
Grand Total	$ 21,330,041	55.00





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: Office of the Director — *$248,991*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	85% of strategic and operational results achieved	N/A	N/A	85%
Result	85% of partnerships with local and regional agencies will be established	N/A	N/A	85%
Output	30 city official inquiry responses provided	N/A	N/A	30
Demand	30 city official inquiry responses anticipated to be requested	N/A	N/A	30
Efficiency	$0.04 Administrative Division expenditure per dollar department expenditure	N/A	N/A	$0.04

PROGRAM: Finance — $489,800

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	99% of reports and information submitted by the deadline	N/A	N/A	99%
Result	99.5% of all deposits are picked up within 24 hours of revenue generation	N/A	N/A	99.5%
Output	420 vendor invoices paid	N/A	N/A	420
Demand	420 vendor invoices anticipated to be paid	N/A	N/A	420
Efficiency	$0.02 program expenditure per dollar of department budget	N/A	N/A	$0.02

PROGRAM: Human Resources	$91,989

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	4% staffing levels maintained (vacancy rate)	N/A	N/A	4%
Result	95% positions filled within 90 days for PM and EX positions	N/A	N/A	95%
Output	10 new hires processed	N/A	N/A	10
Demand	10 new hires anticipated to be processed	N/A	N/A	10
Efficiency	$1,673 program expenditure per department employee	N/A	N/A	$1,673

DIVISION: OPERATIONS AND TECHNOLOGY

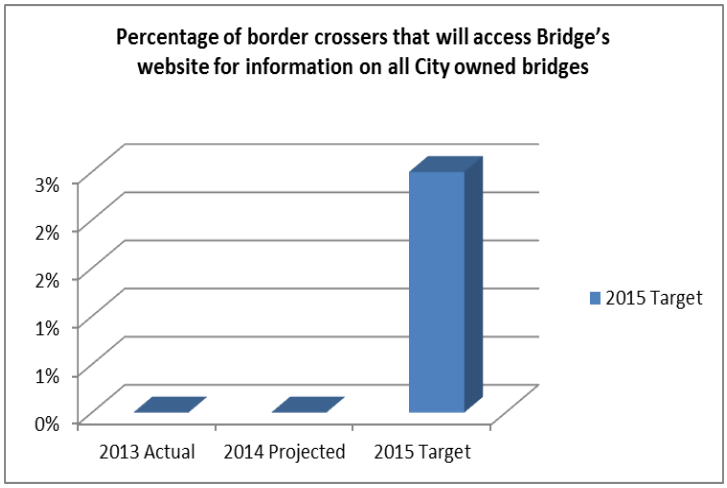
The purpose of the Operations and Technology Division is to provide infrastructure, amenities, toll collection and information services to border crossers so they can safely, securely and conveniently travel between the United States and Mexico.

PROGRAM: Bridge Traveler Information	$81,472

The purpose of the Bridge Traveler Information Program is to provide real-time, universal device applications, media updates and information services to border crossers so they can access timely and relevant data to plan their cross border travel.

Key Result:
Percentage of border crossers that will access Bridge's website for information on all City owned bridges

Why is this measure important?
The purpose of the Bridge Traveler Information Program is to provide real-time, universal device applications, media updates and information services to border crossers so they can access timely and relevant data to plan their cross border travel.



What do the numbers tell us about how we are delivering the service to citizens?
This is a new program to the department that offers to the border crossers relevant information regarding the services that the Department offers and the wait times prevailing at any giving time. This is a very important measurement to the Department because it will allow us to improve our website and the information that the Department gives to the border crossers; maintaining its relevance and usefulness.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	2.5% of border crossers that access Bridge's website for information on all City owned bridges	N/A	N/A	2.5%
Result	50% of smart phone and tablet app developed	N/A	N/A	50%
Output	530,000 Bridge website hits	N/A	N/A	530,000
Demand	550,000 Bridge website hits	N/A	N/A	550,000
Efficiency	$0.15 Program expenditure per Bridge website hit	N/A	N/A	$0.15

PROGRAM: Technology and Infrastructure Planning	$875,854

The purpose of the Technology and Infrastructure Planning Program is to provide project development and project management services to the department, Federal, State and Local governments and agencies so they can enhance mobility for safe and secure travel for border crossers.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	100% of Federal and State legislative initiative (US House Bill Legislation 559 and 560) related to Ports of Entry will be pursued	N/A	N/A	100%
Result	80% of Capital Improvement Projects planned will have identified potential funding sources	N/A	N/A	80%
Output	4 Capital Improvement plan projects underway	N/A	N/A	4
Demand	4 Capital Improvement Plan projects anticipated to be managed	N/A	N/A	4
Efficiency	$218,964 Program expenditure per number of Capital Improvement Plan projects underway	N/A	N/A	$218,964

PROGRAM: Border Crossings	$18,836,622

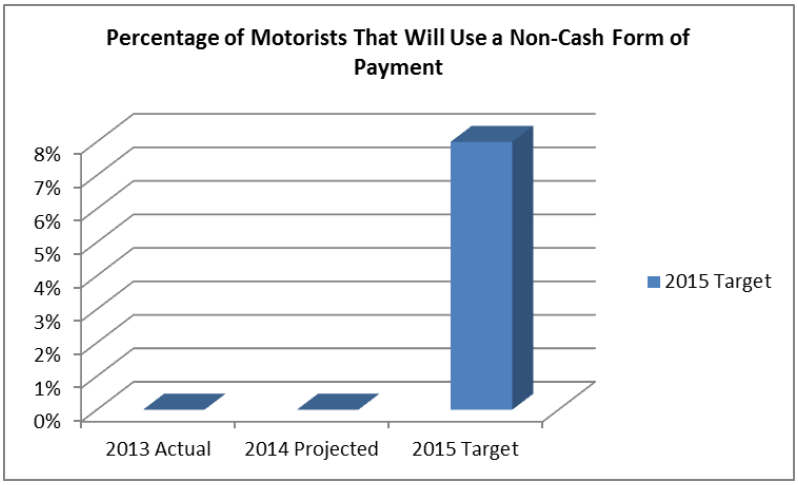
The purpose of the Border Crossings Program is to provide amenities and toll collection services to border travelers so they can commute in a safe, secure and clean environment.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Less than 1.0% of border crossers per bridge report public safety incidents	N/A	N/A	1.0%
Result	Less than 0.5% of border crossers per bridge report security incidents	N/A	N/A	0.5%
Output	8.2 million southbound border crossings managed	N/A	N/A	8.2 million
Demand	8.3 million southbound border crossings expected to be managed	N/A	N/A	8.3 million
Efficiency	$2.27 program expenditure per southbound border crossing	N/A	N/A	$2.27

DIVISION: PARKING METER

The purpose of the Parking Meter Division is to provide parking services to motorists so they can have convenient parking spaces equipped with reliable, state-of-the-art technology.

Key Result:
Percentage of motorists that will use a non-cash form of payment



Why is this measure important? The purpose of the El Paso Metered Parking Program is to provide managed parking space services to motorists so they can easily locate and conveniently pay for available parking.

What do the numbers tell us about how we are delivering the service to citizens?
The upgrade of parking meters provides the capability of a non-cash form of payment, the department would like to measure that this investment in new technology is actually being used by the motorists.

PROGRAM: El Paso Metered Parking | $187,396

The purpose of the El Paso Metered Parking Program is to provide managed parking space services to motorists so they can easily locate and conveniently pay for available parking.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	8% of motorist will use a non cash form of payment	N/A	N/A	8%
Result	75% of parking meters upgraded to accept credit cards	N/A	N/A	75%
Output	150 parking meters upgraded	N/A	N/A	150
Demand	50 parking meter upgrades expected	N/A	N/A	50
Efficiency	$93.70 Program expenditure per parking meter managed	N/A	N/A	$93.70

PROGRAM: Parking Meter Operations	$517,917

The purpose of the Parking Meter Operations Program is to provide maintenance and repair services to motorists so they can park and generate revenue.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	99% of parking meters are functioning and confirmed by testing and reports	N/A	N/A	99%
Result	99% of reported malfunctioning parking meters are repaired or replaced within one business day	N/A	N/A	99%
Output	1,560 parking meter repair requests	N/A	N/A	1,560
Demand	1,040 expected parking meter repairs requests	N/A	N/A	1,040
Efficiency	$498 Program expenditure per parking meter repair request	N/A	N/A	$498

Mass Transit – Sun Metro

Mass Transit - Sun Metro

Mission Statement

The Mission of Sun Metro is to provide a first-class public transportation service to all El Pasoans and visitors so they can experience safe, reliable, professional, courteous customer service and economic opportunity.

Budget Summary	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Personal Services	36,442,540	33,569,264	30,696,563	30,796,238
Contractual Services	6,143,894	10,464,391	12,378,435	13,558,689
Materials/Supplies	8,712,783	9,719,379	11,037,630	10,869,637
Operating Expenditures	14,342,240	15,148,500	5,119,515	5,573,996
Non-Operating/Intergovt. Exp	1,880,851	916,911	4,287,625	4,664,915
Internal Transfers	0	0	0	0
Capital Outlay	10,334	300,701	2,485,000	2,165,000
Total Appropriation	**67,532,642**	**70,119,146**	**66,004,768**	**67,628,475**

Source of Funds	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government	-42	0	0	0
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	0	0	0	0
Nonmajor Governmental Funds	0	0	0	0
Fiduciary Funds	0	0	0	0
Proprietary Funds	67,532,684	70,119,146	66,004,768	67,628,475
Total Funds	**67,532,642**	**70,119,146**	**66,004,768**	**67,628,475**

Positions	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
Non-General Fund	718.12	718.97	630.00	632.00
Total Authorized	**718.12**	**718.97**	**630.00**	**632.00**

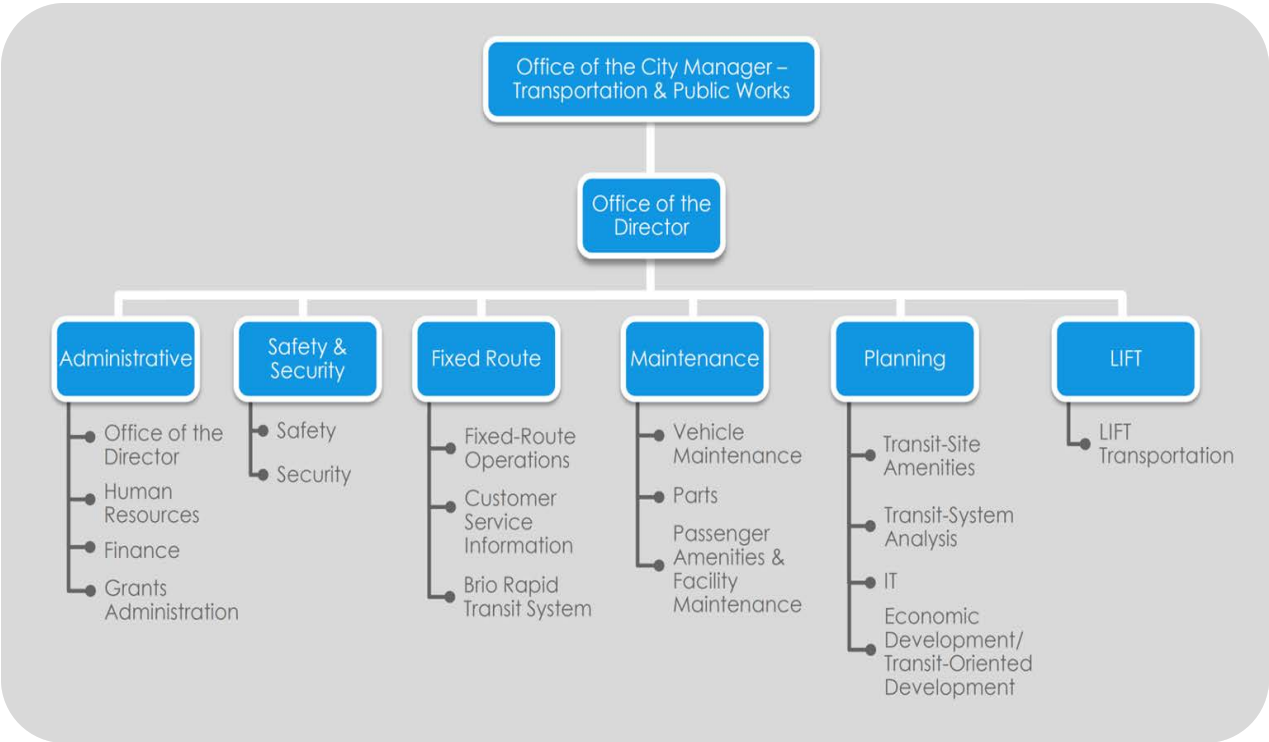
Mass Transit - Sun Metro

Division Summary

	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government				
Mass Transit Administration	(42)	0	0	0

Proprietary Funds				
Fixed Route Division	24,374,198	26,690,971	27,045,623	27,858,695
Maintenance Division	13,100,674	12,938,818	16,683,900	16,546,582
Administrative Division	14,184,131	16,384,320	11,532,216	12,682,377
LIFT Division	7,140,981	6,951,953	7,432,052	7,633,681
Planning Division	1,462,665	2,145,817	1,888,010	1,328,425
Safety and Security Division	987,911	1,357,840	1,422,967	1,578,716
Sun Metro Capital Grants	4,450,784	1,256,580	0	0
Mass Transit Inventory Purchases	8,033,177	8,740,891	9,874,391	9,086,357
Mass Transit Inventory Issues	(6,201,837)	(6,348,044)	(9,874,391)	-9,086,357
Sub Total	67,532,684	70,119,146	66,004,768	67,628,476

All Funds Total	**67,532,642**	**70,119,146**	**66,004,768**	**67,628,476**


Office of the City Manager – Transportation & Public Works
Office of the Director
Administrative
Office of the Director
Human Resources
Finance
Grants Administration
Safety & Security
Safety
Security
Fixed Route
Fixed-Route Operations
Customer Service Information
Brio Rapid Transit System
Maintenance
Vehicle Maintenance
Parts
Passenger Amenities & Facility Maintenance
Planning
Transit-Site Amenities
Transit-System Analysis
IT
Economic Development/ Transit-Oriented Development
LIFT
LIFT Transportation

DEPARTMENT MISSION

The Mission of Sun Metro is to provide a first-class public transportation service to all El Pasoans and visitors so they can experience safe, reliable, professional, courteous customer service and economic opportunity.

BUDGET HIGHLIGHTS

While Sun Metro has proven to be a first-class transit system in the last several years winning various awards, such as the Outstanding Public Transportation System in North America from the American Public Transit Association and the Outstanding Metropolitan Transit System in Texas from the Texas Transit Association; a new chapter will begin in service delivery of the Brio Rapid Transit System (RTS). In early FY 15, the Mesa Brio RTS will revolutionize bus service for all El Pasoans. It will offer passengers faster pre-paid service on 60-foot, Wi-Fi equipped buses; while waiting at modern Brio stations situated at mile intervals and providing 10-minute headways. Adding RTS to an already award-winning fixed-route service, along with a new, state-of-the-art Transit Operations Center will require submitting a $67,628,476 operating budget for FY 15, $1,623,707, or 2.5% more than FY 14. Additionally, Sun Metro will continue to hold operational performance to high levels to include a 97% on-time performance; 99% scheduled preventive maintenance; collisions below 1.5/100,000 miles; complaints lower than 8/100,000 passengers; and begin a mid-life power plant rebuild program for ninety-five (95) 2007/2008 NABI buses. Keep in mind that it is Sun Metro's goal is to fine-tune operational expenses, adjust contractual expenses and re-evaluate a flat sales tax and other fare revenues to maintain a balanced budget.

ISSUE STATEMENTS

Issue 1

The implementation of the highly anticipated Mesa Brio Rapid Transit System (RTS), along with the critical support role of Fixed Route (FR) service, combined with the leveling off of ridership in general, if not addressed, will result in:

- Mesa Brio system failure;
- Public perception of RTS and overall Sun Metro service will be negatively impacted;
- Overall customer satisfaction will drop;
- Degradation of FR service;
- Increase in failure rates of equipment;
- Performance measures will be negatively impacted;
- Increased local and federal political scrutiny; and
- Reduction in ridership, lowering farebox recovery ratio.

Issue 2

With the uncertainty of long-term federal funding and the slow growth of Sun Metro's dedicated local sales tax, coupled with the increased expenses of day-to-day operations and RTS expansion, if not addressed, will result in a decline of quality and quantity of service.

Issue 3

The success of the Mesa Brio; coupled with the plans for three more RTS routes and the Northeast Transit-Oriented Development (TOD) project, if not planned and developed properly, will erode limited revenues and negatively impacts the public's perception of Sun Metro.

Issue 4

As Sun Metro begins to revolutionize transit services in El Paso with the introduction of the Brio RTS, and thereby start a new chapter in Sun Metro service delivery, manpower requirements and employee buy-in, if not nurtured effectively, will degrade the quality of service and hinder first-class performance.

Issue 5

The outsourcing of the Sun Metro LIFT service, along with the performance of MV Transportation (the LIFT services contractor) on all contractual measures, if not carried out successfully, will result in a decline of quality of service for those passengers with disabilities, will increase the cost of the LIFT program and will prove detrimental to the overall success of Sun Metro.

STRATEGIC RESULTS

Strategic Result 1:

By August 2015, the Mesa Brio RTS will demonstrate its credibility through the highest level of performance.

As measured by:

- A successful Mesa Brio marketing plan began in May 2014.
- By August 2014, a fiscally responsible financial plan will be in place.
- By October 2014, the Mesa Brio will be operational.
- By February 2015, an appropriate FR service plan will be selected on in support of the Mesa Brio RTS.
- By August 2015, ridership will reach 3,000 per day.
- By August 2016, ridership will increase by 3% from 2015 figures.

Strategic Result 2:

By August 2015, Sun Metro will solidify federal and local revenues to justify a fare increase to be implemented in January 2016.

As measured by:

- By October 2014, retroactive reinstitution of the alternative fuel tax credit will be achieved—$2.6 million per annum.
- By December 2014, a multi-year federal transportation reauthorization bill will be approved by Congress with at least the same funding as currently allocated.
- Aggressively apply for grants that will supplant operating expenses so as to build up the transit-fund balance to $2.5 million.
- By July 2015, complete the Title VI Disproportionate Burden and Disparate Impact Analyses for the low-income and minority groups, respectively, in preparation for a January 2016 fare increase of no more than 16.66% of all fares.
- By January 2016, at least one alternative source of revenue be identified and developed (examples: developer impact fees, RTS corridor or TOD fees, student user fees, etc.).

Strategic Result 3:

By the end of August 2016, Sun Metro will demonstrate its credibility in being a first-class transit system through the highest level of performance.

As measured by:

- > 97% on-time performance.
- < 0.015 missed service.
- > 99% scheduled on-time preventive maintenance.

- > 34,000 miles between road calls.
- < 1.5 collisions per 100,000 miles.
- Mid-life rebuilds must be accomplished on 95 NABI (North American Bus Industries Inc.) buses by August 2018.

Strategic Result 4:

By August 2015, the LIFT/MV Transportation will demonstrate its credibility by meeting its contractual goals in performance.

As measured by:

- On-time Performance: Minimum 93%, Goal 95%.
- Productivity (efficiency): 1.80 trips per revenue hour, Goal 2.0.
- Road calls between revenue miles: Minimum 30,000, Goal 35,000.
- Incidents (Collisions) per 100,000 miles: Minimum 2.0, Goal 1.6.
- Complaints per 10,000 passengers: <10.

Strategic Result 5:

By the end of August 2015, Sun Metro will be a highly communicative organization whose employees are collectively committed to El Paso and a first-class transit service, fully staffed and trained.

As measured by:

- Scheduling 4 operator training classes per year.
- Staffing levels > 95% for operations and maintenance employees.
- 95% of employees briefed on strategic goals annually.
- Customer complaints < 7 per 100,000 passengers.
- Workman's Compensation claims < 1 per 100 employees.

Strategic Result 6:

By June 2016, Alameda Brio RTS will be operational.

As measured by:

- Award construction bid by January 2015.
- By August 2015, a financial plan will be in place.
- By March 2016, 14 articulated buses (usually a single-deck design, and comprises two rigid sections linked by a pivoting joint) are delivered.
- By May 2016, operators and maintenance employees are staffed and trained.

Strategic Result 7:

By November 2017, Dyer Brio RTS will be operational, along with the Northeast Transfer Center (NTC) completed by November 2016.

As measured by:

- Coordination with Northgate TOD (transit-oriented development) developer (city property) ongoing.
- Award by FTA of remaining $5 million for Dyer Brio RTS by February 2015.
- Construction on the NTC begins no later than July 2015.
- Award construction bid of Dyer Brio by April 2016.
- By August 2016, a financial plan will be in place.
- By August 2017, 10 articulated buses are delivered.
- By October 2017, operators and maintenance employees are staffed and trained.

Strategic Result 8:

By June 2019, Montana Brio RTS will be operational.

As measured by:

- Award by FTA of $25 million by February 2016.
- Award construction bid by November 2017.
- By August 2018, a financial plan will be in place.
- By March 2019, 14 articulated buses are delivered.
- By May 2019, operators and maintenance employees are staffed and trained.

DEPARTMENT ORGANIZATION

1. **ADMINISTRATION**
   1.1. Office of the Director
   1.2. Human Resources
   1.3. Finance
   1.4. Grants Administration

2. **SAFETY AND SECURITY**
   2.1. Safety
   2.2. Security

3. **OPERATIONS**
   3.1. Fixed Route Operations
   3.2. Rapid Transit System Operations
   3.3. Customer Service

4. **LIFT**
   4.1. LIFT Transportation

5. **MAINTENANCE**
   5.1. Fleet Maintenance
   5.2. Facilities Maintenance
   5.3. Parts

6. **PLANNING**
   6.1. Transit System Analysis
   6.2. Transit Economic Development
   6.3. Transit Site Amenities
   6.4. Information Technology

SIGNIFICANT CHANGES

Non-General Fund

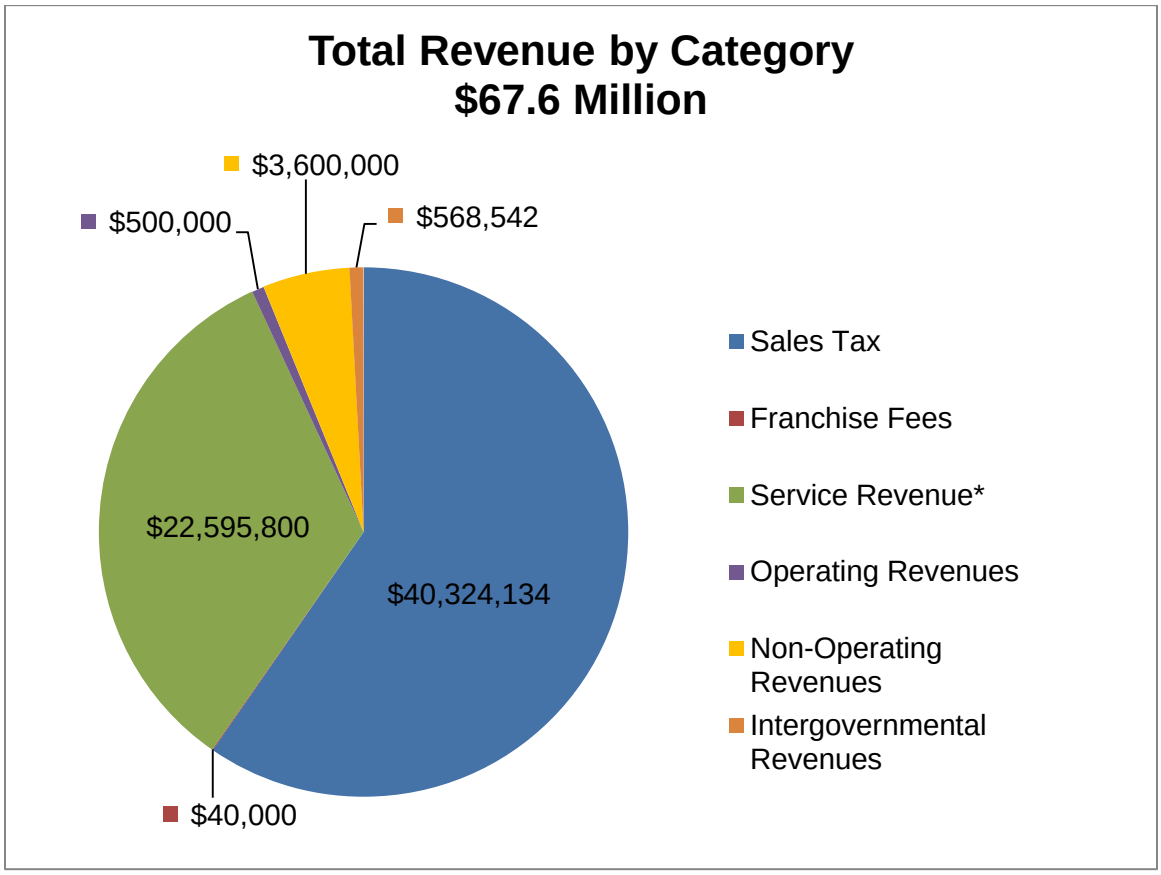
Revenue Changes	Dollars
Increased fare revenue, predominantly due to a 2% increase from the FY 2014 projections. Additionally, a conservative impact on fare collections from Mesa RTS is included, since the ridership has increased only slightly for most of the 2014 year	$669,585
Increased FTA subsidy for Capitalized preventive maintenance	$500,000
Parking revenue previously handled as year-end reconciliation through management contract is currently being recorded by Sun Metro pending new parking management contract	$500,000

Expenditure Changes	Dollars
Personal Services	
Added two positions, a Cashier to staff Five Points terminal and a Grant Project Manager that will be responsible for FTA compliance for Title VI, EEO and all grant related guidelines; Converted Transit Data Specialist to a Research Assistant that will assist with research and data analysis	$99,675
Contractual Services	
Security, Janitorial, Armored Car Delivery contracts and Land-leases increased due to the new Transit Operations Center and Mesa RTS	$803,477
University of Texas at El Paso ground lease and revenue sharing payments previously part of year-end management contract reconcile	$129,300
Impact on operating fund expenses of 1st Transit and LIFT MV contract for FY 2015	$134,828
Materials and Supplies	
Increased share of Citywide software maintenance and support contracts	$184,100
Level funding except for portion now booked as a utility expense in Natural Gas account for Texas Gas Services transport fee	($155,884)
Vehicle maintenance supplies decreased based on historical usage	($200,000)
Operating Expenditures	
Due to new compressed natural gas stations at Montana and LIFT; Texas Gas Services will charge a transport cost not previously incurred as fuel was delivered by tanker	$249,000
Property insurance increased based on historical data and new locations	$173,000
Non-Operating Expenditures	
Bond interest expense increased due to new 2014 Series of Certificates of Obligation. The principal amount is $12,585,000	$684,684
Damages & Settlements appropriated under Property Insurance decreased	($200,000)

Non-General Fund (Cont.)

Expenditure Changes (Cont.)	Dollars
Capital Outlay	
Decreased vehicular equipment operating funding for mid-life rebuild of bus engines and transmissions to be supplemented by FTA 5339 funding for Bus and Bus Facilities.	($435,000)
Sun Metro's share of City IT Capital program increased over FY14, primarily due to VoIP equipment.	$500,191
Sun Metro reduced operating appropriations and will look to fund Data Processing and Furniture-Fixtures-Equipment through FTA formula grants	($254,809)

REVENUE BY CATEGORY

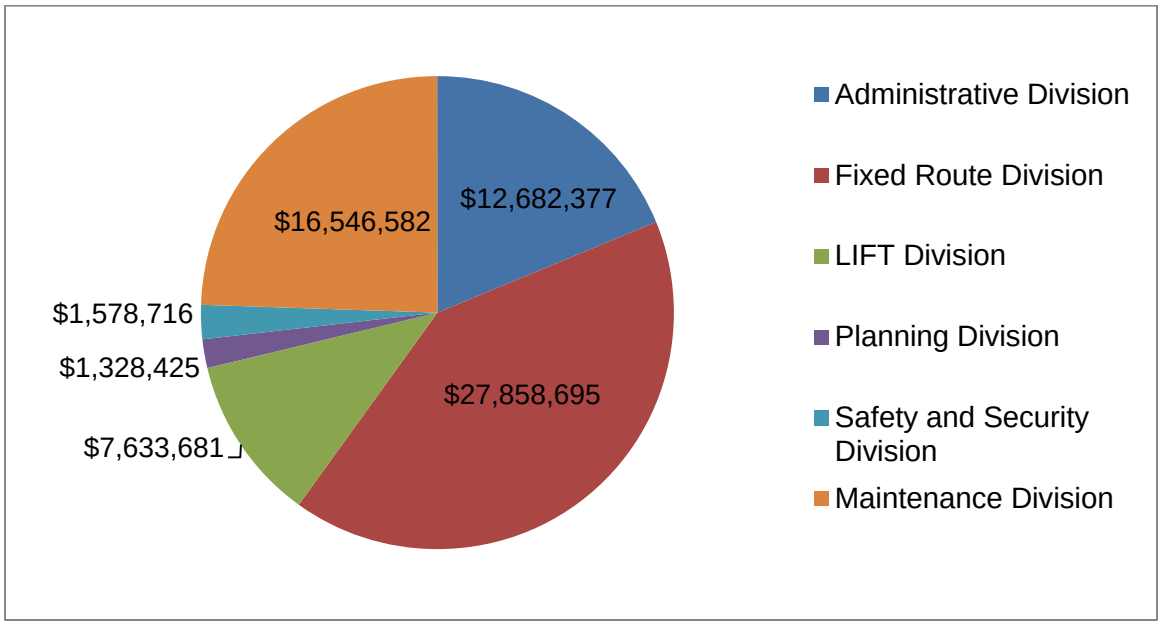


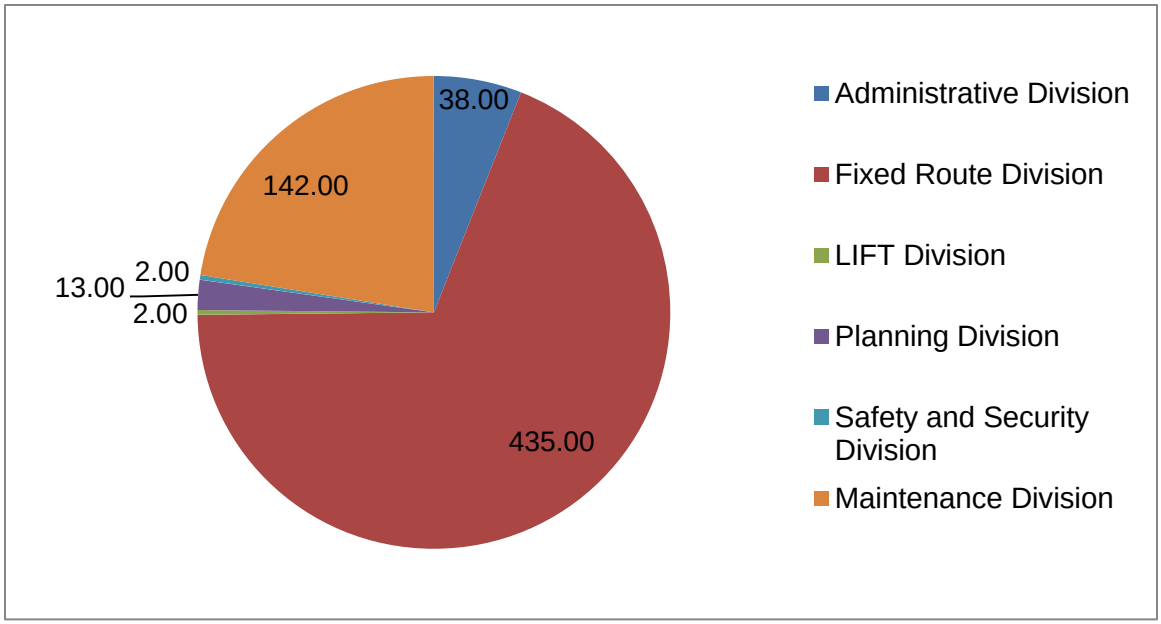
* Service Revenue Breakdown is as follows:

FTA Subsidy	$11,500,000
Farebox Revenue	9,390,000
Ticket-Sales	1,493,000
Non-Transportation Revenue	212,800
	$22,595,800

EXPENDITURES AND FULL-TIME-EQUIVALENT POSITIONS

Division	Total	FTE
Administrative Division	$12,682,377	38.00
Fixed Route Division	$27,858,695	435.00
LIFT Division	$7,633,681	2.00
Planning Division	$1,328,425	13.00
Safety and Security Division	$1,578,716	2.00
Maintenance Division	$16,546,582	142.00
Grand Total	$67,628,476	632.00





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 — *$1,035,617*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Strategic and operational results achieved	72%	75%	80%
Result	Annual ridership	16,459,406	16,800,000	17,000,000
Output	Number of City Official inquiry responses provided	10	13	15
Demand	Number of marketing presentations expected to be requested	55	150	155
Efficiency	Hourly operations cost	78.00	77.50	80.00

PROGRAM: Human Resources — *$404,770*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent turnover rate	15.0%	12.5%	12.0%
Result	Percent vacancy rate	1.0%	5.0%	5.0%
Output	Number of employee training hours excluding Fixed Route Operations*	9,028	10,000	>10,000
Demand	Number of positions to be filled	70	78	75
Efficiency	Program expenditure per employee	N/A	$628.75	$607.00

PROGRAM: Grants Administration	*$230,496*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of grants without audit findings	100%	100%	100%
Result	Close out during fiscal year of grants with 95-100% disbursement rate	NA	75%	75%
Output	Increase in disbursement frequency to avoid deactivation of funds	NA	<120Days	<120Days
Demand	Total dollars awarded by fiscal year for Capital investments	$9.0M	$29.2M	$32.9M
Efficiency	Grant dollars expended per each dollar of total organization expenditures.	$.05	$.30	$.15

PROGRAM: Finance	*$11,011,494*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent customer complaints	<1%	<1%	<0.9%
Result	Vendor invoices paid timely	85%	87%	90%
Output	Number of sales transactions completed	225,000	200,000	210,000
Demand	Vendor payments completed	9,000	7,500	8,000
Efficiency	Program operating expenditure % of department total operating expenditure	7.50%	7.60%	7.50%

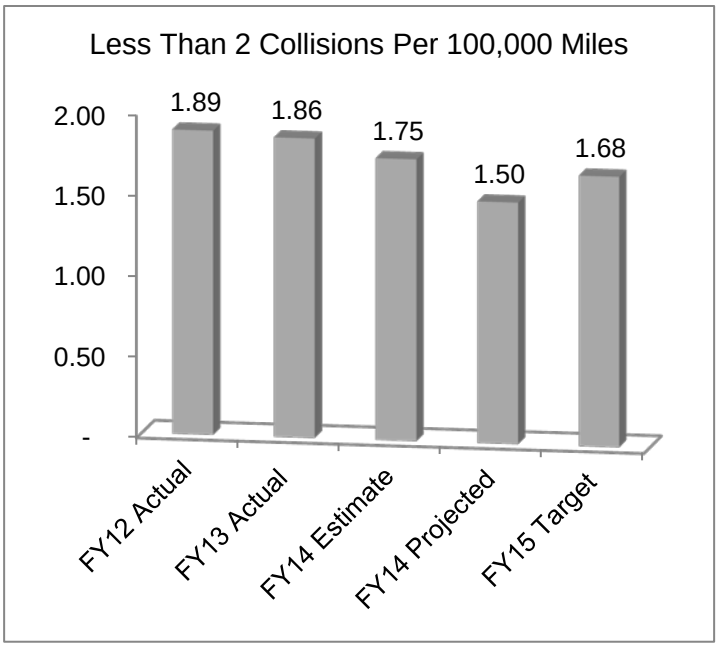
DIVISION: SAFETY & SECURITY

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.

KEY RESULT: Less Than 2 Collisions Per 100,000 Miles

Why is This Measure Important?
The collision rate helps measure the attainment of providing an accident free transportation experience for Sun Metro passengers. Having the goal of less than 2 collisions per 100,000 miles per month ensures the focus is on safety procedures, emergency and security response, and investigation training services to department staff, passengers, and motorists.

What Do These Numbers Tell Us?
Two (2) collisions per 100,000 miles is the national threshold established by the Federal Transportation Administration. Maintaining less than 2 collisions per 100,000 miles on a monthly basis indicates Sun Metro's safety operations have been effective at mitigating such accidents.



PROGRAM: Safety — *$280,411*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Less than 2 collisions per 100,000 miles	1.86	1.50	1.68
Result	Number of passenger injury claims per 100,000 miles	1.15	1.00	0.95
Output	Number of on the job accidents	99	85	80
Demand	Drug and alcohol tests required	25%/10%	25%/10%	25%/10%
Efficiency	Program expenditure per Sun Metro employee	N/A	$521	$445

PROGRAM: Security	*$1,298,305*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Number of reported security incidents per 100,000 passengers	1.22	1.38	2.5
Result	Number of driver assaults annually	<5	<3	<3
Output	Individuals banned due to criminal activity	13	10	15
Demand	Incidents expected to be reported	207	210	220
Efficiency	Program expenditure per passenger	$.068	$.070	$.76

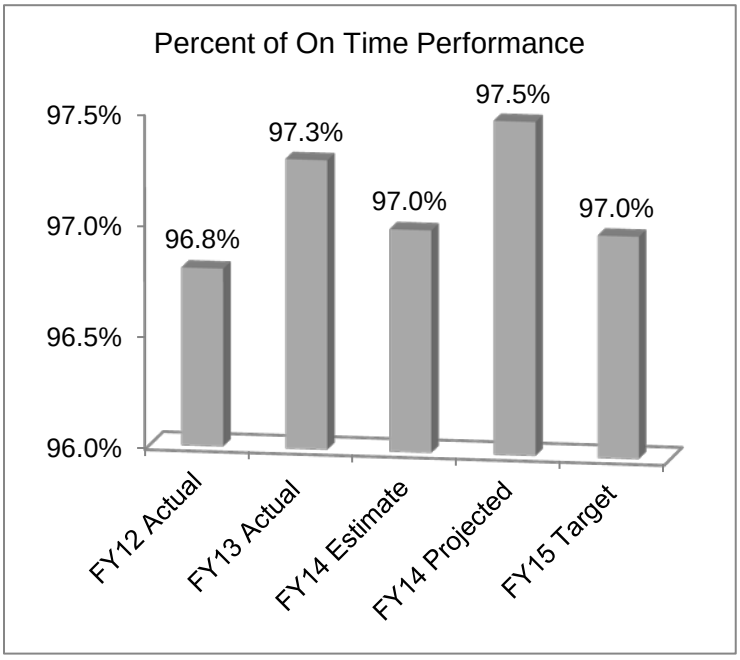
DIVISION: FIXED ROUTE

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.

KEY RESULT: Percent of On Time Performance

Why is This Measure Important?
On time performance measures system reliability and whether customer schedule expectations are being met. On time is determined by buses arriving at their scheduled times at selected stops through the automatic vehicle locator (AVL) system.

What Do These Numbers Tell Us?
Based on the AVL data, riders are arriving timely at their destination on time 97% of the time. Or, 3% are arriving 6 to twelve minutes late. To improve this measure, Sun Metro analyzes route inefficiencies and related planning and support to bus operations. Attention to this percentage ensures fixed route operations focuses on riders reaching their destination in a safe, timely, and reliable manner.



PROGRAM: Fixed Route Operations	*$25,258,496*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent on time performance	97.3%	97.5%	97.0%
Result	Percent missed service	.07%	.02%	.015%
Output	Number of supervisor and driver training hours	2,841	10,725	11,200
Demand	Customer complaints expected to be received	1,212	525	550
Efficiency	Fixed Route Operations cost per hour	N/A	$42.00	$43.50

PROGRAM: Customer Service Information	*$436,030*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Customer complaints of 10 or less per 100,000 passengers	9	7	<8
Result	Percent of calls dropped	13.75%	15.10%	15.00%
Output	Customer inquiry responses	465,949	375,837	400,000
Demand	Customer inquiry responses expected to be requested	540,226	432,714	460,000
Efficiency	Program expenditure per passenger trip	N/A	$.03	$.025

PROGRAM: Rapid Transit System	*$2,164,169*

The purpose of the RTS Program is to provide transit services to the riding public so they can reach their destination in a safe, timely and reliable manner while providing greater bus frequency combined with faster routes.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent on time performance	N/A	N/A	98.0%
Result	Percent missed service	N/A	N/A	.01%
Output	Number of supervisor and driver training hours	N/A	N/A	300
Demand	Customer complaints expected to be received	N/A	N/A	100
Efficiency	RTS Operations cost per hour	N/A	N/A	$50.00

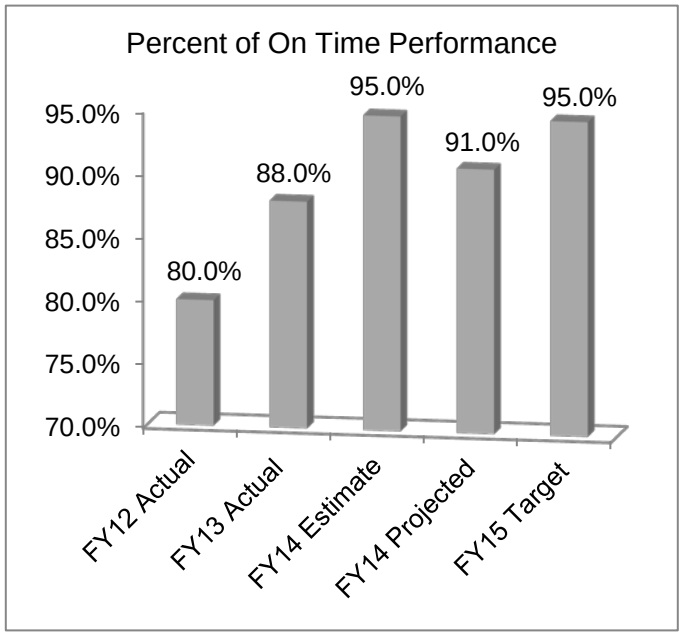
DIVISION: LIFT (Living Independently Facilitated By Transportation)

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.

KEY RESULT: Percent of On Time Performance

Why is This Measure Important?
On-Time Performance is the single most important measurement for the LIFT Department. It combines all the internal departments' efforts to work together to deliver timely, courteous and efficient service to our passengers. If a LIFT vehicle does not arrive on time to pick up a passenger, the department as a whole failed to deliver the expected service. The number reflects a percentage of the total scheduled trips that were performed on time.

What Do These Numbers Tell Us?
More passenger trips have been on time than in prior years which represent improved customer service. Sun Metro, in conjunction with MV Transportation, continues to look at ways to increase on time performance by considering the impact of teamwork, customer demand and updating communication technology.



PROGRAM: LIFT Operations	*$7,633,681*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent on time performance	88.0%	91.0%	95%
Result	Number of trips per revenue hour	1.95	1.8	2.0
Output	LIFT trips provided	250,000	290,000	280,000
Demand	Detail Bus cleanings	250,000	290,000	280,000
Efficiency	Program cost per LIFT trip	$46.63	$40.00	$40.00

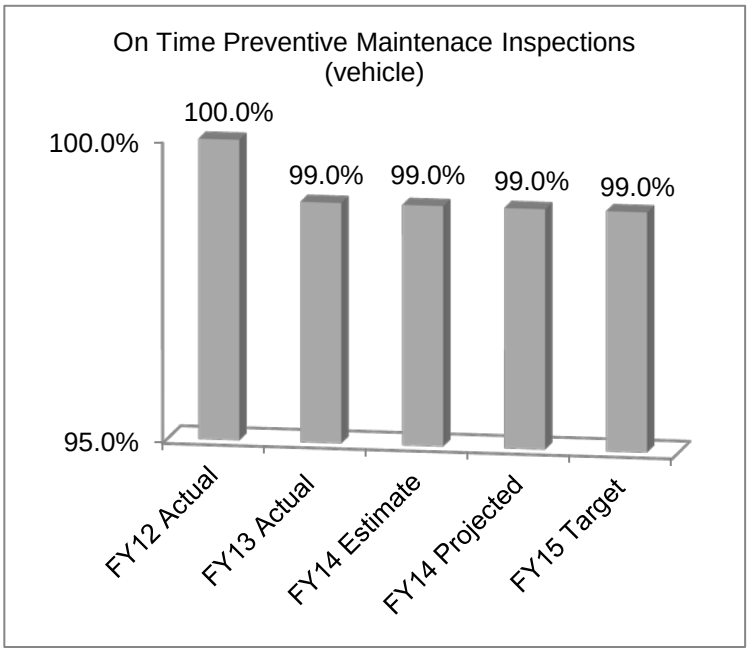
DIVISION: MAINTENANCE

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.

KEY RESULT: On Time Preventive Maintenance Inspections (vehicle)

Why is This Measure Important?
On time preventive maintenance, including inspections and repairs, reduces failures (breakdowns) and keeps buses operational. On time is defined as a bus being seen in 6,000 mile intervals for preventive maintenance within 500 miles over or under this interval. These efforts lower customer inconveniences and the taxpayer cost of repair or replacement.

What Do These Numbers Tell Us?
Buses are brought in for equipment inspections and repair services on schedule 99% of the time. This result indicates Sun Metro maintenance is ensuring the necessary inventory of safe operating buses and equipment is available, minimizing interrupted trips and meeting passenger demands.



PROGRAM: Vehicle Maintenance	*$12,065,116*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	On time preventive maintenance inspections (vehicle)	99.0%	99.0%	99.0%
Result	Number of total miles driven between maintenance related road calls	41,328	39,000	34,000
Output	Number of repairs completed	11,611	11,800	11,900
Demand	Number of preventive maintenance inspections required by service mileage standards	1,224	1,325	1,260
Efficiency	Maintenance expenditure per equipment mile	$1.26	$1.09	$1.30

PROGRAM: Parts	*$619,623*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of vehicle and equipment parts available in inventory at the time of request	99.5%	99.5%	99.0%
Result	“Bus down” parts request fulfilled within 3 business days	25.0%	35.3%	30.0%
Output	Number of parts issuances	42,697	42.695	42,700
Demand	Inventory replenishments expected to be required	44,528	48,651	50,500
Efficiency	Program expenditure per equipment miles for parts	$.37	$.39	$.41

PROGRAM: Passenger Amenities and Facility Maintenance	*$3,861,843*

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

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent on time preventive maintenance inspections completed	94.0%	95.0%	95.0%
Result	Percent emergency repairs completed within 8 hours	96.0%	96.0%	96.0%
Output	Number of shelter cleanings	22,207	24,600	29,828
Demand	Number of shelter repairs expected to be required	104	117	110
Efficiency	Program expenditure per shelter cleaning	$11.99	$12.24	$12.24

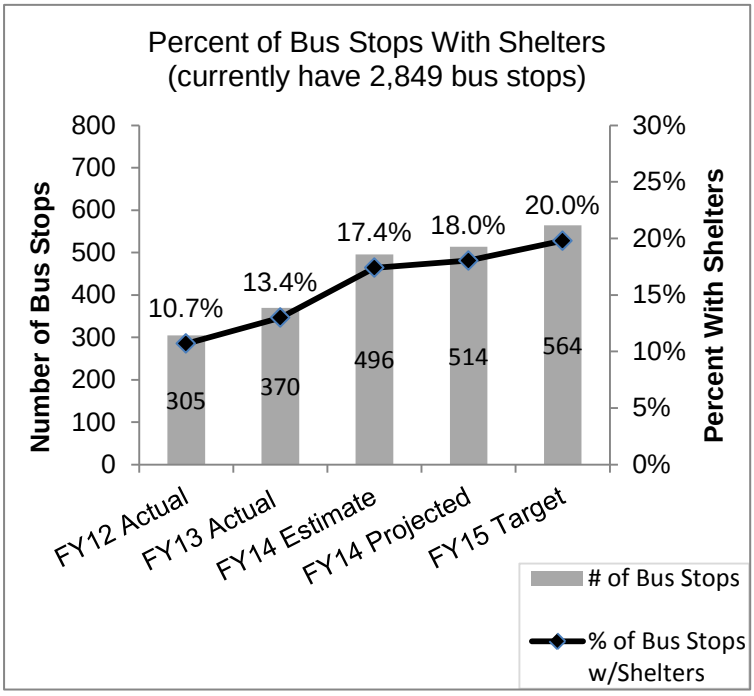
DIVISION: PLANNING

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.

KEY RESULT: Percentage of Bus stops With Shelters

Why is This Measure Important?
Providing amenities that meet an expected level of design standards contributes to the passenger's experience, which in turn impacts the potential for continued and expanded use of Sun Metro's services. Having a target for bus shelters keeps the focus on the customer's comfort.

What Do These Numbers Tell Us?
The goal is to have 20% of existing bus stops supplemented with bus shelters. Sun Metro analyzes bus stop inventory on a regular basis to identify where bus shelters are necessary. The method used is based on a scoring process which dedicates point levels to potential ridership "generators" that are one-fourth to one-half mile away from a bus stop. Ridership generator examples are apartment complexes, schools, and major route intersections. Citizen recommendations are included in the analysis.



PROGRAM: Transit Site Amenities	*$149,657*

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

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Percent of bus stops with shelters (currently have 2,849 bus stops)	13.4% (370 shelters)	18% (514 shelters)	20% (564 shelters)
Result	Percent of shelters with current schedules	N/A	90%	95%
Output	Site amenity enhancements provided	142	212	200
Demand	Number of bus stop sites expected to meet shelter scoring standards	142	212	100
Efficiency	Percent of available operational shelter lights	100%	90%	100%

PROGRAM: Transit System Analysis	*$782,360*

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.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Ridership without Rapid Transit System expansion	16,459,406	16,800,000	16,000,000
Result	Adjust 5% of the lowest performing routes annually	3	0	3
Output	Route performance analysis reports completed	7	2	3
Demand	% difference between actual system hours and scheduled system hours	1.13%	.90%	.40%
Efficiency	Passengers per Revenue hour for the upper 80% of system routes	27.0	28.0	29.0

PROGRAM: Transit Economic Development	*$5,590*

The purpose of the Transit Economic Development Program is to provide capital improvement, RTS and Transit-Oriented Development coordination services to the business community and governmental entities so they can plan, invest, and grow the local economy.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	Ridership numbers will be based on number of patrons boarding routes servicing the Northgate Transfer Center	N/A	N/A	3,000,000
Result	Track the number of parking spaces utilized on a typical morning weekday at the Northgate Transfer Center	N/A	N/A	20
Output	Track the change in amount of sales tax collected in the Northeast, more specifically within the 1/2 mile transit shed around the Northgate Transfer Center and TOD	N/A	N/A	TBD
Demand	Number of service modification made to routes servicing the Northeast Transfer Center	N/A	N/A	TBD
Efficiency	RTS passenger trip cost	N/A	N/A	$3.30

PROGRAM: IT Support	*$390,818*

The purpose of Sun Metro's IT program is to provide appropriate infrastructure for users so they will have secure and reliable service and to provide the needed support services for hardware and software applications to ensure that occurs.

Family of Measures		FY 2013 Actual	FY 2014 Projected	FY 2015 Target
Result	% availability of systems	N/A	N/A	99.0%
Result	% of users with most current software	N/A	N/A	75.0%
Output	# of third party apps supported	N/A	N/A	TBD
Demand	# of third party apps requiring support	N/A	N/A	TBD
Efficiency	Ratio of IT program cost to departmental expenditures	N/A	N/A	<1.0%

Metropolitan Planning Organization

Metropolitan
Planning Organization

Metropolitan Planning Organization

Mission Statement

The El Paso MPO strives to incorporate sustainable solutions that balance transportation-related need with finite resources, while promoting a safe and pleasant environment, advancing the quality of life, expanding commerce and economic opportunities, and improving accessibility and mobility with multi-traveling options in our community.

Budget Summary	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Personal Services	969,089	894,560	1,063,668	1,065,244
Contractual Services	602,519	764,437	329,466	618,749
Materials/Supplies	38,466	13,388	16,500	16,500
Operating Expenditures	139,937	107,866	133,508	83,750
Non-Operating/Intergovt. Exp	0	0	0	0
Internal Transfers	0	0	0	0
Capital Outlay	12,311	0	0	0
Total Appropriation	**1,762,322**	**1,780,251**	**1,543,142**	**1,784,243**

Source of Funds	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
General Government	0	0	0	0
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	1,762,322	1,780,251	1,543,142	1,784,243
Nonmajor Governmental Funds	0	0	0	0
Fiduciary Funds	0	0	0	0
Proprietary Funds	0	0	0	0
Total Funds	**1,762,322**	**1,780,251**	**1,543,142**	**1,784,243**

Positions	FY12 Adopted	FY13 Adopted	FY14 Adopted	FY15 Adopted
Non-General Fund	14.00	16.00	15.00	14.00
Total Authorized	**14.00**	**16.00**	**15.00**	**14.00**

Metropolitan Planning Organization

Division Summary

	FY12 Actual	FY13 Actual	FY14 Adopted	FY15 Adopted
Capital Projects				
MPO Planning Grants	1,762,322	1,780,251	1,543,142	1,784,243
Nonmajor Governmental Funds				
MPO Planning Grants	0	0	0	0
All Funds Total	**1,762,322**	**1,780,251**	**1,543,142**	**1,784,243**

Metropolitan Planning Organization
Significant Changes

Non-General Fund

Revenue Changes	Dollars
State Grant Proceeds	$241,101

Expenditure Changes	Dollars
Personal Services	
Salary & Benefits: Increase due to salary adjustments and health cost increase, 3 FTE's deleted and 2 added	$1,576
Contractual Services	
Data Process Services Contract increase to pay license maintenance to City which has not been done in previous years.	$5,000
Outside Contracts increase: MPO will hire consultant to do the Travel Demand Model	$272,291
Lease runs out, expecting to pay more on new lease.	$11,992
Operating Expenditures	
Travel expenses increase to attend TEMPO meeting, TCDOT Transportation Conference, ESRI Conference, Texas Transportation Forum, FHWA Grant Administration, MPO Quarterly Meeting.	$10,000
Indirect Cost rate decreased.	($61,808)
Other Services Charges Expense not budgeted in 2014.	$2,000
Postage	$50

Metropolitan Planning Organization

Goals, Objectives, & Performance Measures

FUNCTION: REGIONAL TRANSPORTATION PLANNING
Planning and programming regional multimodal transportation investments.

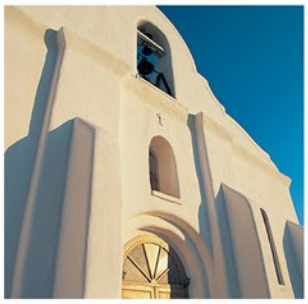
Serves Council's Strategic Policy:
To establish a comprehensive transportation system.

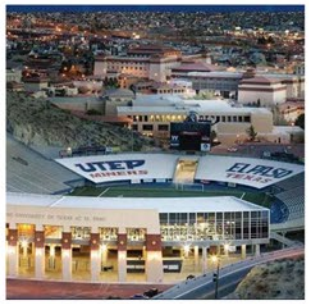
Goal:
Provide coordination of multimodal transportation strategies, programs, and plans within the study area annually.

Objectives:
1.) In FY 2015, administer and manage regional transportation planning grants as required by local, state, and federal regulations, prepare budgets as required, coordinate, review and adopt plans and programs in the El Paso Metropolitan Planning Organization (MPO) Study Area with state and federal agencies and elected officials.
2.) In FY 2015, develop and maintain data required to accomplish short and long-range transportation planning tasks of the MPO.
3.) In FY 2015, administer the state-funded Rider 8 State and Local Air Quality Planning Program to research and develop strategies/plans to address ozone pollution in the planning process.
4.) In FY 2015, develop updates to long range transportation plan, short range transportation plan, transportation conformity report, and the travel demand model.

Performance Measures*	Actual FY13	Projected FY14	Target FY15
Administration and management	54%	51%	60%
Data developments and maintenance	4%	5%	5%
Short range planning	18%	32%	25%
Metropolitan Transportation Plan (MTP)	23%	12%	10%
Special studies	1%	0%	0%

*Measurement is a percentage of time spent.





CAPITAL IMPROVEMENTS

- Capital Improvement Program
- Summary by Funding Source
- Five-Year Capital Improvement Program
- Capital Improvement Program Summary by Year

Capital Improvement Program

City Council is the approving authority on the Capital Improvement Program (CIP), but there are many ways that a project enters the CIP process. Departments, an advisory board or commission associated with the City can present a request; however, only the City Manager or City Council can initiate requests or provide policy direction on a capital project. Given the dynamics of capital priorities, they are reviewed annually based on policy direction and to adjust for organizational or environmental changes.

A capital improvement project and its corresponding expenditures is defined as any project and related assets of significant value (City capitalizes assets with a value of $5,000 or above and a useful life of five years and more). Capital projects include the acquisition of land, design, engineering, construction/improvement of buildings, and infrastructure items such as streets, street lighting, and bridges. Other common projects include street resurfacing and improvements, renovation of existing facilities, park improvements, zoo expansion, and other construction projects that become a priority in order to meet the demands of the citizens of El Paso.

Under extenuating circumstances, such as natural disasters, damage to City facilities, regulatory mandates, changes to state or federal laws, or increased operational demands, the City Manager may immediately reprioritize, cancel, or delay any CIP projects (though subsequent approval by City Council is necessary).

The funding of the City's capital improvement projects is based mostly on long-term debt issuance with principal and interest paid through a property tax levy. The most commonly used debt instruments for capital projects are general obligation (GO) bonds that require voter approval and certificates of obligation (COs), which are approved by City Council. The City also uses revenue bonds, which are borrowed against a proprietary fund's future earnings, fund balances, and grants/awards from various state or federal agencies.

When the CIP is approved, the amount of new debt required to finance the projects during the current fiscal year is identified and the debt service portion of the property tax rate may be adjusted by City Council when setting the next tax levy. Any changes in property tax rates are subject to open public hearings when the determination of a revised tax levy takes place.

In addition to long-term debt instruments, there are other funding sources the City utilizes to fund capital improvement projects. Community Development Block Grants (CDBG) are used to fund capital projects in qualifying low-income neighborhoods. These projects could either be fully funded or require a grant match. These grants are provided by the Department of Housing and Urban Development (HUD).

The City may also request funding for capital projects from the Army Corps of Engineers (Flood Control), Federal Aviation Administration (FAA), Federal Transit Administration (FTA) and the U.S. Department of Transportation.

When available, the City could utilize an alternative funding source, such as parkland dedication fees, which are assessed to developers. The primary purpose of the parkland dedication fee is to ensure that any need for parkland which arises from a new development is satisfied. The amount assessed is based on the number of dwellings, type of dwellings, and acreage.

Over the past several years, the City started to make use of bank loan instruments such as Equipment Notes, Master Equipment Lease Purchase arrangements, and State Infrastructure Bank (SIB) loans to ensure capital needs can be met.

Lastly, when projects have been completed and remaining funds are identified, reprogramming (i.e., reallocating) funds for new projects are submitted to City Council for approval. Reprogramming provides flexibility to fund new projects within the financed amount while adhering to the funding source parameters, such as debt services obligations.

Operating Budget Impact of CIP over a Five Year Period

The chart below outlines the projected capital project expenditures and the estimated impact the CIP projects will have on the City operating budget. The estimates for the capital cost are taken directly from the CIP and include all funding sources.

Summary of Operating Impact

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
Capital Cost	**$256,948,977**	**$203,154,434**	**$155,913,539**	**$135,437,037**	**$87,526,390**
Operating Impact	**$1,108,904**	**$2,073,563**	**$1,800,402**	**$2,370,679**	**$4,195,267**

The Office of Management and Budget, along with user departments, has revised its analysis of the estimated operating budget impact of capital projects to include all feasible resources currently under policy direction. These include staffing, utilities, materials, and operating needs of future City facilities and programs.

As new facilities are completed, they will carry staffing requirements to ensure their immediate usefulness to the public, but in many cases a sharing of resources will occur as well as management adjustments to provide resources within the departments' current budget constraints.

The following pages provide funding sources, projects by department, a CIP summary, and a list of projects with capital improvement and operating budgets for each fiscal year, 2015 through 2019. This next chart includes a column, "Total Projected Budget as of 8/31/2014," that represents the entire project budget from years prior to FY 2015 through the projected completion date, which may extend beyond FY 2019.

Capital Improvement Projects
Summary by Funding Source

Funding Source	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Grand Total All Years
Bonds						
2004 GO Bonds	$ 1,503,900					$ 1,503,900
2012 GO Bonds	$ 39,676,386	$ 43,591,481	$38,903,208	$47,447,599	$28,557,175	198,175,849
Total Bonds	**$41,180,286**	**$43,591,481**	**$38,903,208**	**$47,447,599**	**$28,557,175**	**$199,679,749**
Certificates of Obligation						
2006 C.O.s	$ 1,629,189					$ 1,629,189
2009 C.O.s	$ 5,573,510	$ 1,391,917				$ 6,965,427
2010 C.O.s	$ 10,078,384	$ 3,486,292				$ 13,564,676
2011 C.O.s	$ 27,017,686	$ 17,585,200	$ 1,122,400	$6,631,286	$1,926,714	$ 54,283,286
2012-2013 C.O.s	$ 60,770,884	$ 47,091,850	$ 22,100,000	$23,300,000	$19,274,622	$ 172,537,355
Total C.O.s	**$ 105,069,653**	**$ 69,555,259**	**$ 23,222,400**	**$ 29,931,286**	**$ 21,201,336**	**$ 248,979,934**
Grants						
CDBG	$ 5,072,565	$ 1,221,827	-			$ 6,294,392
FAA	$ 12,630,000	$ 4,980,000	$ 3,150,000	$4,080,000	$30,000	$ 24,870,000
FTA	$ 22,637,645	$ 19,112,000	$ 6,658,054	$12,309,286	$16,220,714	$ 76,937,699
TxDOT	$ 14,092,583	$ 16,562,500	$ 13,728,356	$10,246,207	$5,449,228	$ 60,078,874
DSRIP	$ 299,730					$ 299,730
CMP	$ 2,324,317	$ 2,267,200	$ 1,133,600	$3,694,429	$3,007,571	$ 12,427,117
Total Grants	**$ 57,056,840**	**$ 44,143,527**	**$ 24,670,010**	**$ 30,329,922**	**$ 24,707,513**	**$ 180,907,812**
Airport						
PFC	$ 11,400,000	$ 19,400,000	$ 36,160,000			$ 66,960,000
Aviation	$ 7,361,943	$ 3,974,973	$ 724,973	$824,973	$374,973	$ 13,261,835
Total Airport	**$ 18,761,943**	**$ 23,374,973**	**$ 36,884,973**	**$ 824,973**	**$ 374,973**	**$ 80,221,835**
Other						
Environmental Services	$ 2,737,716	$ 2,695,000	$ 2,383,000	$10,185,000	$8,660,000	$ 26,660,716
Trans. Reinvestment Zone	$ 74,358	$ 2,678,837				$ 2,753,195
Parkland Dedication Fees	$ 147,246					$ 147,246
Undetermined		$ 16,750,356	$ 29,749,948	$16,246,828	$3,236,822	$ 65,983,954
Sun Metro	$ 545,218	$ 200,000	$ 100,000	$471,429	$128,571	$ 1,445,218
PSB	$ 2,880,717					$ 2,880,717
CFC	$ 28,000,000					$ 28,000,000
Union Pacfic	$ 495,000	$ 165,000			$660,000	$ 1,320,000
Total Other	**$ 34,880,255**	**$ 22,489,193**	**$ 32,232,948**	**$ 26,903,257**	**$ 12,685,393**	**$ 129,191,047**
Grand Totals	**$256,948,977**	**$203,154,434**	**$ 155,913,539**	**$135,437,037**	**$87,526,390**	**$838,980,371**

City of El Paso, Texas
Five Year Capital Improvement Program

Project Type & Name	Funding Source	Total Projected Budget as of 8/31/2014	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2015 - FY 2019 Budget
Park Improvements								
San Jacinto Park	Tax Increment Reinvestment Zone	$1,000,000	$74,358					$74,358
San Jacinto Park	2010 Transp CO	$2,000,000	$1,227,136					$1,227,136
Yucca Park Phase III	2012 QOL	$1,100,000	$445,155					$445,155
Fiesta / Coronado Balboa Park	2012 QOL	$400,000	$32,253					$32,253
Barron Park	2012 QOL	$1,500,000	$707,501					$707,501
Radford Park	2012 QOL	$1,000,000	$277,089					$277,089
Cheryl Ladd Park	2012 QOL	$1,750,000	$875,000	$276,140				$1,151,140
San Jacinto Park	2012 QOL	$3,000,000	$2,901,693					$2,901,693
Johnson Basin Park	2012 QOL	$400,000	$341,576					$341,576
NE Regional Skate Park & Amenities	2012 QOL	$1,600,000	$30,097					$30,097
Chelsea Pool	2012 QOL	$4,000,000	$726,928		$3,250,000			$3,976,928
NE Regional Skate Park Flat Fields	2012 QOL	$2,000,000			$500,000	$1,500,000		$2,000,000
Dick Shinault Concrete Skate Park	2012 QOL	$800,000					$100,000	$100,000
Modesto Gomez Park Improvements	2012 QOL	$2,400,000					$250,000	$250,000
Paseo Del Sol	2012 QOL	$750,000					$50,000	$50,000
Westside Pool - New	2012 QOL	$8,000,000	$749,838	$7,200,000				$7,949,838
Coronado Park	2012 QOL	$1,750,000	$748,964			$1,000,000		$1,748,964
Las Palmas/Pendale Community P	2012 QOL	$5,000,000	$350,000	$2,069,999				$2,419,999
Pavo Real Pool - Enclose	2012 QOL	$2,000,000	$155,521	$1,800,000				$1,955,521
Open Space Land Acquisition	2012 QOL	$5,000,000	$500,000	$500,000	$500,000	$500,000	$500,000	$2,500,000
Blackie Chesher-Add Lighting	2012 QOL	$1,750,000	$0	$173,660			$1,575,000	$1,748,660
Training & Instruction Pool	2012 QOL	$450,000	$376,162					$376,162
Paved Trails Master	2012 QOL	$6,000,000	$600,000	$600,000	$600,000	$600,000	$600,000	$3,000,000
Outdoor Sports Fields	2012 QOL	$5,000,000	$500,000	$500,000	$500,000	$500,000	$500,000	$2,500,000
Trail Head Parking Areas	2012 QOL	$2,000,000	$200,000	$200,000	$200,000	$200,000	$200,000	$1,000,000
Westside Community Phase 4	2012 QOL	$1,900,000	$186,005					$186,005
New Rec Center - Lomaland	2012 QOL	$11,000,000	$1,470,076			$750,000	$4,000,000	$6,220,076
Eastside Regional Park Design	2012 QOL	$3,000,000	$2,977,653					$2,977,653
New Rec Ctr/Library - Alameda	2012 QOL	$11,000,000				$750,000	$4,000,000	$4,750,000
New Rec Ctr/Library - Chamizal	2012 QOL	$11,000,000	$0			$750,000	$4,000,000	$4,750,000
Nolan Richardon Center Expansion	2012 QOL	$2,500,000	$0				$250,000	$250,000
Pavo Real Center Expansion	2012 QOL	$2,000,000	$0				$150,000	$150,000
Eastside Park Flat Fields	2012 QOL	$18,000,000	$3,000,000	$6,000,000	$4,500,000	$4,500,000		$18,000,000
Eastside Competitive Pool	2012 QOL	$12,000,000		$961,781	$5,500,000	$5,500,000		$11,961,781
Eastside Recreational Pool	2012 QOL	$4,000,000		$400,000			$3,600,000	$4,000,000
Eastside Regional Recreation Center	2012 QOL	$1,500,000		$1,000,000				$1,000,000

Project Type & Name	Funding Source	Total Projected Budget as of 8/31/2014	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2015 - FY 2019 Budget
Eastside Sports Complex	2012 QOL	$10,000,000	$5,384,857	$4,600,000				$9,984,857
Flat Fields Various Locations	2012 QOL	$5,000,000	$496,342		$500,000	$500,000	$500,000	$1,996,342
Eastside Regional (aka Hueco) Rec Center	2012 QOL	$11,000,000		$964,966	$5,000,000	$5,000,000		$10,964,966
Neighb Imp Prog Yr1 Eng Costs	2012 QOL	$200,000	$165,421					$165,421
Neighborhood Imp Projects	2012 QOL	$9,111,000		$1,000,000	$1,000,000	$1,000,000	$1,000,000	$4,000,000
Park Shade Canopies	2012 QOL	$1,500,000			$250,000	$250,000	$250,000	$750,000
Modular Play Structures	2012 QOL	$1,500,000			$500,000	$500,000	$500,000	$1,500,000
Madeline Park Imp (Canopy)	2012 QOL	$26,000	$26,000					$26,000
Mission Hills Pk Imp (Rep-Ada)	2012 QOL	$44,900	$44,900					$44,900
Little Rivr Pk Imp (Xeriscape)	2012 QOL	$17,900	$17,900					$17,900
Summ Fillmore Pk Imp(Pic Tabl)	2012 QOL	$15,000	$15,000					$15,000
Newman Park Imp (Plant Bed)	2012 QOL	$10,500	$10,500					$10,500
Patriot Pl Imp (Seat Area-Psb)	2012 QOL	$50,900	$50,900					$50,900
Sunrise Pk Imp (Restrm Access)	2012 QOL	$19,500	$19,500					$19,500
Stiles Pk Imp (Handball Court)	2012 QOL	$71,300	$71,300					$71,300
Val View/Cr Hills Street Lights	2012 QOL	$28,300	$28,300					$28,300
Chuck Heinric Pk Imp (Benches)	2012 QOL	$19,300	$19,300					$19,300
J Montalvo Pk Imp (Walk Trail)	2012 QOL	$67,300	$67,300					$67,300
Carlos Bombach Pk Imp (Amenit)	2012 QOL	$97,200	$97,200					$97,200
Valle D Las Misiones St Lights	2012 QOL	$24,300	$24,300					$24,300
Lomaland Pk Imp (Pic T&B)	2012 QOL	$36,000	$36,000					$36,000
Gallagher Sidewalks Imp	2012 QOL	$47,100	$47,100					$47,100
Eastwood Dam Wrt Iron Gate Imp	2012 QOL	$15,700	$15,700					$15,700
Downtown Shop Dist Bench Imp	2012 QOL	$59,600	$59,600					$59,600
Coronado Curb Cut Imp	2012 QOL	$38,200	$38,200					$38,200
Park Pond - Skyline	2012-2013 CO's	$497,910	$167,836					$167,836
Park Pond - Vocational	2012-2013 CO's	$567,069	$104,088					$104,088
Johnson Basin Park	CDBG	$146,900	$146,296					$146,296
El Barrio Park Improvements	CDBG	$280,692	$87,791					$87,791
Armijo Park Improvements	CDBG	$533,031	$488,782					$488,782
Pollard Park Improvement	CDBG	$430,400	$46,163					$46,163
Pollard Park Improvement Phase II	CDBG	$426,500	$106,218					$106,218
Chamizal Community Garden	CDBG	$131,952	$19,476					$19,476
Grandview HVAC Upgrade	CDBG	$447,900	$427,449					$427,449
Wellington Chew Sr Center Improvements	CDBG	$362,367	$144,947	$217,420				$362,367
Pheasant Valley Park Improvements	CDBG	$1,004,929	$401,972	$602,957				$1,004,929
Logan Park Improvements	CDBG	$669,082	$267,633	$401,449				$669,082
Parks Upgrade 2014- La Puesta, Tres Suenos, Vista del Valle	Parkland Dedication	$250,000	$147,246					$147,246
Park Pond - Skyline	PSB	$281,034	$227,563					$227,563

Project Type & Name	Funding Source	Total Projected Budget as of 8/31/2014	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2015 - FY 2019 Budget
Park Pond - Vocational	PSB	$473,123	$183,916					$183,916
Total Park Improvements		**$184,052,889**	**$29,156,002**	**$29,468,374**	**$22,800,000**	**$23,800,000**	**$22,025,000**	**$127,249,376**
Total Parks O&M			**$64,181**	**$1,415,426**	**$330,679**	**$977,509**	**$393,006**	**$3,180,801**
Fire Station Improvements								
New Fire Station #37	2010 C.O.s	$300,000	$30,614					$30,614
New Fire Station #37	2012-2013 C.O.s	$3,100,000	$341,822					$341,822
Fire Station 16,23,25	2012-2013 CO's	$350,000	$350,000					$350,000
Fire Station #5	2012-2013 C.O.s	$5,318,177	$540,809					$540,809
Fire Logistics/Distribution Center (Design)	DSRIP		$299,730					$299,730
Fire Logistics/Distribution Center (Construction)	Undetermined			$3,951,640				$3,951,640
Fire Station #12 (Replacement)	Undetermined			$298,716	$2,153,773			$2,452,489
Fire Station #36 (New)	Undetermined				$294,081	$2,830,950	$2,076,181	$5,201,212
Fire Station #17 (Replacement)	Undetermined				$302,094	$2,915,878		$3,217,972
Fire Station #15 (Replacement)	Undetermined						$311,991	$311,991
Training Academy	Undetermined						$536,659	$536,659
Fire Station #38 (New)	Undetermined						$311,991	$311,991
Total Fire Station Improvements		**$9,068,177**	**$1,562,975**	**$4,250,356**	**$2,749,948**	**$5,746,828**	**$3,236,822**	**$17,546,929**
Total Fire O&M				**$87,500**			**$1,138,533**	**$1,226,033**
Museum Improvements								
Children's Museum	2012 QOL	$19,250,000	$0	$2,439,183	$5,700,000	$11,050,000		$19,189,183
Digital Wall at History Museum	2012 QOL	$3,000,000	$1,546,998					$1,546,998
Downtown Pedestrian Pathways	2012 QOL	$6,500,000	$4,205,624					$4,205,624
Gen Upgrades to all 3 Museums	2012 QOL	$1,750,000	$1,333,819	$250,000				$1,583,819
Hispanic Cultural Center	2012 QOL	$5,750,000	$10,945	$177,850	$2,775,075	$2,775,075		$5,738,945
Cultural & Performing Arts Facilities	2012 QOL	$180,000,000	$214,638	$4,358,578				$4,573,216
Total Museum Improvements		**$216,250,000**	**$7,312,024**	**$7,225,611**	**$8,475,075**	**$13,825,075**	**$0**	**$36,837,785**
Total Museums O&M			**$60,473**	**$117,329**	**$120,000**			**$297,802**
Zoo Improvements								
Wetlands River Hog	2012 QOL	$761,250	$0	$140,000	$621,250	$0		$761,250
African Wild Dog Exhibit	2012 QOL	$500,000	$400,000					$400,000
Chihuahuan Desert Exhibit	2012 QOL	$13,880,400	$0	$3,500,000	$4,460,133	$5,920,267		$13,880,400
Reptile Building Completion	2012 QOL	$550,000	$500,000					$500,000
Sea Lion Exhibit Upgrade	2012 QOL	$717,500	$71,750	$645,750				$717,500
Event Tent and Restrooms	2012 QOL	$1,742,500	$700,000	$842,500				$1,542,500
Wildlife Theater Stadium	2012 QOL	$1,230,000	$125,000	$1,105,000				$1,230,000
Asia Entrance/Carousel	2012 QOL	$1,050,000	$0	$100,000	$100,000	$425,000	$425,000	$1,050,000
Canal Landscaping Improvements	2012 QOL	$3,000,000	$2,700,000					$2,700,000

Project Type & Name	Funding Source	Total Projected Budget as of 8/31/2014	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2015 - FY 2019 Budget
Education Animal Holding Area	2012 QOL	$615,000	$200,000	$315,000				$515,000
Support Elements Zoo Wide	2012 QOL	$7,375,958	$610,000	$526,700	$596,000	$596,000	$596,000	$2,924,700
S American Aviary	2012 QOL	$461,250		$100,000	$361,250			$461,250
Animal Holding Building 1	2012 QOL	$307,500			$307,500			$307,500
Animal Management	2012 QOL	$386,600			$75,000	$50,000	$50,000	$175,000
Zoo Plaza Improvements	2012 QOL	$577,500					$288,750	$288,750
Shaded Concessions	2012 QOL	$322,800				$322,800	$0	$322,800
S American Pavillion Restrooms	2012 QOL	$269,000					$269,000	$269,000
S American Pavillion Repair	2012 QOL	$220,600					$220,600	$220,600
Animal Holding Building 2	2012 QOL	$315,000					$315,000	$315,000
Touch Tank Installation	2012 QOL	$735,150					$147,100	$147,100
Elephant Rhino Exhibit Rehab	2012 QOL	$565,500						$0
Leopard Exhibit Renovation	2012 QOL	$339,300						$0
Penguins	2012 QOL	$3,766,750				$1,130,025	$2,636,725	$3,766,750
Total Zoo Improvements		**$39,689,558**	**$5,306,750**	**$7,274,950**	**$6,521,133**	**$8,444,092**	**$4,948,175**	**$32,495,100**
Total Zoo O&M			**$15,510**	**$428,308**	**$869,723**	**$1,238,170**	**$1,476,228**	**$4,027,939**
Library Improvements								
Armijo Branch Improvements	2012 QOL	$350,000			$350,000			$350,000
Clardy Fox Improvements	2012 QOL	$410,000				$410,000		$410,000
Irving Schwartz Branch Library Improv	2012 QOL	$2,150,000	$1,964,359					$1,964,359
Main Library Improvements	2012 QOL	$1,650,000			$250,000	$200,000	$1,100,000	$1,550,000
Memorial Park Library Improvements	2012 QOL	$550,000				$66,000	$484,000	$550,000
Richard Burges Branch Expansion	2012 QOL	$1,400,000	$81,480	$844,373	$432,000			$1,357,853
Ysleta Library Improvements	2012 QOL	$450,000				$447,746		$447,746
Ysleta Branch Library - Parking Lot	2012 QOL	$425,000				$254,686		$254,686
Library Materials	2012 QOL	$500,000	$124,640		$75,000			$199,640
Esperanza Acosta Library Roof Repair	2012-2013 CO	$245,275	$244,038					$244,038
Total Library Improvements		**$8,130,275**	**$2,414,517**	**$844,373**	**$1,107,000**	**$1,378,432**	**$1,584,000**	**$7,328,322**
Total Library O&M								**$0**
International Bridges								
Winn Road - Pan American Phase 1	2010 Transportation Co	$537,996	$537,996					$537,996
Winn Road - Pan American Phase 1	TXDOT	$5,788,356		$300,000	$5,488,356			$5,788,356
Paso Del Norte Roundabout	TXDOT	$889,240					$889,240	$889,240
Paso Del Norte Ready Lane	TXDOT	$100,000					$100,000	$100,000
Zaragoza Ready Lane	TXDOT	$310,200					$310,200	$310,200
Blue Tooth Wait Systems at PDN	TXDOT	$120,000	$120,000					$120,000
Blue Tooth Wait Systems at Stanton	TXDOT	$120,000	$120,000					$120,000
Zaragoza Bridge Park and Ride	TXDOT	$1,000,000	$1,000,000					$1,000,000
Total International Bridges		**$8,865,792**	**$1,777,996**	**$300,000**	**$5,488,356**	**$0**	**$1,299,440**	**$8,865,792**
Total International Bridges O&M			**$50,000**				**$2,500**	**$52,500**

Project Type & Name	Funding Source	Total Projected Budget as of 8/31/2014	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2015 - FY 2019 Budget
Environmental Services Improvements								
Animal Shelter-Repair/Replace Kennel Doors	Env. Svcs.			$65,000				$65,000
Animal Shelter Floor Repairs	Env. Svcs.		$250,000					$250,000
Animal Shelter Supervisors Offices	Env. Svcs.			$80,000				$80,000
Animal Shelter Kennel Runs and Fencing	Env. Svcs.			$550,000				$550,000
Animal Shelter Meet & Greet (Between AS and HS)	Env. Svcs.				$25,000			$25,000
Animal Shelter Adoption Center	Env. Svcs.						$10,000	$10,000
Animal Shelter Facility/Furnishings	Env. Svcs.		$307,716				$7,750,000	$8,057,716
CCS - Hondo Pass New CCS Design	Env. Svcs.	$900,000				$900,000		$900,000
CCS- Delta New CCS	Env. Svcs.	$900,000					$900,000	$900,000
Eng-Design/Construction-West Side CCS	Env. Svcs.	$900,000	$900,000					$900,000
Eng-Design/Construction-Eastside CCS	Env. Svcs.	$900,000			$900,000			$900,000
Land Acquistion for Eastside CCS	Env. Svcs.	$0		$700,000				$700,000
Landfill Cells 11 - 14	Env. Svcs.	$10,000,000			$1,000,000	$9,000,000		$10,000,000
Landfill Groundwater Monitoring Wells	Env. Svcs.	$260,000	$130,000		$260,000			$390,000
Landfill Gas Monitoring Wells	Env. Svcs.	$198,000			$198,000			$198,000
Landfill Gas System Expansion	Env. Svcs.	$1,000,000		$1,000,000				$1,000,000
Landfill New Water Line Service	Env. Svcs.	$100,000	$150,000					$150,000
Landfill Fencing	Env. Svcs.			$300,000				$300,000
Landfill New Water Well	Env. Svcs.					$250,000		$250,000
Air Quality Cont Air Monitoring Building	Env. Svcs.					$35,000		$35,000
CNG Fueling Facility Expansion @ MSC	Env. Svcs.	$900,000	$800,000					$800,000
Pendale Renovation	Env. Svcs.	$400,000	$200,000					$200,000
Total Environmental Projects		**$16,458,000**	**$2,737,716**	**$2,695,000**	**$2,383,000**	**$10,185,000**	**$8,660,000**	**$26,660,716**
Total Environmental Services O&M			**$570,000**	**$0**	**$75,000**	**$0**	**$1,000,000**	**$1,645,000**
Department of Transportation Improvements								
Reconstruction Master	2013-2019 Street Infrastructure	$109,151,037		$15,000,000	$15,500,000	$16,000,000	$17,000,000	$63,500,000
Resurfacing/Microsurfac Master	2013-2019 Street Infrastructure	$24,463,697	$11,000,000	$6,500,000	$5,500,000	$5,500,000		$28,500,000
Street Median/Parkway Landscaping	TXDOT	$6,200,000		$6,200,000				$6,200,000
Delta Drive Overpass Crossing	TXDOT	$8,000,000		$6,000,000	$2,000,000			$8,000,000

Project Type & Name	Funding Source	Total Projected Budget as of 8/31/2014	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2015 - FY 2019 Budget
Carolina Bridge Reconstruction	2013-2019 Street Infrastructure	$3,600,000		$3,599,586				$3,599,586
Schuster St Reconstruction	2013-2019 Street Infrastructure	$3,945,000	$1,578,000	$2,367,000				$3,945,000
Edna St Reconstruction	2013-2019 Street Infrastructure	$3,109,900	$1,243,960	$1,865,940				$3,109,900
Arizona Ave Reconstruction	2013-2019 Street Infrastructure	$3,000,000	$1,174,403	$1,761,605				$2,936,008
Robinson St Reconstruction	2013-2019 Street Infrastructure	$2,709,660	$1,083,864	$1,625,796				$2,709,660
Streetscape / Tree Canopy	Tax Increment Reinvestment Zone	$1,500,000		$1,494,342				$1,494,342
Carolina Bridge Reconstruction	2010 CO	$1,899,633	$362,415	$1,449,659				$1,812,074
Encino St Reconstruction	2013-2019 Street Infrastructure	$2,357,300	$942,920	$1,414,380				$2,357,300
Pendale Reconstruction	2013-2019 Street Infrastructure	$2,404,190	$906,795	$1,360,193				$2,266,988
Cortez St Reconstruction	2013-2019 Street Infrastructure	$2,249,300	$899,720	$1,349,580				$2,249,300
Alicia St Reconstruction	2013-2019 Street Infrastructure	$2,230,400	$892,160	$1,338,240				$2,230,400
Flower St Reconstruction	2013-2019 Street Infrastructure	$2,051,300	$820,520	$1,230,780				$2,051,300
Glenwood St Reconstruction	2013-2019 Street Infrastructure	$2,004,167	$801,667	$1,202,500				$2,004,167
Cadwallader Pedestrian Bridge	TXDOT	$1,000,000		$1,000,000				$1,000,000
Country Club Montoya Roundabout	TXDOT	$900,000		$900,000				$900,000
Downtown Pedestrian Wayfinding Program	TXDOT	$800,000		$800,000				$800,000
Wayfinding	Tax Increment Reinvestment Zone	$1,000,000		$712,050				$712,050
Pebble Hills Extension	2013-2019 Street Infrastructure	$1,571,900	$703,567	$703,567				$1,407,134
Pedestrian Overpasses	TXDOT	$2,700,000	$2,025,000	$675,000				$2,700,000
Elena - Feliz	2013-2019 Street Infrastructure	$1,380,000	$629,425	$629,425				$1,258,850
NTMP Projects 2013	2009 CO	$1,220,208	$610,104	$610,104				$1,220,208
Rio Grande Grant Reconstruction	2013-2019 Street Infrastructure	$1,000,000	$400,000	$600,000				$1,000,000
PED Sidewalk & Parkway Master	2013-2019 Street Infrastructure	$3,409,611		$600,000	$600,000	$600,000	$600,000	$2,400,000
Dolan St Reconstruction	2013-2019 Street Infrastructure	$944,400	$377,760	$566,640				$944,400
Geiger Cardis Malaga	2013-2019 Street Infrastructure	$1,007,410	$372,312	$558,467				$930,779
Neighborhood Traffic Management Program	2013-2019 Street Infrastructure	$2,083,913	$500,000	$500,000	$500,000	$500,000		$2,000,000
Manor Pl And Barker Rd St	2013-2019 Street Infrastructure / CDBG	$2,144,856	$1,486,079	$495,360				$1,981,438
Pebble Hills Extension	2012-2013 CO's	$985,000	$492,500	$492,500				$985,000

Project Type & Name	Funding Source	Total Projected Budget as of 8/31/2014	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2015 - FY 2019 Budget
Tree String Lighting	Tax Increment Reinvestment Zone	$500,000		$442,360				$442,360
Kernel Street Improvements	2013-2019 Street Infrastructure	$1,731,960	$1,185,829	$395,276				$1,581,106
Intersection Improvements	TXDOT	$1,500,000	$1,125,000	$375,000				$1,500,000
School zone Safety	TXDOT	$1,250,000	$937,500	$312,500				$1,250,000
Ramos Ct-Little Flower St/ Manning Imp	2013-2019 Street Infrastructure	$1,021,591	$625,190	$208,397				$833,587
5-Points Quiet Zone	Union Pacific Railroad	$660,000	$495,000	$165,000				$660,000
5-Points Quiet Zone	2013-2019 Street Infrastructure	$650,000	$370,365	$123,455				$493,821
Antique Lighting	Tax Increment Reinvestment Zone	$1,500,000		$30,086				$30,086
Resurfacing 2014 CO Year 2	2013-2019 Street Infrastructure	$8,793,905	$5,973,773					$5,973,773
Resurfacing 2014 CO Year 3	2013-2019 Street Infrastructure	$8,500,000	$5,679,868					$5,679,868
Country Club Road Construction	TXDOT	$8,995,720	$3,965,994					$3,965,994
Montwood Street Reconstruction	2012-2013 C.O.s	$10,080,842	$3,334,329					$3,334,329
Microsurfacing 2013 CO Year 2	2013-2019 Street Infrastructure	$2,498,000	$2,498,000					$2,498,000
Downtown Train Bridge Rehab	2010 CO'S	$2,615,816	$2,013,643					$2,013,643
	2010 Transp CO	$2,402,140	$2,001,198					$2,001,198
Country Club Road Construction	PSB	$4,849,983	$1,452,071					$1,452,071
Synchro Sig Yr 3-2013 St Infra	2013-2019 Street Infrastructure	$1,409,952	$1,409,952					$1,409,952
Montoya Heights Phase II	2004 GO Bonds	$3,223,143	$1,374,750					$1,374,750
Monroe Street & Drainage Imp	2013-2019 Street Infrastructure	$1,382,785	$1,178,451					$1,178,451
Carpenter Street & Drainage	CDBG	$1,618,779	$1,105,790					$1,105,790
Fiber Interconnect (659 Zaragoza)	TXDOT	$1,354,062	$1,018,339					$1,018,339
Santa Fe / Franklin Improvements	TXDOT	$1,000,000	$1,000,000					$1,000,000
Central Business District Phase IV	2006 C.O.s	$1,616,619	$948,269					$948,269
Neighborhood Traffic Management Year 1	2013-2019 Street Infrastructure	$2,000,000	$900,318					$900,318
Mesa St Pedestrian Enhancements	TXDOT	$924,800	$845,945					$845,945
Van Buren St & Drainage Improv	2013-2019 Street Infrastructure	$1,382,785	$830,510					$830,510
Synchro Sig Yr 2-2013 St Infra	2013-2019 Street Infrastructure	$1,090,048	$785,885					$785,885
Toni & Mary Jeannie & Yvonne	2013-2019 Street Infrastructure	$651,000	$632,590					$632,590
PED Sidewalk & Parkway Year 3	2013-2019 Street Infrastructure	$600,000	$600,000					$600,000

Project Type & Name	Funding Source	Total Projected Budget as of 8/31/2014	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2015 - FY 2019 Budget
Synchro Sig Yr 1-2013 St Infra	2013-2019 Street Infrastructure	$2,000,000	$570,640					$570,640
Carolina Bridge Reconstruction	2006 CO	$523,910	$523,910					$523,910
NTMP YR 2 -2013 Street Insfrast	2013-2019 Street Infrastructure	$516,087	$515,817					$515,817
Unpaved Rows & Alleys Master	2013-2019 Street Infrastructure	$521,119	$512,074					$512,074
NTMP YR 3 -2013 Street Insfrast	2013-2019 Street Infrastructure	$500,000	$500,000					$500,000
Pasodale Subdivision Phase 4	2012-2013 C.O.s	$3,050,000	$484,222					$484,222
Wells Rd Sidewalk Improvements	PSB	$1,166,400	$464,579					$464,579
Street Infrastructure Improvements	2013-2019 Street Infrastructure	$1,000,000	$461,645					$461,645
Tuscany St Improv Deer-Tivoli	CDBG	$447,800	$447,800					$447,800
Safe Routes to School	2010 Transportation CO	$500,000	$391,032					$391,032
Central Business District Phase IV	2009 CO	$551,815	$358,319					$358,319
Mesa St Pedestrian Enhancements	2010 Transportation CO	$370,385	$327,462					$327,462
Santa Fe Pedestrian Enhancements	TXDOT	$313,936	$313,936					$313,936
Bicycle Plan & Program FY2014	TXDOT	$310,618	$310,618					$310,618
Ranger St Reconstruction	2013-2019 Street Infrastructure	$306,600	$306,600					$306,600
Myrtle Street Improvements	2013-2019 Street Infrastructure	$307,345	$304,015					$304,015
Sidewalk Gap & Curb Cut Dist 4	CDBG	$300,353	$300,353					$300,353
Safe Routes to School - EPISD - N Central	TXDOT	$592,529	$282,198					$282,198
Unpaved ROW 2013 CO Year1	2013-2019 Street Infrastructure	$995,000	$254,614					$254,614
Central Business District Phase IV	2010 Transp CO	$376,600	$244,961					$244,961
Sidewalk Gap & Curb Cut Dist 2	CDBG	$236,781	$236,781					$236,781
Atlas-Titanic-Vulcan Sidewalk	CDBG	$208,000	$208,000					$208,000
Safe Routes to School - EPISD-West	TXDOT	$570,833	$200,442					$200,442
Myrtle Street Improvements	2006 CO's	$198,528	$198,528					$198,528
Fiber Interconnect (659 Zaragoza)	2010 Transportation CO	$338,515	$198,332					$198,332
Safe Routes to School - YISD - North	TXDOT	$572,022	$190,726					$190,726
Curb Cut Demand Prog Dist 2	CDBG	$187,133	$187,133					$187,133
Median & Parkway Landscape Master	2013-2019 Street Infrastructure	$253,262	$185,877					$185,877
Safe Routes to School - YISD - Northeast	TXDOT	$527,613	$175,258					$175,258
Two Roundabouts at Edgemere	2012-2013 Cos	$200,010	$172,170					$172,170
Wells Rd Sidewalk Improvements	2013-2019 Street Infrastructure	$247,053	$160,095					$160,095
Street and Regulatory Signage	2012-2013 C.O.s	$500,000	$158,601					$158,601

Project Type & Name	Funding Source	Total Projected Budget as of 8/31/2014	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2015 - FY 2019 Budget
Montwood Street Reconstruction	PSB	$2,071,420	$153,831					$153,831
Schwabe Construction	2012-2013 C.O.s	$1,450,241	$143,375					$143,375
Barker Rd Ph 2 Street & Drainage	CDBG	$417,784	$142,880					$142,880
Safe Routes to School - EPISD-Central	TXDOT	$447,261	$131,599					$131,599
Roseway St & Drainage Phase II	2004 GO Bonds	$1,218,743	$129,149					$129,149
Curb Cut Demand Prog Dist 4	CDBG	$115,200	$115,200					$115,200
Citywide Audible Pedestrian Signal Installation	CDBG	$110,152	$110,152					$110,152
Safe Routes to School - EPISD-North	TXDOT	$469,104	$107,860					$107,860
Schwabe Construction	PSB	$578,316	$107,270					$107,270
Great Streets and Corridor Plan	TXDOT	$100,000	$100,000					$100,000
Bicycle Plan & Program FY2015	TXDOT	$100,000	$100,000					$100,000
Wells Rd Sidewalk Improvements	2006 CO'S	$112,159	$87,519					$87,519
Pasodale Subdivision Phase 4	PSB	$625,339	$82,505					$82,505
Resurfacing 2013 CO Year 1	2013-2019 Street Infrastructure	$3,000,000	$80,818					$80,818
Synchro of Signla Ntwrk Master	2013-2019 Street Infrastructure	$90,000	$78,371					$78,371
Safe Routes to School-EPISD-CBD	TXDOT	$500,342	$69,874					$69,874
Montoya Heights Phase II	PSB	$166,490	$68,100					$68,100
Safe Routes to School - SISD	TXDOT	$492,972	$66,807					$66,807
Montwood Street Reconstruction	2010 C.O.s.	$1,000,000	$54,275					$54,275
Angel's Triangle Streetlights	CDBG	$40,650	$40,650					$40,650
Myrtle Street Improvements	2010 Transportation CO	$94,127	$40,000					$40,000
Atlas-Titanic-Vulcan St Lights	CDBG	$29,100	$29,100					$29,100
Safe Routes to School - YISD - South	TXDOT	$209,160	$17,087					$17,087
Nashville Ave Sidewalks	CDBG	$12,000	$12,000					$12,000
Barker Rd Ph 2 Street & Drainage	PSB	$119,427	$6,051					$6,051
Carpenter Street & Drainage	PSB	$95,350	$3,233					$3,233
Country Club Road Construction	2010 CO's	$1,000,000	$2,072					$2,072
Central Business District Phase IV	TXDOT	$10,246,207				$10,246,207		$10,246,207
Isela Rubalcaba Extension	TXDOT	$2,540,000			$2,540,000			$2,540,000
Carolina Bridge Reconstruction	TXDOT,	$5,600,000						$0
RC Poe Roundabout	TXDOT	$1,800,000			$1,800,000			$1,800,000
Rich Beem Roundabout	TXDOT	$900,000			$900,000			$900,000
Riverbend Multimodal Improvements	TXDOT	$1,000,000			$1,000,000			$1,000,000
Bicycle Infrastructure	TXDOT	$2,149,788					$2,149,788	$2,149,788
HMAC Course 2013	EPDOT	$1,827,870						$0
Borderland	2013-2019 Street Infrastructure	$1,834,900				$700,000	$1,075,785	$1,775,785

Project Type & Name	Funding Source	Total Projected Budget as of 8/31/2014	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2015 - FY 2019 Budget
UMC Quiet Zone	2013-2019 Street Infrastructure	$750,000					$598,837	$598,837
UMC Quiet Zone	Union Pacific Railroad	$660,000					$660,000	$660,000
UMC Quiet Zone	TXDOT	$2,000,000					$2,000,000	$2,000,000
Total Department of Transportation Improvements		**$343,491,161**	**$85,818,246**	**$67,654,788**	**$30,340,000**	**$33,546,207**	**$24,084,410**	**$241,443,651**
Total Department of Transportation O&M			**$348,740**	**$25,000**	**$155,000**	**$155,000**	**$185,000**	**$868,740**
Airport Improvements								$0
Runway 4-22 Reconstruction & Taxiway Radius Geometry	PFC -7	$16,830,000	$1,700,000		$15,000,000			$16,700,000
ARFF Unit Replacement (New)	PFC -7	$1,500,000			$1,500,000			$1,500,000
Master Plan Update	PFC -7	$1,900,000		$1,900,000				$1,900,000
Escalators - Main Up (2) (New)	PFC -7	$800,000		$800,000				$800,000
Airport Sterilizer Replacement (New)	Aviation	$150,000	$150,000					$150,000
ARFF Remodel* (New)	PFC-7	$400,000		$400,000				$400,000
Taxiway "K" Rehabilitation	PFC-7	$14,430,000	$1,200,000		$13,230,000			$14,430,000
IT Capital Enterprise Fund Recovery	Aviation	$2,086,635	$706,943	$344,973	$344,973	$344,973	$344,973	$2,086,835
ARFF Safety Equipment	FAA/Aviation	$300,000	$60,000	$60,000	$60,000	$60,000	$60,000	$300,000
Airfield Perimeter Roads	FAA/Aviation	$4,500,000				$4,500,000		$4,500,000
Maintenance Building Improvements	Aviation	$750,000	$600,000					$600,000
Cargo #3 Roof Replacement* (New)	Aviation	$1,500,000		$1,500,000				$1,500,000
BTGC Clubhouse Expansion* (New)	Aviation	$750,000		$750,000				$750,000
Long Term Parking Lot Lighting (New)	Aviation	$1,100,000	$1,100,000					$1,100,000
Operations Center Relocation (New)	Aviation	$500,000		$500,000				$500,000
FBO Ramp Overlay (New)	Aviation	$1,100,000	$1,100,000					$1,100,000
TSA Baggage Makeup Area Expansion/Consolidation	PFC -7	$10,600,000	$500,000	$4,800,000	$5,000,000			$10,300,000
Admin West Parking Lot Reconstruction (New)	Aviation	$300,000		$300,000				$300,000
FTZ Storefront Entry (New)	Aviation	$75,000	$75,000					$75,000
Concourse A Bathrooms	PFC-7	$1,900,000	$900,000	$1,000,000				$1,900,000
Reconstruct Rwy 8L/26R, Twy "U","V" & New Parallel Taxiway	FAA/Aviation	$23,000,000	$14,000,000	$5,500,000	$3,500,000			$23,000,000
Baggage Claim Units Replacement	PFC -7	$2,828,875	$2,500,000					$2,500,000
Rental Car Expansion (Includes demo of Air Cargo #1)	CFC	$45,880,000	$28,000,000	$5,500,000				$33,500,000
Loading Bridges (15 ea.)	PFC -7	$15,300,000	$4,600,000	$5,000,000	$1,400,000			$11,000,000
BTGC Well	Aviation	$4,000,000	$2,200,000					$2,200,000
Total Aviation Improvements		**$152,480,510**	**$59,391,943**	**$28,354,973**	**$40,034,973**	**$4,904,973**	**$404,973**	**$133,091,835**
Total Aviation O&M					**$250,000**			**$250,000**
Mass Transit Improvements								

Project Type & Name	Funding Source	Total Projected Budget as of 8/31/2014	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2015 - FY 2019 Budget
Northgate Transit Terminal	2009 C.O.s	$1,396,545	$1,660,486					$1,660,486
Northgate Transit Terminal	FTA Grant	$1,961,807	$1,000,000					$1,000,000
Northgate Transit Terminal	TIGER Grant	$10,302,054	$5,000,000	$5,000,000	$302,054			$10,302,054
Far East Terminal - RC Poe	Undetermined	$5,000,000				$5,000,000		$5,000,000
Bus Shelter Acquisitions	FTA Grant	$5,531,919	$200,000	$200,000	$200,000	$200,000		$800,000
Bus Shelter Acquisitions	2009 C.O.s	$4,950,000	$1,638,878					$1,638,878
Rehab Existing Transit Terminals	FTA Grant	$3,022,928	$544,774					$544,774
Bus Purchases	FTA Grant							$0
5339 Funding - Bus & Facilities	FTA Grant	$1,391,735	$1,400,000	$1,400,000	$1,400,000	$1,400,000		$5,600,000
CMAQ - FTA Transfer	FTA Grant	$3,000,000	$1,500,000	$1,500,000				$3,000,000
Bus Shelters Future years	Undetermined	$45,000,000		$12,500,000	$27,000,000	$5,500,000		$45,000,000
Alameda RTS	2011 C.O.s	$38,351,000	$23,010,600	$15,340,400				$38,351,000
Zaragoza Park and Ride	2015 FTA Transfer	$1,000,000	$300,000	$700,000				$1,000,000
Downtown Transit Circulator	2015 FTA Transfer	$800,000	$800,000					$800,000
Sun Metro Terminals Park and Ride	2015 FTA Transfer	$1,800,000	$1,000,000	$800,000				$1,800,000
Dyer RTS	2011 C.O.s	$5,612,000	$2,244,800	$2,244,800	$1,122,400			$5,612,000
Dyer RTS	CMP	$5,668,000	$2,267,200	$2,267,200	$1,133,600			$5,668,000
Dyer RTS	FTA Grant	$23,780,000	$9,512,000	$9,512,000	$4,756,000			$23,780,000
Dyer RTS	Sun Metro Match	$500,000	$200,000	$200,000	$100,000			$500,000
Mesa RTS	FTA Grant	$15,679,303	$1,380,871					$1,380,871
Mesa RTS	2011 C.O.s	$5,420,000	$1,762,286					$1,762,286
Mesa RTS	CMP	$3,443,371	$57,117					$57,117
Mesa RTS	Sun Metro Match	$557,326	$345,218					$345,218
Montana RTS	2011 C.O.s	$8,558,000				$6,631,286	$1,926,714	$8,558,000
Montana RTS	CMP	$6,702,000				$3,694,429	$3,007,571	$6,702,000
Montana RTS	FTA Grant	$26,930,000				$10,709,286	$16,220,714	$26,930,000
Montana RTS	Sun Metro Match	$600,000				$471,429	$128,571	$600,000
Total Mass Transit Improvements		**$226,957,988**	**$55,824,230**	**$51,664,400**	**$36,014,054**	**$33,606,430**	**$21,283,570**	**$198,392,684**
Total Mass Transit O&M								**$0**
Information Technology Improvements								$0
Fiber Interconnect	2010 CO'S,	$150,000	$61,485	$61,485				$122,970
Fiber Interconnect	2009 CO'S	$4,000,000	$241,304	$241,304				$482,609
Telephone Upgrade	2009 CO'S	$1,500,000	$540,509	$540,509				$1,081,018
Cabling Infrastructure	2012-2013 C.O.s	$900,000	$311,181					$311,181
VOIP - Citywide	2012-2013 C.O.s	$2,000,000	$372,218	$372,218				$744,437
Fiber and Related Projects	2012-2013 C.O.s	$2,500,000	$659,341					$659,341
IT Software	2012-2013 C.O.s	$1,000,000	$666,851					$666,851
IT Capital Acquisitions	2012-2013 C.O.s	$500,000	$120,223					$120,223
UPS Power Protection for Switch Closets	2012-2013 C.O.s	$75,000	$72,500					$72,500

Project Type & Name	Funding Source	Total Projected Budget as of 8/31/2014	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2015 - FY 2019 Budget
Data Center	2010 CO'S	$11,985,316	$1,718,260	$1,718,260				$3,436,521
Dept Hardware 2014	2006 Storm CO's	$196,391	$196,391					$196,391
Total Information Technology Improvements		**$24,806,707**	**$4,960,264**	**$2,933,777**	**$0**	**$0**	**$0**	**$7,894,041**
Total Mass Information Technology O&M								**$0**
Citywide Improvements								
Facility Rehabilitation	2010 C.O.s /	$979,630	$256,887	$256,887				$513,774
Facility Rehabilitation	2012-2013 CO'S	$1,019,720	$230,945	$230,945				$461,889
Facility Rehabilitation	2006 CO'S	$1,532,023	$198,482					$198,482
Total Citywide Improvements		**$3,531,373**	**$686,313**	**$487,832**	**$0**	**$0**	**$0**	**$1,174,145**
Total City Wide Improvements O&M								**$0**
Grand Total of Capital Improvements		**$1,233,782,429**	**$256,948,977**	**$203,154,434**	**$155,913,539**	**$135,437,037**	**$87,526,390**	**$838,980,376**
Grand Total of Capital O&M Costs		**$0**	**$1,108,904**	**$2,073,563**	**$1,800,402**	**$2,370,679**	**$4,195,267**	**$11,548,815**

Capital Improvement Program Summary FY 2015

In November of 2012, the voters of El Paso overwhelmingly showed their support by approving the Quality of Life Bonds worth over $473 million. Parks and Recreation, Zoo, Library, and Museums and Cultural Affairs are the departments with the approved projects contained in the 2012 general obligation bonds. During FY 2015, the City anticipates spending approximately **$256,948,977** on capital improvement project expenditures that will require an estimated **$1,108,904** in operating funds. The total cost impact of the capital improvement program in FY 2015 is anticipated to be around **$258,057,881**. The projects listed on the CIP for FY 2015 are funded by issuance of certificates of obligations, 2012 general obligation bonds, enterprise funds, and external funding.

Parks and Recreation – During FY 2015, many of the voter-approved bond projects will commence. These projects include acquiring land, design, and the construction of new parks. The list of projects also includes the design and construction of new pools and outdoor sports fields, land acquisition for new recreation centers, and new paved trails. Several parks and facilities are programmed for improvements to include equipment and amenities. There is an operating budget impact of $107,000 for the maintenance and upkeep of additional park acreage. These projects will be funded by 2012 general obligation bonds, CDBG grants, 2012-2013 certificates of obligation and parkland dedication fees.

Museums and Cultural Affairs – During FY 2015, the design of the Children's Museum in the Downtown area will continue with land acquisition and construction with interactive exhibitions, gift store, programmable interior spaces, exterior spaces and administrative space. The museum is projected at 30,000 square feet but may change based on site recommendation and feasibility study currently being completed by architercture firm HKS. Public Art: RC Poe Rd. and Edgemere Roundabout will include designs by artists on a large scale metal sculpture in the form of a breakfast table and chairs that represent family to be placed in the center of the roundabout. Site specific artwork will be completed at the Richard Burges Library children's room entry way, the Zoo Events Area & Entryway in the plaza and events area, and the Westside Pool facility with the pool complex. There is no expected operating budget impact of these projects during FY 2015. These projects will be funded by 2012 general obligation bonds

Zoo – The capital projects for the Zoo in FY 2015 include the pre-design and design of several new exhibits and facility improvements approved in the 2012 general obligation bonds. Some of the specific projects undergoing design include the Education Animal Holding, Wildlife Theater and working with legal to develop an interlocal agreement for the proposed canal improvements and covering. The operating budget of these projects for this fiscal year is $15,510. These projects will be funded by 2012 general obligation bonds.

Library – During FY 2015, the Irving Schwartz Library expansion includes renovating the interior of the bulding including reconfiguring the interior layout as well as new carpet, paint, furniture, shelving, and a self-check technology. The Richard Burges Branch expansion construction work will begin to expand the interior of the building by 2,300 square feet. This project includes interior remodeling by relocating the metting rooms, creating a children and teen area, technology lab, dedicated Friend's of the library book store as well as quiet study spaces. These projects will be funded by 2012 general obligation bonds

Fire Department – The capital project for the Fire Department in FY 2015 will be the completion of Fire Station #5. The operating budget impact of this project will be absorbed by existing staffing. These projects will be funded with 2012-2013 certificates of obligation. The Design of the Fire Supplies and Fleet Maintenance Building will have no impact on operating budget and will be funded through DSRIP funding.

Department of Transportation – The Department of Transportation will advance Year Three of the Seven Year Street Infrastructure projects for street resurfacing, street signal synchronization, sidewalk gap installations, alley paving, and oversight of the planning, scoping, and development elements of the neighborhood traffic management projects. Department of Transportation managed projects, generally

considered maintenance items, are managed through the Department of Transportation because they do not require professional design or construction management services.

Aviation – During FY 2015 Aviation will continue with the construction of the Consolidated Rental Car Complex (CONRAC), Passenger Boarding Bridges, and Baggage Belt Replacement. Aviation will also begin the reconstruction of Runway 8L-26R, Concourse A Remodel and Expansion, and Long Term Parking lot lighting. In total Aviation will have around $85 million of projects under construction funded by Aviation revenue funds, FAA Grants, PFC and CFC.

Environmental Services – During FY15, Environmental Services plans to begin facility renovations for Animal Services, expand the CNG fueling facility, design/construct the Westside Citizen Collection Station, and install Landfill monitoring wells. These projects will be funded with Environmental Services Department operating revenue.

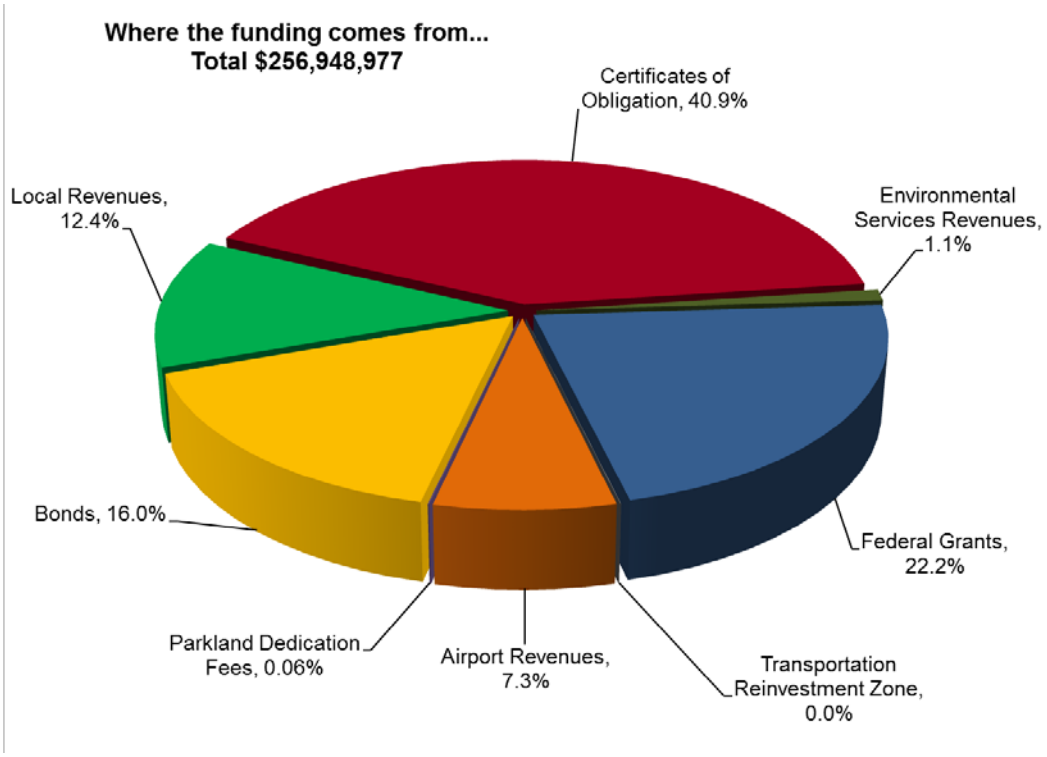
Mass Transit - Sun Metro – In FY 2015, Sun Metro should begin design and construction of the Northgate Transit Terminal funding predominantly by the FY2013 TIGER (Transportation Investment Generating Economic Recovery) grant. Design for Alameda RTS should be completed and construction will begin for projected FY2016 implementation. Eastside terminal rehab Phase II to include bus bay modifications, landscaping, and accessibility enhancements and structural improvements shall start and be completed within FY15. Phase IV of Bus Shelter acquisition adding approximately 70 shelters, should also be completed.

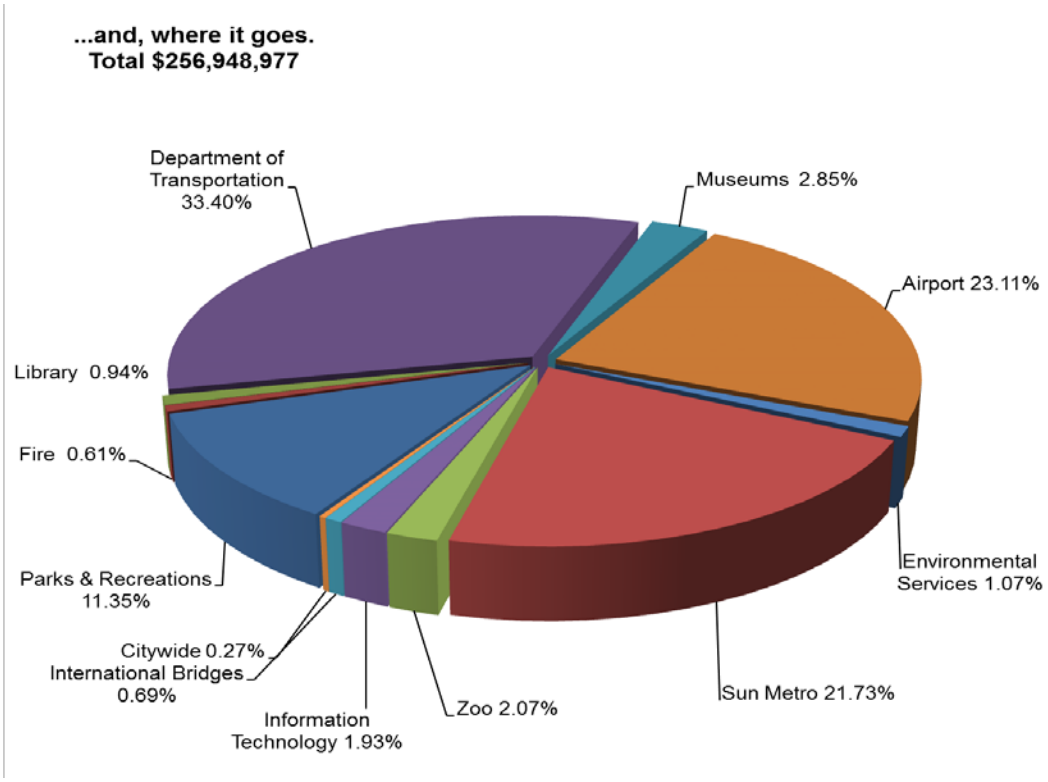
Information Technology – In FY 2015, the team will introduce technological investments focused on enhancing constituent services through innovation, delivering quality and consistency through standardization. The current technological ecosystem complements reliability and performance built upon an infrastructure foundation of continual improvement. The funding source for referenced projects will be reprogramming of certificates of obligation for 2009 and 2012-2013 certificates of oblication.

International Bridges – The International Bridges, continuing with its commitment of facilitating cross-border mobility and reducing wait times at all City owned international bridges will improve access roads to the ports of entry segregating the commercial and passenger traffic to improve traffic flow both southbound and northbound, including improvements to the commercial cargo area. The International Bridges will also extend its Bluetooth wait time system to the Paso Del Norte and Stanton International Bridges to provide accurate wait time information to all users.

Citywide Improvements – In FY 2015. City facility upgrades and rehabilitations will continue. The funding source for these projects will be Special Revenue Bonds, 2006 certificates of obligation, 2010 certificates of obligation, and 2013 certificates of obligation.

FY 2015 Capital Improvement Program Budget





FY 2015 Capital Improvement and Operating Budget Impact

Estimated FY 2015 Capital Projects Costs	**$ 256,948,977**
Estimated FY 2015 CIP-Related Operating Costs	**$ 1,108,904**
Total Cost Impact of Capital Projects-FY 2015	**$ 258,057,881**

Parks and Recreation

Capital Projects	Source	Amount
San Jacinto Park	TIRZ	$ 74,358
San Jacinto Park	2010 Transp CO	$ 1,227,136
Yucca Park Phase III	2012 QOL	$ 445,155
Fiesta / Coronado Balboa Park	2012 QOL	$ 32,253
Barron Park	2012 QOL	$ 707,501
Radford Park	2012 QOL	$ 277,089
Cheryl Ladd Park	2012 QOL	$ 875,000
San Jacinto Park	2012 QOL	$ 2,901,693
Johnson Basin Park	2012 QOL	$ 341,576
NE Regional Skate Park & Amenities	2012 QOL	$ 30,097
Chelsea Pool	2012 QOL	$ 726,928
Westside Pool - New	2012 QOL	$ 749,838
Coronado Park	2012 QOL	$ 748,964
Las Palmas/Pendale Community P	2012 QOL	$ 350,000
Pavo Real Pool - Enclose	2012 QOL	$ 155,521
Open Space Land Acquisition	2012 QOL	$ 500,000
Training & Instruction Pool	2012 QOL	$ 376,162
Paved Trails Master	2012 QOL	$ 600,000
Outdoor Sports Fields	2012 QOL	$ 500,000
Trail Head Parking Areas	2012 QOL	$ 200,000
Westside Community Phase 4	2012 QOL	$ 186,005
New Rec Center -Lomaland	2012 QOL	$ 1,470,076
Eastside Regional Park Design	2012 QOL	$ 2,977,653
Eastside Park Flat Fields	2012 QOL	$ 3,000,000
Eastside Sports Complex	2012 QOL	$ 5,384,857
Flat Fields Various Locations	2012 QOL	$ 496,342
Neighb Imp Prog Yr1 Eng Costs	2012 QOL	$ 165,421
Madeline Park Imp (Canopy)	2012 QOL	$ 26,000
Mission Hills Pk Imp (Rep-Ada)	2012 QOL	$ 44,900
Little Rivr Pk Imp (Xeriscape)	2012 QOL	$ 17,900
Summ Fillmore Pk Imp(Pic Tabl)	2012 QOL	$ 15,000
Newman Park Imp (Plant Bed)	2012 QOL	$ 10,500
Patriot Pl Imp (Seat Area-Psb)	2012 QOL	$ 50,900
Sunrise Pk Imp (Restrm Access)	2012 QOL	$ 19,500
Stiles Pk Imp (Handball Court)	2012 QOL	$ 71,300
Val View/Cr Hills Stre Lights	2012 QOL	$ 28,300
Chuck Heinric Pk Imp (Benches)	2012 QOL	$ 19,300
J Montalvo Pk Imp (Walk Trail)	2012 QOL	$ 67,300
Carlos Bombach Pk Imp (Amenit)	2012 QOL	$ 97,200

Parks and Recreation (Continued)				
Valle D Las Misiones St Lights	2012 QOL	$	24,300	
Lomaland Pk Imp (Pic T&B)	2012 QOL	$	36,000	
Gallagher Sidewalks Imp	2012 QOL	$	47,100	
Eastwood Dam Wrt Iron Gate Imp	2012 QOL	$	15,700	
Downtown Shop Dist Bench Imp	2012 QOL	$	59,600	
Coronado Curb Cut Imp	2012 QOL	$	38,200	
Park Pond - Skyline	2012-2013 CO's	$	167,836	
Park Pond - Vocational	2012-2013 CO's	$	104,088	
Johnson Basin Park	CDBG	$	146,296	
El Barrio Park Improvements	CDBG	$	87,791	
Armijo Park Improvements	CDBG	$	488,782	
Pollard Park Improvement	CDBG	$	46,163	
Pollard Park Improvement Phase II	CDBG	$	106,218	
Chamizal Community Garden	CDBG	$	19,476	
Grandview HVAC Upgrade	CDBG	$	427,449	
Wellington Chew Sr Center Improvements	CDBG	$	144,947	
Pheasant Valley Park Improvements	CDBG	$	401,972	
Logan Park Improvements	CDBG	$	267,633	
Parks Upgrade 2014- La Puesta, Tres Suenos, Vista del Valle	Parkland Dedication	$	147,246	
Park Pond - Skyline	PSB	$	227,563	
Park Pond - Vocational	PSB	$	183,916	
	Capital Projects Budget	**$**	**29,156,002**	
Operating Budget Impact				
Cost of operating new facilities		$	64,181	
	Operating Budget Impact	**$**	**64,181**	
	Total Budget Impact of CIP-FY 2015			**$ 29,220,183**
Fire				
Capital Projects	**Source**		**Amount**	
New Fire Station #37	2010 C.O.s	$	30,614	
New Fire Station #37	2012-2013 C.O.s	$	341,822	
Fire Station 16,23,25	2012-2013 CO's	$	350,000	
Fire Station #5	2012-2013 C.O.s	$	540,809	
Fire Logistics/Distribution Center (Design)	DSRIP	$	299,730	
	Capital Projects Budget	**$**	**1,562,975**	
Operating Budget Impact				
None		$	-	
	Operating Budget Impact	**$**	**-**	
	Total Budget Impact of CIP-FY 2015			**$ 1,562,975**

Museum and Cultural Affairs

Capital Projects	Source	Amount
Digital Wall at History Museum	2012 QOL	$ 1,546,998
Downtown Pedestrian Pathways	2012 QOL	$ 4,205,624
Gen Upgrades to all 3 Museums	2012 QOL	$ 1,333,819
Hispanic Cultural Center	2012 QOL	$ 10,945
Cultural & Performing Arts Facilities	2012 QOL	$ 214,638
	Capital Projects Budget	**$ 7,312,024**
Operating Budget Impact		
Cost of operating new facilities		$ 60,473
	Operating Budget Impact	**$ 60,473**
	Total Budget Impact of CIP-FY 2015	**$ 7,372,497**

Zoo

Capital Projects	Source	Amount
African Wild Dog Exhibit	2012 QOL	$ 400,000
Reptile Building Completion	2012 QOL	$ 500,000
Sea Lion Exhibit Upgrade	2012 QOL	$ 71,750
Event Tent and Restrooms	2012 QOL	$ 700,000
Wildlife Theater Stadium	2012 QOL	$ 125,000
Canal Landscaping Improvements	2012 QOL	$ 2,700,000
Education Animal Holding Area	2012 QOL	$ 200,000
Support Elements Zoo Wide	2012 QOL	$ 610,000
	Capital Projects Budget	**$ 5,306,750**
Operating Budget Impact		
Cost of operating new facilities		$ 15,510
	Operating Budget Impact	**$ 15,510**
	Total Budget Impact of CIP-FY 2015	**$ 5,322,260**

Library

Capital Projects	Source	Amount
Irving Schwartz Branch Library Improv	2012 QOL	$ 1,964,359
Richard Burges Branch Expansion	2012 QOL	$ 81,480
Library Materials	2012 QOL	$ 124,640
Esperanza Acosta Library Roof Repair	2012-2013 CO	$ 244,038
	Capital Projects Budget	**$ 2,414,517**

Operating Budget Impact

None

Operating Budget Impact	**$ -**
Total Budget Impact of CIP-FY 2015	**$ 2,414,517**

Department of Transportation

Capital Projects	Source	Amount
Resurfacing/Microsurfac Master	2013-2019 Street Infrastructure	$ 11,000,000
Resurfacing 2014 CO Year 2	2013-2019 Street Infrastructure	$ 5,973,773
Resurfacing 2014 CO Year 3	2013-2019 Street Infrastructure	$ 5,679,868
Country Club Road Construction	TXDOT	$ 3,965,994
Montwood Street Reconstruction	2012-2013 C.O.s	$ 3,334,329
Microsurfacing 2013 CO Year 2	2013-2019 Street Infrastructure	$ 2,498,000
Pedestrian Overpasses	TXDOT	$ 2,025,000
Downtown Train Bridge Rehab	2010 CO'S	$ 2,013,643
Downtown Train Bridge Rehab	2010 Transp CO	$ 2,001,198
Schuster St Reconstruction	2013-2019 Street Infrastructure	$ 1,578,000
Manor Pl And Barker Rd St	2013-2019 Street Infrastructure / CDBG	$ 1,486,079
Country Club Road Construction	PSB	$ 1,452,071
Synchro Sig Yr 3-2013 St Infra	2013-2019 Street Infrastructure	$ 1,409,952
Montoya Heights Phase II	2004 GO Bonds	$ 1,374,750
Edna St Reconstruction	2013-2019 Street Infrastructure	$ 1,243,960
Kernel Street Improvements	2013-2019 Street Infrastructure	$ 1,185,829
Monroe Street & Drainage Imp	2013-2019 Street Infrastructure	$ 1,178,451
Arizona Ave Reconstruction	2013-2019 Street Infrastructure	$ 1,174,403

Department of Transportation (Continued)			
Intersection Improvements	TXDOT	$	1,125,000
Carpenter Street & Drainage	CDBG	$	1,105,790
Robinson St Reconstruction	2013-2019 Street Infrastructure	$	1,083,864
Fiber Interconnect (659 Zaragoza)	TXDOT	$	1,018,339
Santa Fe / Franklin Improvements	TXDOT	$	1,000,000
Central Business District Phase IV	2006 C.O.s	$	948,269
Encino St Reconstruction	2013-2019 Street Infrastructure	$	942,920
School zone Safety	TXDOT	$	937,500
Pendale Reconstruction	2013-2019 Street Infrastructure	$	906,795
Neighborhood Traffic Management Year 1	2013-2019 Street Infrastructure	$	900,318
Cortez St Reconstruction	2013-2019 Street Infrastructure	$	899,720
Alicia St Reconstruction	2013-2019 Street Infrastructure	$	892,160
Mesa St Pedestrian Enhancements	TXDOT	$	845,945
Van Buren St & Drainage Improv	2013-2019 Street Infrastructure	$	830,510
Flower St Reconstruction	2013-2019 Street Infrastructure	$	820,520
Glenwood St Reconstruction	2013-2019 Street Infrastructure	$	801,667
Synchro Sig Yr 2-2013 St Infra	2013-2019 Street Infrastructure	$	785,885
Pebble Hills Extension	2013-2019 Street Infrastructure	$	703,567
Toni & Mary Jeannie & Yvonne	2013-2019 Street Infrastructure	$	632,590
Elena - Feliz	2013-2019 Street Infrastructure	$	629,425
Ramos Ct-Little Flower St/ Manning Imp	2013-2019 Street Infrastructure	$	625,190
NTMP Projects 2013	2009 CO	$	610,104
PED Sidewalk & Parkway Year 3	2013-2019 Street Infrastructure	$	600,000
Synchro Sig Yr 1-2013 St Infra	2013-2019 Street Infrastructure	$	570,640
Carolina Bridge Reconstruction	2006 CO	$	523,910
NTMP YR 2 -2013 Street Insfrast	2013-2019 Street Infrastructure	$	515,817
Unpaved Rows & Alleys Master	2013-2019 Street Infrastructure	$	512,074
Neighborhood Traffic Management Program	2013-2019 Street Infrastructure	$	500,000
NTMP YR 3 -2013 Street Insfrast	2013-2019 Street Infrastructure	$	500,000
5-Points Quiet Zone	Union Pacific Railroad	$	495,000
Pebble Hills Extension	2012-2013 CO's	$	492,500
Pasodale Subdivision Phase 4	2012-2013 C.O.s	$	484,222
Wells Rd Sidewalk Improvements	PSB	$	464,579
Street Infrastructure Improvements	2013-2019 Street Infrastructure	$	461,645
Tuscany St Improv Deer-Tivoli	CDBG	$	447,800

Department of Transportation (Continued)			
Rio Grande Grant Reconstruction	2013-2019 Street Infrastructure	$	400,000
Safe Routes to School	2010 Transportation CO	$	391,032
Dolan St Reconstruction	2013-2019 Street Infrastructure	$	377,760
Geiger Cardis Malaga	2013-2019 Street Infrastructure	$	372,312
5-Points Quiet Zone	2013-2019 Street Infrastructure	$	370,365
Carolina Bridge Reconstruction	2010 CO	$	362,415
Central Business District Phase IV	2009 CO	$	358,319
Mesa St Pedestrian Enhancements	2010 Transportation CO	$	327,462
Santa Fe Pedestrian Enhancements	TXDOT	$	313,936
Bicycle Plan & Program FY2014	TXDOT	$	310,618
Ranger St Reconstruction	2013-2019 Street Infrastructure	$	306,600
Myrtle Street Improvements	2013-2019 Street Infrastructure	$	304,015
Sidewalk Gap & Curb Cut Dist 4	CDBG	$	300,353
Safe Routes to School -EPISD - N Central	TXDOT	$	282,198
Unpaved ROW 2013 CO Year1	2013-2019 Street Infrastructure	$	254,614
Central Business District Phase IV	2010 Transp CO	$	244,961
Sidewalk Gap & Curb Cut Dist 2	CDBG	$	236,781
Atlas-Titanic-Vulcan Sidewalk	CDBG	$	208,000
Safe Routes to School -EPISD-West	TXDOT	$	200,442
Myrtle Street Improvements	2006 CO's	$	198,528
Fiber Interconnect (659 Zaragoza)	2010 Transportation CO	$	198,332
Safe Routes to School - YISD - North	TXDOT	$	190,726
Curb Cut Demand Prog Dist 2	CDBG	$	187,133
Median & Parkway Landscape Master	2013-2019 Street Infrastructure	$	185,877
Safe Routes to School - YISD - Northeast	TXDOT	$	175,258
Two Roundabouts at Edgemere	2012-2013 Cos	$	172,170
Wells Rd Sidewalk Improvements	2013-2019 Street Infrastructure	$	160,095
Street and Regulatory Signage	2012-2013 C.O.s	$	158,601
Montwood Street Reconstruction	PSB	$	153,831
Schwabe Construction	2012-2013 C.O.s	$	143,375
Barker Rd Ph 2 Street & Drainage	CDBG	$	142,880
Safe Routes to School -EPISD-Central	TXDOT	$	131,599
Roseway St & Drainage Phase II	2004 GO Bonds	$	129,149
Curb Cut Demand Prog Dist 4	CDBG	$	115,200
Citywide Audible Pedestrian Signal Installation	CDBG	$	110,152
Safe Routes to School -EPISD-North	TXDOT	$	107,860
Schwabe Construction	PSB	$	107,270
Great Streets and Corridor Plan	TXDOT	$	100,000
Bicycle Plan & Program FY2015	TXDOT	$	100,000
Wells Rd Sidewalk Improvements	2006 CO'S	$	87,519

Department of Transportation (Continued)			
Pasodale Subdivision Phase 4	PSB	$ 82,505	
Resurfacing 2013 CO Year 1	2013-2019 Street Infrastructure	$ 80,818	
Synchro of Signla Ntwrk Master	2013-2019 Street Infrastructure	$ 78,371	
Safe Routes to School-EPISD-CBD	TXDOT	$ 69,874	
Montoya Heights Phase II	PSB	$ 68,100	
Safe Routes to School - SISD	TXDOT	$ 66,807	
Montwood Street Reconstruction	2010 C.O.s.	$ 54,275	
Angel's Triangle Streetlights	CDBG	$ 40,650	
Myrtle Street Improvements	2010 Transportation CO	$ 40,000	
Atlas-Titanic-Vulcan St Lights	CDBG	$ 29,100	
Safe Routes to School - YISD - South	TXDOT	$ 17,087	
Nashville Ave Sidewalks	CDBG	$ 12,000	
Barker Rd Ph 2 Street & Drainage	PSB	$ 6,051	
Carpenter Street & Drainage	PSB	$ 3,233	
Country Club Road Construction	2010 CO's	$ 2,072	
	Capital Projects Budget	**$ 85,818,246**	
Operating Budget Impact			
Street maintenance costs		$ 348,740	
Operating Budget Impact		**$ 348,740**	
	Total Budget Impact of CIP-FY 2015		**$ 86,166,986**

Aviation

Capital Projects	Source	Amount
Runway 4-22 Reconstruction & Taxiway Radius Geometry	PFC -7	$ 1,700,000
Airport Sterilizer Replacement (New)	Aviation	$ 150,000
Taxiway "K" Rehabilitation	PFC-7	$ 1,200,000
IT Capital Enterprise Fund Recovery	Aviation	$ 706,943
ARFF Safety Equipment	FAA/Aviation	$ 60,000
Maintenance Building Improvements	Aviation	$ 600,000
Long Term Parking Lot Lighting (New)	Aviation	$ 1,100,000
FBO Ramp Overlay (New)	Aviation	$ 1,100,000
TSA Baggage Makeup Area Expansion/Consolidation	PFC -7	$ 500,000
FTZ Storefront Entry (New)	Aviation	$ 75,000
Concourse A Bathrooms	PFC-7	$ 900,000
Reconstruct Rwy 8L/26R, Twy "U","V" & New Parallel Taxiway	FAA/Aviation	$ 14,000,000
Baggage Claim Units Replacement	PFC -7	$ 2,500,000

Aviation (Continued)			
Rental Car Expansion (Includes demo of Air Cargo #1)	CFC	$ 28,000,000	
Loading Bridges (15 ea.)	PFC -7	$ 4,600,000	
BTGC Well	Aviation	$ 2,200,000	
	Capital Projects Budget	**$ 59,391,943**	
Operating Budget Impact			
None		$ -	
	Operating Budget Impact	**$ -**	
		Total Budget Impact of CIP-FY 2015	**$ 59,391,943**

Environmental Services

Capital Projects	**Source**	**Amount**
Animal Shelter Floor Repairs	Env. Svcs.	$ 250,000
Animal Shelter Facility/Furnishings	Env. Svcs.	$ 307,716
Eng-Design/Construction-West Side CCS	Env. Svcs.	$ 900,000
Landfill Groundwater Monitoring Wells	Env. Svcs.	$ 130,000
Landfill New Water Line Service	Env. Svcs.	$ 150,000
CNG Fueling Facility Expansion @ MSC	Env. Svcs.	$ 800,000
Pendale Renovation	Env. Svcs.	$ 200,000
	Capital Projects Budget	**$ 2,737,716**
Operating Budget Impact		
Pendale Warehouse		$ 250,000
Animal Shelter Socorro Road		$ 320,000
	Operating Budget Impact	**$ 570,000**
	Total Budget Impact of CIP-FY 2015	**$ 3,307,716**

Mass Transit - Sun Metro

Capital Projects	**Source**	**Amount**
Northgate Transit Terminal	2009 C.O.s	$ 1,660,486
Northgate Transit Terminal	FTA Grant	$ 1,000,000
Northgate Transit Terminal	TIGER Grant	$ 5,000,000
Bus Shelter Acquisitions	FTA Grant	$ 200,000
Bus Shelter Acquisitions	2009 C.O.s	$ 1,638,878
Rehab Existing Transit Terminals	FTA Grant	$ 544,774
5339 Funding - Bus & Facilities	FTA Grant	$ 1,400,000

Mass Transit - Sun Metro (Continued)			
CMAQ - FTA Transfer	FTA Grant	$ 1,500,000	
Alameda RTS	2011 C.O.s	$ 23,010,600	
Zaragoza Park and Ride	2015 FTA Transfer	$ 300,000	
Downtown Transit Circulator	2015 FTA Transfer	$ 800,000	
Sun Metro Terminals Park and Ride	2015 FTA Transfer	$ 1,000,000	
Dyer RTS	2011 C.O.s	$ 2,244,800	
Dyer RTS	CMP	$ 2,267,200	
Dyer RTS	FTA Grant	$ 9,512,000	
Dyer RTS	Sun Metro Match	$ 200,000	
Mesa RTS	FTA Grant	$ 1,380,871	
Mesa RTS	2011 C.O.s	$ 1,762,286	
Mesa RTS	CMP	$ 57,117	
Mesa RTS	Sun Metro Match	$ 345,218	
	Capital Projects Budget	**$ 55,824,230**	
Operating Budget Impact			
Cost of operating new facilities			
	Operating Budget Impact	**$ -**	
	Total Budget Impact of CIP-FY 2015		**$ 55,824,230**
International Bridges			
Capital Projects	**Source**	**Amount**	
Winn Road - Pan American Phase 1	2010 Transportation CO	$ 537,996	
Blue Tooth Wait Systems at PDN	TX DOT	$ 120,000	
Blue Tooth Wait Systems at Stanton	TX DOT	$ 120,000	
Zaragoza Bridge Park and Ride	TX DOT	$ 1,000,000	
	Capital Projects Budget	**$ 1,777,996**	
Operating Budget Impact			
Cost of operating new facilities			
	Operating Budget Impact	**$ 50,000**	
	Total Budget Impact of CIP-FY 2015		**$ 1,827,996**

Information Technology

Capital Projects	Source	Amount
Fiber Interconnect	2010 CO'S,	$ 61,485
Fiber Interconnect	2009 CO'S	$ 241,304
Telephone Upgrade	2009 CO'S	$ 540,509
Cabling Infrastructure	2012-2013 C.O.s	$ 311,181
VOIP - Citywide	2012-2013 C.O.s	$ 372,218
Fiber and Related Projects	2012-2013 C.O.s	$ 659,341
IT Software	2012-2013 C.O.s	$ 666,851
IT Capital Acquisitions	2012-2013 C.O.s	$ 120,223
UPS Power Protection for Switch Closets	2012-2013 C.O.s	$ 72,500
Data Center	2010 CO'S	$ 1,718,260
Dept Hardware 2014	2006 Storm CO's	$ 196,391
	Capital Projects Budget	**$ 4,960,264**

Operating Budget Impact

Cost of operating new facilities

Operating Budget Impact	**$ -**
Total Budget Impact of CIP-FY 2015	**$ 4,960,264**

City Wide

Capital Projects	Source	Amount
Facility Rehabilitation	2010 C.O.s /	$ 256,887
Facility Rehabilitation	2012-2013 CO'S	$ 230,945
Facility Rehabilitation	2006 CO'S	$ 198,482
	Capital Projects Budget	**$ 686,313**

Operating Budget Impact

Cost of operating new facilities

Operating Budget Impact	**$ -**
Total Budget Impact of CIP-FY 2015	**$ 686,313**

Capital Improvement Program Summary FY 2016

During FY 2016, the City anticipates spending approximately **$203,154,434** on capital improvement project expenditures that will require an estimated **$2,048,563** in operating funds. The total cost impact of the capital improvement program in FY 2016 is anticipated to be around **$205,202,997**. The projects listed on the CIP for FY 2016 are funded by issuance of certificates of obligations, 2012 general obligation bonds enterprise funds, and external funding.

Parks and Recreation – During FY 2016, some of the voter approved projects will be completed and other will be started. These projects include acquiring land, design, and the construction of new parks. The list of projects also includes the design and construction of new pools and flat fields, land acquisition for new recreation centers, and new paved trails. There is an operating budget impact of $1,415,426 for the maintenance and upkeep of additional park acreage and new facilities. These projects will be funded by 2012 general obligation bonds and CDBG grants

Museums and Cultural Affairs – During FY 2016, the History, Archaeology, and Art Museums will all receive upgrades to their facilities. There is no expected operating budget impact of these projects during FY 2015. These projects will be funded by 2012 general obligation bonds.

Zoo – During FY 2016 the design and construction will continue for the new exhibits and facility improvements. Some of the specific projects undergoing construction include the Education Animal Holding, Wildlife Theater, and the Event Tent. Projects that are currently in design include the Red River Hog and bidding out the Chihuahuan Desert exhibit for construction. The operating budget of these projects for this fiscal year is $428,308. These projects will be funded by 2012 general obligation bonds.

Library – During FY 2016, the Richard Burges Branch expansion construction work will be completed with the expansion to the interior of the building by 2,300 square feet. This project includes interior remodeling by relocating the metting rooms, creating a children and teen area, technology lab, dedicated Friend's of the library book store as well as quiet study spaces. These projects will be funded by 2012 general obligation bonds.

Fire Department – The capital projects for the Fire Department in FY 2016 will be the construction/completion of the Fire Supplies and Fleet Maintenance Building, the design of Fire Station 12 replacement, and the land acquisition for the Fire Training Facility. Funding for all projects is yet to be determined; the estimated impact on the operating budget will be $87,500 for two (2) additional positions within the logistics program for both preventative service and apparatus repairs.

Department of Transportation – The Department of Transportation will advance Year Four of the Seven Year Street Infrastructure projects for street resurfacing, street signal synchronization, sidewalk gap installations, alley paving, and oversight of the planning, scoping, and development elements of the neighborhood traffic management projects. EPDOT managed projects, generally considered maintenance items, are managed through the Department of Transportation because they do not require professional design or construction management services.

Aviation – During FY 2016 Aviation will complete the construction of the Consolidated Rental Car Complex (CONRAC), Passenger Boarding Bridges, Baggage Belt Replacement, reconstruction of Runway 8L-26R, Concourse A Remodel and Expansion and Long Term Parking lot lighting. Aviation is scheduled to begin the construction of the TSA Consolidated Baggage Make Up Area, expansion of the BTGC Clubhouse, escalator replacement, and complete the Master Plan update . These projects are funded by Aviation revenue funds, FAA Grants, PFC and CFC.

Environmental Services – During FY 2016, Environmental Services anticipates purchasing the land for the Eastside Citizen Collection Station. Plans include expansion of the gas monitoring system and the Greater El Paso Landfill, and the installation of fencing at the Greater El Paso Landfill. Building

improvement and equipment replacement is planned for Animal Services. Projects will be funded with Environmental Services Department operating revenue.

Mass Transit - Sun Metro – The department shall complete the construction of the Alameda RTS for opening in February 2016 and initiate work for the Dyer RTS corridor for completion in 2017. Sun Metro shall also purchase buses and continue work on the Northgate Transit Terminal. These projects will be funded by 2009 and 2011 certificates of obligation and Federal grants.

Information Technology – In FY 2016, the team will introduce technological investments focused on enhancing constituent services through innovation, delivering quality and consistency through standardization. The current technological ecosystem complements reliability and performance built upon an infrastructure foundation of continual improvement. The funding source for referenced projects will be reprogramming of certificates of obligation for 2009 and 2012-2013 certificates of oblication.

FY 2016 Capital Improvement and Operating Budget Impact

Estimated FY2016 Capital Projects Costs	**$**	**203,154,434**
Estimated FY2016 CIP-Related Operating Costs	**$**	**2,073,563**
Total Cost Impact of Capital Projects-FY2016	**$**	**205,227,997**

Parks and Recreation

Capital Projects	**Source**	**Amount**	
Cheryl Ladd Park	2012 QOL	$	276,140
Westside Pool - New	2012 QOL	$	7,200,000
Las Palmas/Pendale Community P	2012 QOL	$	2,069,999
Pavo Real Pool - Enclose	2012 QOL	$	1,800,000
Open Space Land Acquisition	2012 QOL	$	500,000
Blackie Chesher-Add Lighting	2012 QOL	$	173,660
Paved Trails Master	2012 QOL	$	600,000
Outdoor Sports Fields	2012 QOL	$	500,000
Trail Head Parking Areas	2012 QOL	$	200,000
Eastside Park Flat Fields	2012 QOL	$	6,000,000
Eastside Competitive Pool	2012 QOL	$	961,781
Eastside Recreational Pool	2012 QOL	$	400,000
Eastside Regional Recreat Center	2012 QOL	$	1,000,000
Eastside Sports Complex	2012 QOL	$	4,600,000
Eastside Regional (aka Hueco) Rec Center	2012 QOL	$	964,966
Neighborhood Imp Projects	2012 QOL	$	1,000,000
Wellington Chew Sr Center Improvements	CDBG	$	217,420
Pheasant Valley Park Improvements	CDBG	$	602,957
Logan Park Improvements	CDBG	$	401,449
	Capital Projects Budget	**$**	**29,468,374**
Operating Budget Impact:			
Cost of operating new facilities		$	1,415,426
	Operating Budget Impact	**$**	**1,415,426**
	Total Budget Impact of CIP-FY 2016	**$**	**30,883,800**

Fire			
Capital Projects	**Source**	**Amount**	
Fire Logistics/Distribution Center (Construction)	Undetermined	$ 3,951,640	
Fire Station #12 (Replacement)	Undetermined	$ 298,716	
	Capital Projects Budget	**$ 4,250,356**	
Operating Budget Impact:			
Cost of operating new facilities		$ 87,500	
	Operating Budget Impact	**$ 87,500**	
	Total Budget Impact of CIP-FY 2016		**$ 4,337,856**
Museum and Cultural Affairs			
Capital Projects	**Source**	**Amount**	
Children's Museum	2012 QOL	$ 2,439,183	
Gen Upgrades to all 3 Museums	2012 QOL	$ 250,000	
Hispanic Cultural Center	2012 QOL	$ 177,850	
Cultural & Performing Arts Facilities	2012 QOL	$ 4,358,578	
	Capital Projects Budget	**$ 7,225,611**	
Operating Budget Impact:			
Cost of operating new facilities		$ 117,329	
	Operating Budget Impact	**$ 117,329**	
	Total Budget Impact of CIP-FY 2016		**$ 7,342,940**
Zoo			
Capital Projects	**Source**	**Amount**	
Wetlands River Hog	2012 QOL	$ 140,000	
Chihuahuan Desert Exhibit	2012 QOL	$ 3,500,000	
Sea Lion Exhibit Upgrade	2012 QOL	$ 645,750	
Event Tent and Restrooms	2012 QOL	$ 842,500	
Wildlife Theater Stadium	2012 QOL	$ 1,105,000	
Asia Entrance/Carousel	2012 QOL	$ 100,000	
Education Animal Holding Area	2012 QOL	$ 315,000	
Support Elements Zoo Wide	2012 QOL	$ 526,700	
S American Aviary	2012 QOL	$ 100,000	
	Capital Projects Budget	**$ 7,274,950**	
Operating Budget Impact:			
Cost of operating new facilities		$ 428,308	
	Operating Budget Impact	**$ 428,308**	
	Total Budget Impact of CIP-FY 2016		**$ 7,703,258**

Library

Operating Budget Impact:	Source	Amount
Richard Burges Branch Expansion	2012 QOL	$ 844,373
	Capital Projects Budget	**$ 844,373**

Operating Budget Impact:
None

	Operating Budget Impact	**$ -**
	Total Budget Impact of CIP-FY 2016	**$ 844,373**

Environmental Services

Capital Projects	Source	Amount
Animal Shelter-Repair/Replace Kennel Doors	Env. Svcs.	$ 65,000
Animal Shelter Supervisors Offices	Env. Svcs.	$ 80,000
Animal Shelter Kennel Runs and Fencing	Env. Svcs.	$ 550,000
Land Acquistion for Eastside CCS	Env. Svcs.	$ 700,000
Landfill Gas System Expansion	Env. Svcs.	$ 1,000,000
Landfill Fencing	Env. Svcs.	$ 300,000
	Capital Projects Budget	**$ 2,695,000**

Operating Budget Impact:
None $ -

	Operating Budget Impact	**$ -**
	Total Budget Impact of CIP-FY 2016	**$ 2,695,000**

Department of Transportation

Capital Projects	Source	Amount
Reconstruction Master	2013-2019 Street Infrastructure	$15,000,000
Resurfacing/Microsurfac Master	2013-2019 Street Infrastructure	$ 6,500,000
Street Median/Parkway Landscaping	TXDOT	$ 6,200,000

Department of Transportation (Continued)		
Delta Drive Overpass Crossing	TXDOT	$ 6,000,000
Carolina Bridge Reconstruction	2013-2019 Street Infrastructure	$ 3,599,586
Schuster St Reconstruction	2013-2019 Street Infrastructure	$ 2,367,000
Edna St Reconstruction	2013-2019 Street Infrastructure	$ 1,865,940
Arizona Ave Reconstruction	2013-2019 Street Infrastructure	$ 1,761,605
Robinson St Reconstruction	2013-2019 Street Infrastructure	$ 1,625,796
Streetscape / Tree Canopy	TIRZ	$ 1,494,342
Carolina Bridge Reconstruction	2010 CO	$ 1,449,659
Encino St Reconstruction	2013-2019 Street Infrastructure	$ 1,414,380
Pendale Reconstruction	2013-2019 Street Infrastructure	$ 1,360,193
Cortez St Reconstruction	2013-2019 Street Infrastructure	$ 1,349,580
Alicia St Reconstruction	2013-2019 Street Infrastructure	$ 1,338,240
Flower St Reconstruction	2013-2019 Street Infrastructure	$ 1,230,780
Glenwood St Reconstruction	2013-2019 Street Infrastructure	$ 1,202,500
Cadwallader Pedestrian Bridge	TXDOT	$ 1,000,000
Country Club Montoya Roundabout	TXDOT	$ 900,000
Downtown Pedestrian Wayfinding Program	TXDOT	$ 800,000
Wayfinding	TIRZ	$ 712,050
Pebble Hills Extension	2013-2019 Street Infrastructure	$ 703,567
Pedestrian Overpasses	TXDOT	$ 675,000
Elena - Feliz	2013-2019 Street Infrastructure	$ 629,425
NTMP Projects 2013	2009 CO	$ 610,104
Rio Grande Grant Reconstruction	2013-2019 Street Infrastructure	$ 600,000
PED Sidewalk & Parkway Master	2013-2019 Street Infrastructure	$ 600,000
Dolan St Reconstruction	2013-2019 Street Infrastructure	$ 566,640
Geiger Cardis Malaga	2013-2019 Street Infrastructure	$ 558,467
Neighborhood Traffic Management Program	2013-2019 Street Infrastructure	$ 500,000
Manor Pl And Barker Rd St	2013-2019 Street Infrastructure / CDBG	$ 495,360
Pebble Hills Extension	2012-2013 CO's	$ 492,500
Tree String Lighting	TIRZ	$ 442,360
Kernel Street Improvements	2013-2019 Street Infrastructure	$ 395,276
Intersection Improvements	TXDOT	$ 375,000
School zone Safety	TXDOT	$ 312,500
Ramos Ct-Little Flower St/ Manning Imp	2013-2019 Street Infrastructure	$ 208,397
5-Points Quiet Zone	Union Pacific Railroad	$ 165,000

Department of Transportation (Continued)			
5-Points Quiet Zone	2013-2019 Street Infrastructure	$ 123,455	
Antique Lighting	TIRZ	$ 30,086	
	Capital Projects Budget	**$67,654,788**	
Operating Budget Impact:			
Street maintenance costs		$ 25,000	
	Operating Budget Impact	**$ 25,000**	
	Total Budget Impact of CIP-FY 2016		**$ 67,679,788**
Aviation			
Capital Projects	**Source**	**Amount**	
Master Plan Update	PFC -7	$ 1,900,000	
Escalators - Main Up (2) (New)	PFC -7	$ 800,000	
ARFF Remodel* (New)	PFC-7	$ 400,000	
IT Capital Enterprise Fund Recovery	Aviation	$ 344,973	
ARFF Safety Equipment	FAA/Aviation	$ 60,000	
Cargo #3 Roof Replacement* (New)	Aviation	$ 1,500,000	
BTGC Clubhouse Expansion* (New)	Aviation	$ 750,000	
Operations Center Relocation (New)	Aviation	$ 500,000	
TSA Baggage Makeup Area Expansion/Consolidation	PFC -7	$ 4,800,000	
Admin West Parking Lot Reconstruction (New)	Aviation	$ 300,000	
Concourse A Bathrooms	PFC-7	$ 1,000,000	
Reconstruct Rwy 8L/26R, Twy "U","V" & New Parallel Taxiway	FAA/Aviation	$ 5,500,000	
Rental Car Expansion (Includes demo of Air Cargo #1)	CFC	$ 5,500,000	
Loading Bridges (15 ea.)	PFC -7	$ 5,000,000	
	Capital Projects Budget	**$28,354,973**	
Operating Budget Impact:			
None		$ -	
	Operating Budget Impact	$ -	
	Total Budget Impact of CIP-FY 2016		**$ 28,354,973**

Mass Transit - Sun Metro

Capital Projects	Source	Amount
Northgate Transit Terminal	TIGER Grant	$ 5,000,000
Bus Shelter Acquisitions	FTA Grant	$ 200,000
5339 Funding - Bus & Facilities	FTA Grant	$ 1,400,000
CMAQ - FTA Transfer	FTA Grant	$ 1,500,000
Bus Shelters Future years	Undetermined	$12,500,000
Alameda RTS	2011 C.O.s	$15,340,400
Zaragoza Park and Ride	2015 FTA Transfer	$ 700,000
Sun Metro Terminals Park and Ride	2015 FTA Transfer	$ 800,000
Dyer RTS	2011 C.O.s	$ 2,244,800
Dyer RTS	CMP	$ 2,267,200
Dyer RTS	FTA Grant	$ 9,512,000
Dyer RTS	Sun Metro Match	$ 200,000
	Capital Projects Budget	**$51,664,400**

Operating Budget Impact:
None

	Operating Budget Impact	**$ -**
	Total Budget Impact of CIP-FY 2016	**$ 51,664,400**

International Bridges

Capital Projects	Source	Amount
Winn Road - Pan American Phase 1	TX DOT	$ 300,000
	Capital Projects Budget	**$ 300,000**

Operating Budget Impact:
None

	Operating Budget Impact	**$ -**
	Total Budget Impact of CIP-FY 2016	**$ 300,000**

Information Technology

Capital Projects	Source	Amount
Fiber Interconnect	2010 CO'S,	$ 61,485
Fiber Interconnect	2009 CO'S	$ 241,304
Telephone Upgrade	2009 CO'S	$ 540,509
VOIP - Citywide	2012-2013 C.O.s	$ 372,218
Data Center	2010 CO'S	$ 1,718,260
	Capital Projects Budget	**$ 2,933,777**

Operating Budget Impact:
None

Operating Budget Impact	**$ -**
Total Budget Impact of CIP-FY 2016	**$ 2,933,777**

City Wide

Capital Projects	Source	Amount
Facility Rehabilitation	2010 C.O.s /	$ 256,887
Facility Rehabilitation	2012-2013 CO'S	$ 230,945
	Capital Projects Budget	**$ 487,832**

Operating Budget Impact
None

Operating Budget Impact	**-**
Total Budget Impact of CIP-FY 2016	**$ 487,832**

Capital Improvement Program Summary FY 2017

During FY 2017, the City anticipates spending approximately **$155,913,539** on capital improvement project expenditures that will require an estimated **$1,800,402** in operating funds. The total cost impact of the capital improvement program in FY 2017 is anticipated to be around **$157,713,941**. The projects listed on the CIP for FY 2017 are funded by the issuance of certificates of obligations, 2012 general obligation bonds, enterprise funds, and external funding.

Parks – During FY 2017, the project anticipated to completed is the construction of East Side Sports Complex and continued construction of the neighborhood park improvements. There is an operating budget impact of $330,679 for the maintenance and upkeep of additional park acreage and new facilities. These projects will be funded by 2012 general obligation bonds.

Museums and Cultural Affairs – The construction of the Children's Museum will continue during FY 2017. This project is funded by 2012 general obligation bonds.

Zoo – During FY 2017 the construction is expected to be completed on the Sea Lion exhibit, Event Tent, Wildlife Theater, and the Education Animal Holding. The Chihuahuan Desert exhibit will be a major project currently under construction. The operating budget of these projects for this fiscal year is $869,723. These projects will be funded by 2012 general obligation bonds.

Library – During FY 2017, the Richard Burges Branch expansion is anticipated to be completed. This project will be funded by 2012 general obligation bonds.

Fire Department – The capital projects for the Fire Department in FY 2017 will be the construction of Fire Station 12, the design of Fire Station 36 in far west El Paso, and the design of Fire Station 17 replacement. Funding for all projects is yet to be determined.

Department of Transportation – The Department of Transportation will advance Year Five of the Seven Year Street Infrastructure projects for street resurfacing, street signal synchronization, sidewalk gap installations, alley paving, and oversight of the planning, scoping, and development elements of the neighborhood traffic management projects. EPDOT managed projects, generally considered maintenance items, are managed through the Department of Transportation because they do not require professional design or construction management services.

Aviation – During FY 2017 Aviation will continue the construction of the TSA Consolidated Baggage Make Up Area and complete the construction of expansion of the BTGC Clubhouse and escalator replacement. Aviation is scheduled to begin the construction of Taxiway K and Runway 4-22, and replace an ARFF unit. With the completion of the Master Plan from FY 2016, it's anticipated that a new list of CIP will be generated. These projects are funded by Aviation revenue funds, FAA Grants, and PFC.

Mass Transit - Sun Metro – The department will complete the construction of Dyer RTS started in FY 2014 for opening in March 2017 and complete design for the Montana RTS. These projects will be funded by 2011 certificates of obligation, Federal grants, and local match. Bus and facilities procurements shall also be undertaken funded by FTA Formula 5339 funds.

Environmental Services – During FY 2017, Environmental Services plans to start the design and construction of an additional Citizen Collection Station on the Eastside. Landfill cells 11-14 will be prepared to open with the installation of required liners and monitoring equipment. Additional groundwater monitoring wells and gas gas monitoring wells are also planned for the landfill. These projects will be funded with Environmental Services Department operating revenue.

FY 2017 Capital Improvement and Operating Budget Impact

Estimated FY 2017 Capital Projects Costs	**$ 155,913,539**
Estimated FY 2017 CIP-Related Operating Costs	**$ 1,800,402**
Total Cost Impact of Capital Projects-FY 2017	**$ 157,713,941**

Parks and Recreation

Capital Projects	Source	Amount
Chelsea Pool	2012 QOL	$ 3,250,000
NE Regional Skate Park Flat Fields	2012 QOL	$ 500,000
Open Space Land Acquisition	2012 QOL	$ 500,000
Paved Trails Master	2012 QOL	$ 600,000
Outdoor Sports Fields	2012 QOL	$ 500,000
Trail Head Parking Areas	2012 QOL	$ 200,000
Eastside Park Flat Fields	2012 QOL	$ 4,500,000
Eastside Competitive Pool	2012 QOL	$ 5,500,000
Flat Fields Various Locations	2012 QOL	$ 500,000
Eastside Regional (aka Hueco) Rec Center	2012 QOL	$ 5,000,000
Neighborhood Imp Projects	2012 QOL	$ 1,000,000
Park Shade Canopies	2012 QOL	$ 250,000
Modular Play Structures	2012 QOL	$ 500,000
	Capital Projects Budget	**$ 22,800,000**

Operating Budget Impact	
Cost of operating new facilities	$ 330,679
Operating Budget Impact	**$ 330,679**
Total Budget Impact of CIP-FY 2017	**$ 23,130,679**

Fire

Capital Projects	Source	Amount
Fire Station #12 (Replacement)	Undetermined	$ 2,153,773
Fire Station #36 (New)	Undetermined	$ 294,081
Fire Station #17 (Replacement)	Undetermined	$ 302,094
	Capital Projects Budget	**$ 2,749,948**

Operating Budget Impact		
None	$	-
	Operating Budget Impact	**$ -**

Total Budget Impact of CIP-FY 2017 $ 2,749,948

Library

Capital Projects	Source	Amount
Armijo Branch Improvements	2012 QOL	$ 350,000
Main Library Improvements	2012 QOL	$ 250,000
Richard Burges Branch Expansion	2012 QOL	$ 432,000
Library Materials	2012 QOL	$ 75,000
	Capital Projects Budget	**$ 1,107,000**

Operating Budget Impact		
None	$	-
	Operating Budget Impact	**$ -**

Total Budget Impact of CIP-FY 2017 $ 1,107,000

Museum and Cultural Affairs

Capital Projects	Source	Amount
Children's Museum	2012 QOL	$ 5,700,000
Hispanic Cultural Center	2012 QOL	$ 2,775,075
	Capital Projects Budget	**$ 8,475,075**
Operating Budget Impact		
Cost of operating new facilities		$ 120,000
	Operating Budget Impact	**$ 120,000**
	Total Budget Impact of CIP-FY 2017	**$ 8,595,075**

Zoo

Capital Projects	Source	Amount
Wetlands River Hog	2012 QOL	$ 621,250
Chihuahuan Desert Exhibit	2012 QOL	$ 4,460,133
Asia Entrance/Carousel	2012 QOL	$ 100,000
Support Elements Zoo Wide	2012 QOL	$ 596,000
S American Aviary	2012 QOL	$ 361,250
Animal Holding Building 1	2012 QOL	$ 307,500
Animal Management	2012 QOL	$ 75,000
	Capital Projects Budget	**$ 6,521,133**
Operating Budget Impact		
Cost of operating new facilities		$ 869,723
	Operating Budget Impact	**$ 869,723**
	Total Budget Impact of CIP-FY 2017	**$ 7,390,856**

Environmental Services

Capital Projects	Source	Amount
Animal Shelter Meet & Greet (Between AS and HS)	Env. Svcs.	$ 25,000
Eng-Design/Construction-Eastside CCS	Env. Svcs.	$ 900,000
Landfill Cells 11 - 14	Env. Svcs.	$ 1,000,000
Landfill Groundwater Monitoring Wells	Env. Svcs.	$ 260,000
Landfill Gas Monitoring Wells	Env. Svcs.	$ 198,000
	Capital Projects Budget	**$ 2,383,000**
Operating Budget Impact		
Increased personnel and utility costs		$ 75,000
	Operating Budget Impact	**$ 75,000**
	Total Budget Impact of CIP-FY 2017	**$ 2,458,000**

Department of Transportation

Capital Projects	Source	Amount
Reconstruction Master	2013-2019 Street Infrastructure	$ 15,500,000
Resurfacing/Microsurfac Master	2013-2019 Street Infrastructure	$ 5,500,000
Delta Drive Overpass Crossing	TXDOT	$ 2,000,000
PED Sidewalk & Parkway Master	2013-2019 Street Infrastructure	$ 600,000
Neighborhood Traffic Management Program	2013-2019 Street Infrastructure	$ 500,000
Isela Rubalcaba Extension	TXDOT	$ 2,540,000
RC Poe Roundabout	TXDOT	$ 1,800,000
Rich Beem Roundabout	TXDOT	$ 900,000
Riverbend Multimodal Improvements	TXDOT	$ 1,000,000
	Capital Projects Budget	**$ 30,340,000**
Operating Budget Impact		
Street maintenance costs		$ 155,000
	Operating Budget Impact	**$ 155,000**
	Total Budget Impact of CIP-FY 2017	**$ 30,495,000**

International Bridges

Capital Projects	Source	Amount
Winn Road - Pan American Phase 1	TX DOT	$ 5,488,356
	Capital Projects Budget	**$ 5,488,356**

Operating Budget Impact:

None

Operating Budget Impact	**$ -**
Total Budget Impact of CIP-FY 2017	**$ 5,488,356**

Aviation

Capital Projects	Source	Amount
Runway 4-22 Reconstruction & Taxiway Radius Geometry	PFC -7	$ 15,000,000
ARFF Unit Replacement (New)	PFC -7	$ 1,500,000
Taxiway "K" Rehabilitation	PFC-7	$ 13,230,000
IT Capital Enterprise Fund Recovery	Aviation	$ 344,973
ARFF Safety Equipment	FAA/Aviation	$ 60,000
TSA Baggage Makeup Area Expansion/Consolidation	PFC -7	$ 5,000,000
Reconstruct Rwy 8L/26R, Twy "U","V" & New Parallel Taxiway	FAA/Aviation	$ 3,500,000
Loading Bridges (15 ea.)	PFC -7	$ 1,400,000
	Capital Projects Budget	**$ 40,034,973**

Operating Budget Impact

TSA Baggage Area Expansion	$ 250,000
Operating Budget Impact	**$ 250,000**
Total Budget Impact of CIP-FY 2017	**$ 40,284,973**

Mass Transit - Sun Metro			
Capital Projects	**Source**	**Amount**	
Northgate Transit Terminal	TIGER Grant	$ 302,054	
Bus Shelter Acquisitions	FTA Grant	$ 200,000	
5339 Funding - Bus & Facilities	FTA Grant	$ 1,400,000	
Bus Shelters Future years	Undetermined	$ 27,000,000	
Dyer RTS	2011 C.O.s	$ 1,122,400	
Dyer RTS	CMP	$ 1,133,600	
Dyer RTS	FTA Grant	$ 4,756,000	
Dyer RTS	Sun Metro Match	$ 100,000	
	Capital Projects Budget	**$ 36,014,054**	
Operating Budget Impact			
None		$ -	
	Operating Budget Impact	**$ -**	
	Total Budget Impact of CIP-FY 2017		**$ 36,014,054**

Capital Improvement Program Summary FY 2018

During FY 2018, the City anticipates spending approximately **$135,437,037** on capital improvement project expenditures that will require an estimated **$2,370,679** in operating funds. The total cost impact of the capital improvement program in FY 2018 is anticipated to be around **$137,807,716**. The projects listed on the CIP for FY 2018 are funded by 2012 general obligation bonds, 2012-2013 certificates of obligation, TxDOT Matches, Federal grants, and operating revenues.

Parks – During FY 2018, construction will continue on new scattered outdoor sports fields and park improvements. A significant impact will be the completion of Eastside Regional Park amenities, including aquatics and flat field projects. There is an operating budget impact of $977,509 for the maintenance and upkeep of additional park acreage and new facilities. These projects will be funded by 2012 general obligation.

Museums and Cultural Affairs – The construction of the Children's Museum will continue and should be completed during FY 2018. Construction will also begin in earnest on the Hispanic Cutural Center. These projects are funded by 2012 general obligation bonds.

Fire Department – The capital projects for the Fire Department in FY 2018 will be the initial construction of new Fire Station 36, and the construction/completion of Fire Station 17. Funding for all these projects is yet to be determined.

Zoo – During FY 2018 the construction for the Chihuahuan Desert exhibit buildings will be complete. Design will begin for shaded concessions, Asia entrance, and the Penguin exhibit. The operating budget of these projects is $1,238,170. These projects will be funded by 2012 general obligation bonds.

Environmental Services –During FY18, Environmental Services will complete the construction of cells 11 through 14 at the Greater El Paso Landfill and install a water well. Plans include the design and construction of the Hondo Pass Citizen Collection Station. These projects will be funded with Environmental Services Department operating revenue.

Department of Transportation – The Department of Transportation will advance Year Six of the Seven Year Street Infrastructure projects for street resurfacing, street signal synchronization, sidewalk gap installations, alley paving, and oversight of the planning, scoping, and development elements of the neighborhood traffic management projects. EPDOT managed projects, generally considered maintenance items, are managed through the Department of Transportation because they do not require professional design or construction management services.

Aviation – During FY 2018, Aviation will continue the reconstruction of Runway 4-22 and Taxiway "K". These projects are funded by Aviation revenue funds, FAA Grants, and PFC.

Mass Transit - Sun Metro – Construction of the Montana RTS should begin with completion expected in FY2019. It is anticipated that corresponding Far East terminal would also begin construction during this FY.

FY 2018 Capital Improvement and Operating Budget Impact

Estimated FY 2018 Capital Projects Costs	**$115,865,134**
Estimated FY 2018 CIP-Related Operating Costs	**$ 2,370,679**
Total Cost Impact of Capital Projects-FY 2018	**$118,235,813**

Parks and Recreation

Capital Projects	Source	Amount
NE Regional Skate Park Flat Fields	2012 QOL	$ 1,500,000
Coronado Park	2012 QOL	$ 1,000,000
Open Space Land Acquisition	2012 QOL	$ 500,000
Paved Trails Master	2012 QOL	$ 600,000
Outdoor Sports Fields	2012 QOL	$ 500,000
Trail Head Parking Areas	2012 QOL	$ 200,000
New Rec Center -Lomaland	2012 QOL	$ 750,000
New Rec Ctr/Library - Alameda	2012 QOL	$ 750,000
New Rec Ctr/Library - Chamizal	2012 QOL	$ 750,000
Eastside Park Flat Fields	2012 QOL	$ 4,500,000
Eastside Competitive Pool	2012 QOL	$ 5,500,000
Flat Fields Various Locations	2012 QOL	$ 500,000
Eastside Regional (aka Hueco) Rec Center	2012 QOL	$ 5,000,000
Neighborhood Imp Projects	2012 QOL	$ 1,000,000
Park Shade Canopies	2012 QOL	$ 250,000
Modular Play Structures	2012 QOL	$ 500,000
	Capital Projects Budget	**$ 23,800,000**
Operating Budget Impact		
Cost of operating new facilities		$ 977,509
	Operating Budget Impact	**$ 977,509**
	Total Budget Impact of CIP-FY 2018	**$ 24,777,509**

Fire

Capital Projects	Source	Amount
Fire Station #36 (New)	Undetermined	$ 2,830,950
Fire Station #17 (Replacement)	Undetermined	$ 2,915,878
	Capital Projects Budget	**$ 5,746,828**

Operating Budget Impact

Operating Budget Impact	**$ -**
Total Budget Impact of CIP-FY 2018	**$ 5,746,828**

Library

Capital Projects	Source	Amount
Clardy Fox Improvements	2012 QOL	$ 410,000
Main Library Improvements	2012 QOL	$ 200,000
Memorial Park Library Improvements	2012 QOL	$ 66,000
Ysleta Library Improvements	2012 QOL	$ 447,746
Ysleta Branch Library - Parking Lot	2012 QOL	$ 254,686
	Capital Projects Budget	**$ 1,378,432**

Operating Budget Impact

Operating Budget Impact	**$ -**
Total Budget Impact of CIP-FY 2018	**$ 1,378,432**

Museum and Cultural Affairs

Capital Projects	Source	Amount
Children's Museum	2012 QOL	$ 11,050,000
Hispanic Cultural Center	2012 QOL	$ 2,775,075
	Capital Projects Budget	**$ 13,825,075**
Operating Budget Impact		
	Operating Budget Impact	**$ -**
	Total Budget Impact of CIP-FY 2018	**$ 13,825,075**

Zoo

Capital Projects	Source	Amount
Chihuahuan Desert Exhibit	2012 QOL	$ 5,920,267
Asia Entrance/Carousel	2012 QOL	$ 425,000
Support Elements Zoo Wide	2012 QOL	$ 596,000
Animal Management	2012 QOL	$ 50,000
Shaded Concessions	2012 QOL	$ 322,800
Penguins	2012 QOL	$ 1,130,025
	Capital Projects Budget	**$ 8,444,092**
Operating Budget Impact		
Cost of operating new facilities		$ 1,238,170
	Operating Budget Impact	**$ 1,238,170**
	Total Budget Impact of CIP-FY 2018	**$ 9,682,262**

Environmental Services

Capital Projects	Source	Amount
CCS - Hondo Pass New CCS Design	Env. Svcs.	$ 900,000
Landfill Cells 11 - 14	Env. Svcs.	$ 9,000,000
Landfill New Water Well	Env. Svcs.	$ 250,000
Air Quality Cont Air Monitoring Building	Env. Svcs.	$ 35,000
	Capital Projects Budget	**$ 10,185,000**

Operating Budget Impact

Operating Budget Impact	**$ -**
Total Budget Impact of CIP-FY 2018	**$ 10,185,000**

Department of Transportation

Capital Projects	Source	Amount
Reconstruction Master	2013-2019 Street Infrastructure	$ 16,000,000
Resurfacing/Microsurfac Master	2013-2019 Street Infrastructure	$ 5,500,000
PED Sidewalk & Parkway Master	2013-2019 Street Infrastructure	$ 600,000
Neighborhood Traffic Management Program	2013-2019 Street Infrastructure	$ 500,000
Central Business District Phase IV	TXDOT	$ 10,246,207
Borderland	2013-2019 Street Infrastructure	$ 700,000
	Capital Projects Budget	**$ 33,546,207**

Operating Budget Impact

Street maintenance costs	$ 155,000
Operating Budget Impact	**$ 155,000**
Total Budget Impact of CIP-FY 2018	**$ 33,701,207**

Aviation

Capital Projects	Source	Amount
IT Capital Enterprise Fund Recovery	Aviation	$ 344,973
ARFF Safety Equipment	FAA/Aviation	$ 60,000
Airfield Perimeter Roads	FAA/Aviation	$ 4,500,000
	Capital Projects Budget	**$ 4,904,973**

Operating Budget Impact		
None		$ -
	Operating Budget Impact	**$ -**

Total Budget Impact of CIP-FY 2018 $ 4,904,973

Mass Transit - Sun Metro

Capital Projects	Source	Amount
Far East Terminal - RC Poe	Undetermined	$ 5,000,000
Bus Shelter Acquisitions	FTA Grant	$ 200,000
5339 Funding - Bus & Facilities	FTA Grant	$ 1,400,000
Bus Shelters Future years	Undetermined	$ 5,500,000
Montana RTS	2011 C.O.s	$ 6,631,286
Montana RTS	CMP	$ 3,694,429
Montana RTS	FTA Grant	$ 10,709,286
Montana RTS	Sun Metro Match	$ 471,429
	Capital Projects Budget	**$ 33,606,430**

Operating Budget Impact		
None		$ -
	Operating Budget Impact	**$ -**

Total Budget Impact of CIP-FY 2018 $ 33,606,430

Capital Improvement Program Summary FY 2019

During FY 2019, the City anticipates spending approximately **$87,526,390** on capital improvement project expenditures that will require an estimated **$4,195,267** in operating funds. The total cost impact of the capital improvement program in FY 2019 is anticipated to be around **$91,721,657**. The projects listed on the CIP for FY 2019 are funded by 2012 general obligation bonds, 2013 certificates of obligation, FAA grants, FTA grants, and operating revenues.

Parks – During FY 2019, construction will continue on park improvements. The major operating impact will be adding the Eastside Regional Park recreational pool. There is an operating budget impact of $393,006 for the maintenance and upkeep of additional park acreage and new facilities. These projects will be funded by 2012 general obligation bonds.

Museums and Cultural Affairs – The construction of the Children's Museum and the Hispanic Cutural Center will be completed in 2019. These projects are funded by 2012 general obligation bonds.

Zoo – During FY 2019, construction is expected to be completed for the Asia entrance and associated carousel. Design will begin for the Americas plaza improvements, South American pavilion, and restrooms. The operating budget of these projects is $1,476,228. These projects will be funded by 2012 general obligation bonds.

Fire Department – The capital projects for the Fire Department in FY 2019 will be the completion of Fire Station 36, design of Fire Station 15 replacement, design of the Fire Training Facility and design of the new Fire Station 38 in far-east El Paso. The operating and maintenance impact of Fire Station 36 reflects 2 additional companies at $1.14 million projected to open in January of 2019.

Environmental Services – During FY19, Environmental Services will complete the construction of the Delta Citizen Collection Station. Plans include the construction/furnishing of a new Animal Shelter. These projects will be funded with Environmental Services Department operating revenue.

Department of Transportation – The Department of Transportation will advance Year Seven of the Seven Year Street Infrastructure projects for street resurfacing, street signal synchronization, sidewalk gap installations, alley paving, and oversight of the planning, scoping, and development elements of the neighborhood traffic management projects. EPDOT managed projects, generally considered maintenance items, are managed through the Department of Transportation because they do not require professional design or construction management services.

Aviation – During fiscal year 2019, Aviation will purchase safety equipment, and fund the information technology enterprise fund recovery and continue with pavement rehabilitation in the airfield. These projects are funded by Aviation revenue funds, FAA Grants, and PFC.

Mass Transit – The Montana RTS and a Far East Terminal should be completed by February 2019. These projects will be funded by 2011 certificates of obligation, FTA grants, and local match. Additionally buses purchased around 2007 – 2008 should be replaced.

FY 2019 Capital Improvement and Operating Budget Impact

Estimated FY 2018 Capital Projects Costs	**$ 84,289,568**
Estimated FY 2018 CIP-Related Operating Costs	**$ 4,195,267**
Total Cost Impact of Capital Projects-FY 2018	**$ 88,484,835**

Parks and Recreation

Capital Projects	Source	Amount
Dick Shinault Concrete Skate Park	2012 QOL	$ 100,000
Modesto Gomez Park Improvements	2012 QOL	$ 250,000
Paseo Del Sol	2012 QOL	$ 50,000
Open Space Land Acquisition	2012 QOL	$ 500,000
Blackie Chesher-Add Lighting	2012 QOL	$ 1,575,000
Paved Trails Master	2012 QOL	$ 600,000
Outdoor Sports Fields	2012 QOL	$ 500,000
Trail Head Parking Areas	2012 QOL	$ 200,000
New Rec Center -Lomaland	2012 QOL	$ 4,000,000
New Rec Ctr/Library - Alameda	2012 QOL	$ 4,000,000
New Rec Ctr/Library - Chamizal	2012 QOL	$ 4,000,000
Nolan Richardon Center Expansion	2012 QOL	$ 250,000
Pavo Real Center Expansion	2012 QOL	$ 150,000
Eastside Recreational Pool	2012 QOL	$ 3,600,000
Flat Fields Various Locations	2012 QOL	$ 500,000
Neighborhood Imp Projects	2012 QOL	$ 1,000,000
Park Shade Canopies	2012 QOL	$ 250,000
Modular Play Structures	2012 QOL	$ 500,000
	Capital Projects Budget	**$ 22,025,000**
Operating Budget Impact		
Cost of operating new facilities		$ 393,006
	Operating Budget Impact	**$ 393,006**
	Total Budget Impact of CIP-FY 2019	**$ 22,418,006**

Fire

Capital Projects	Source	Amount
Fire Station #36 (New)	Undetermined	$ 2,076,181
Fire Station #15 (Replacement)	Undetermined	$ 311,991
Training Academy	Undetermined	$ 536,659
Fire Station #38 (New)	Undetermined	$ 311,991
	Capital Projects Budget	**$3,236,822**
Operating Budget Impact		
Cost of operating new facilities		**$1,138,533**
	Operating Budget Impact	**$1,138,533**
	Total Budget Impact of CIP-FY 2019	**$ 4,375,355**

Library

Capital Projects	Source	Amount
Main Library Improvements	2012 QOL	$ 1,100,000
Memorial Park Library Improvements	2012 QOL	$ 484,000
	Capital Projects Budget	**$ 1,584,000**
Operating Budget Impact		
None		$ -
	Operating Budget Impact	**$ -**
	Total Budget Impact of CIP-FY 2019	**$ 1,584,000**

Zoo

Capital Projects	Source	Amount
Asia Entrance/Carousel	2012 QOL	$ 425,000
Support Elements Zoo Wide	2012 QOL	$ 596,000
Animal Management	2012 QOL	$ 50,000
Zoo Plaza Improvements	2012 QOL	$ 288,750
S American Pavillion Restrooms	2012 QOL	$ 269,000
S American Pavillion Repair	2012 QOL	$ 220,600
Animal Holding Building 2	2012 QOL	$ 315,000
Touch Tank Installation	2012 QOL	$ 147,100
Penguins	2012 QOL	$ 2,636,725
	Capital Projects Budget	**$ 4,948,175**
Operating Budget Impact		
Cost of operating new facilities		$ 1,476,228
	Operating Budget Impact	**$ 1,476,228**
	Total Budget Impact of CIP-FY 2019	**$ 6,424,403**

Environmental Services

Capital Projects	Source	Amount
Animal Shelter Adoption Center	Environmental Services	$ 10,000
Animal Shelter Facility/Furnishings	Environmental Services	$ 7,750,000
CCS- Delta New CCS	Environmental Services	$ 900,000
	Capital Projects Budget	**$ 8,660,000**
Operating Budget Impact		
New shelter facility		$ 1,000,000
	Operating Budget Impact	**$ 1,000,000**
	Total Budget Impact of CIP-FY 2019	**$ 9,660,000**

Department of Transportation

Capital Projects	Source	Amount
Reconstruction Master	2013-2019 Street Infrastructure	$ 17,000,000
PED Sidewalk & Parkway Master	2013-2019 Street Infrastructure	$ 600,000
Bicycle Infrastructure	TXDOT	$ 2,149,788
Borderland	2013-2019 Street Infrastructure	$ 1,075,785
UMC Quiet Zone	2013-2019 Street Infrastructure	$ 598,837
UMC Quiet Zone	Union Pacific Railroad	$ 660,000
UMC Quiet Zone	TXDOT	$ 2,000,000
	Capital Projects Budget	**$ 24,084,410**
Operating Budget Impact		
Street maintenance costs		$ 185,000
	Operating Budget Impact	**$ 185,000**
	Total Budget Impact of CIP-FY 2019	**$ 24,269,410**

International Bridges

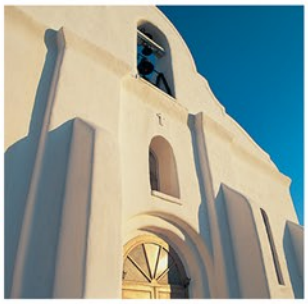
Capital Projects	Source	Amount
Paso Del Norte Roundabout	TXDOT	$ 889,240
Paso Del Norte Ready Lane	TXDOT	$ 100,000
Zaragoza Ready Lane	TXDOT	$ 310,200
	Capital Projects Budget	**$ 1,299,440**
Operating Budget Impact		
Cost of operating new facilities		$ 2,500
	Operating Budget Impact	**$ 2,500**
	Total Budget Impact of CIP-FY 2019	**$ 1,301,940**

Aviation

Capital Projects	Source	Amount
IT Capital Enterprise Fund Recovery	Aviation	$ 344,973
ARFF Safety Equipment	FAA/Aviation	$ 60,000
	Capital Projects Budget	**$ 404,973**
Operating Budget Impact		
None		$ -
	Operating Budget Impact	**$ -**
	Total Budget Impact of CIP-FY 2019	**$ 404,973**

Mass Transit - Sun Metro

Capital Projects	Source	Amount
Montana RTS	2011 C.O.s	$ 1,926,714
Montana RTS	CMP	$ 3,007,571
Montana RTS	FTA Grant	$ 16,220,714
Montana RTS	Sun Metro Match	$ 128,571
	Capital Projects Budget	**$ 21,283,570**
Operating Budget Impact		
None		$ -
	Operating Budget Impact	**$ -**
	Total Budget Impact of CIP-FY 2019	**$ 21,283,570**



APPENDIX

- Budget Resolution
- Ordinance Levying 2014 Taxes
- Glossary of Acronyms
- Glossary of Terms

CITY CLERK DEPT.
2014 AUG 21 PM 5:16

CITY OF EL PASO
FISCAL YEAR 2015 BUDGET RESOLUTION

WHEREAS, on June 30, 2014, the City Manager of the City of El Paso filed the Fiscal Year 2015 Proposed Budget of the City of El Paso with the City Clerk; and

WHEREAS, the Proposed Budget was made available for the inspection by any person and was posted on the City's website in accordance with Section 102.005 of the Texas Local Government Code; and

WHEREAS, on August 7, 2014, the City Clerk published notice in the El Paso Times and El Diarío, newspapers of general circulation in the county in which the City of El Paso is located, of a public hearing regarding the City of El Paso Fiscal Year 2015 Budget Resolution, in accordance with the Charter of the City of El Paso and Section 102.0065(a) of the Texas Local Government Code; and

WHEREAS, said public hearing was held on August 19, 2014, by the City Council regarding the City of El Paso's Proposed Budget at which all interested persons were given the right to be present and participate.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF EL PASO:

1. That the Proposed Budget, as amended, for the City of El Paso, filed by the City Manager with the City Clerk on June 30, 2014, is hereby approved and adopted by the City Council as the Annual Budget for the Fiscal Year 2015, which begins on September 1, 2014 and ends on August 31, 2015.

2. The City Manager or his/her designee is hereby authorized to appropriate the reserve amount as part of City Attorney's appropriation for external legal counsel, claims, and litigation expenses.

3. That the budget for confiscated funds shall be provided by the Chief of Police and submitted to the City Manager or his/her designee by November 17, 2014, with a financial report showing all appropriations for Fiscal Year 2015 for all confiscated or condemned monies in a format approved by the City Manager or his/her designee.

4. That the City shall not enter into any agreement requiring the expenditure of monies if such agreement shall extend beyond the current Fiscal Year without the approval of the City Council or the City Manager. In such cases where the City Manager approves the expenditure, he/she is hereby authorized to obligate and/or encumber City funding to pay the City's expenses, which shall also constitute the approval of City Council for the expenditure of monies extending beyond the current Fiscal Year, as may be required by Texas law.

5. That Department Heads or their designee are hereby authorized to request budget

transfers not to exceed Twenty-Five Thousand and No/100 Dollars ($25,000.00); provided that each transfer is within the same department. Budget transfers exceeding Twenty-Five Thousand and No/100 Dollars ($25,000.00) that are within the same department may be approved by the City Manager or his/her designee. A budget transfer for personal services appropriations, capital acquisition appropriations or impacting revenue accounts requires the approval of the City Manager or his/her designee.

6. That the City Manager or his/her designee is hereby authorized to make budget transfers not exceeding Fifty Thousand and No/100 Dollars ($50,000.00) between departments and/or funds, to the extent permitted by law. Budget transfers exceeding Fifty Thousand and No/100 Dollars ($50,000.00) between departments and/or funds shall require City Council approval.

7. That a budget transfer must be approved prior to the occurrence of the expenditure, except for emergency expenditures when approved by the City Manager or his/her designee and ratified by the City Council.

8. That the City Manager or his/her designee is hereby authorized to increase or decrease the budget for any capital projects within a Capital Improvement Program (CIP) approved by the City Council, provided that the change of a project's budget of more than One Million and No/100 Dollars ($1,000,000.00) requires additional Council approval. No project budget may be reduced to zero or deleted unless the project has been completed. Expenditures must be in compliance with applicable laws and policies and a quarterly report must be provided to Council on the budgets for capital projects that the City Manager or his/her designee has established, amended or deleted.

9. That the City Manager or his/her designee is hereby authorized to add to an existing Capital Improvement Program (CIP). Addition of a project to an approved Capital Improvement Program (CIP) must meet the purpose of the proceeds from which the original CIP was funded and the addition of such project(s) cannot exceed more than Five Hundred Thousand and No/100 ($500,000.00) without City Council authorization. Expenditures must be in compliance with applicable laws and policies and a quarterly report must be provided to Council on the budgets for capital projects that the City Manager or his/her designee has established or added.

10. That the City Manager or his/her designee is hereby authorized to receive funds associated with Texas Department of Transportation (TXDOT) reimbursements to the City and appropriate the funds to TXDOT project matches awarded through the Metropolitan Planning Organization provided the projects are included in an existing Capital Improvement Program.

11. That the City Manager or his/her designee is hereby authorized to receive funds associated with El Paso Water Utility (EPWU) reimbursements to the City and appropriate the funds to authorized street projects.

12. That any budget transfer submitted to City Council shall be accompanied by an explanation from the department and a recommendation from the City Manager or his/her designee. The department's explanation must be sufficiently clear and provide adequate detail

for the members of City Council to determine the need for the transfer.

13. That the City Manager or his/her designee is hereby authorized to establish or amend budgets and staffing table changes for Interlocal Agreements, grants, and similar awards when the Interlocal Agreement or applications for such grants and awards have been previously approved by the City Council or the City Manager. All Interlocal Agreements or grant applications requiring City Council approval shall be prepared in accordance with established procedures. The agenda item shall clearly state (i) the funding source for Interlocal Agreements or (ii) the type and amount of the required City match and the funding source of the grant match. The City Manager or his/her designee is hereby authorized to make such budget transfers and staffing table changes as are needed to close completed Interlocal Agreements, grants, and capital projects.

14. That the City Manager or his/her designee is hereby authorized to appropriate funds associated with donations made to the City in the amount of Fifty Thousand Dollars ($50,000.00) or less.

15. That the City Manager or his designee is authorized to issue, without further City Council action, purchase orders against any contract offered through the Cooperative Purchasing Network, the Houston-Galveston Area Council (H-GAC) Cooperative Purchasing Program, the Texas Association of School Boards, Inc. (TASB, Inc.) Cooperative Purchasing Buy Board, the ESC-Region 19 Cooperative Purchasing Program, the Harris County Department of Education Cooperative Purchasing Program, Tarrant County Cooperative Purchasing Program, Texas Procurement and Supportive Services (TPASS), Texas Multiple Award Schedule (TMAS and TXSmartBuy), State of Texas Department of Information Resources (DIR), U.S. Communities, Technology Bidding and Purchasing Program (PEPPM), and U.S. General Services Administration (GSA) in an amount not to exceed Five Hundred Thousand Dollars ($500,000.00) per cooperative purchasing program contract.

16. That the City Manager or his designee is authorized to issue, without further City Council action, purchase orders against any cooperative contract through the electronic catalog maintained through the U.S. Communities purchasing cooperative program/Equal Level in an amount not to exceed Two Million and No/100 Dollars ($2,000,000.00) in the aggregate per electronic catalog (hereinafter referred to as "the e-catalog") purchasing contracts. The purchase of vehicles, trucks and/or fire apparatus/pumpers shall be expressly prohibited from being sourced through the e-catalog.

17. That a claims committee shall be created consisting of the City Attorney or his/her designee, a Deputy City Manager and the employee who is designated by the City Manager or Human Resources Director to perform the risk management functions, who shall have the authority to authorize the settlement of claims in accordance with the authority separately granted by the City Council. The settlement of all other claims shall require City Council approval.

18. That restricted fund(s) shall be expended only for those purposes for which each restricted fund was established.

19. That all monies in all funds, except for grant funds, budgeted for the City's contribution to the Employee's Health Benefit Program, Worker's Compensation, and Unemployment Funds be appropriately deposited into the respective fund by the City Chief Financial Officer before the closing of the Fiscal Year, and in accordance with procedures established by the City Manager or his/her designee.

20. That the amounts of the annual non-uniformed employee pay increases for Fiscal Year 2015 are set as follows: Employee's annual increase shall be in that amount that will place the employee in the rate within their pay grade that most closely approximates a one percent (1%) increase, provided however, that the City Manager may increase this amount by an amount not to exceed an additional one and one half percent (1.5%) for any or all of the City's three major service classifications and the unclassified services based on the availability of funds and other management factors as determined by the City Manager.

21. That any employee pay increases for non-uniformed employees shall be given on the date or dates established by the City Manager based on the availability of funding for such purposes in Fiscal Year 2015. No employee pay increases shall be paid retroactively to an anniversary date or date of a performance evaluation. Any increases for certification pay established in Ordinance 8064, as amended, or by resolution pursuant to the Ordinance as may be appropriate, may be given by the City Manager in the manner provided for in or by the Ordinance to the eligible employee classifications set forth in **Schedule B-1**.

22. That the City Manager shall take appropriate action to implement a $0.25 per hour pay increase for temporary or seasonal employees who report to the Parks and Recreation Department, effective with the first pay period starting on or after May 1, 2015.

23. That for purposes of recognizing the longevity of an employee's service other than uniformed employees covered under collective bargaining agreements an amount that most closely approximates a one and one half percent (1.5%) increase will be added to the base pay of each employee on the anniversary date of five (5) years of service, two percent (2%) on the anniversary date of ten (10) years of service, two percent (2%) on the anniversary date of fifteen (15) years of service, and two and one half percent (2.5%) on the anniversary date of twenty (20) years of service and for any other five year incremental period on or beyond twenty-five (25) years of service accrued by an employee. Provided however, nothing in this section authorizes the payment of a base salary that exceeds the maximum of an employee's salary range, and in no event shall the longevity increase under this section, when paid in whole or in part if payment in whole would exceed the maximum, result in the payment of a base pay that exceeds the maximum of an employee's salary range.

24. That the City Manager, in lieu of approving the payroll and longevity increases, is authorized to approve a one-time payment to non-uniformed employees within any or all of the City's three major service classifications and the unclassified services. To be eligible to receive the one-time payment, the employee must work as a city employee for a period of one year prior to the beginning of Fiscal Year 2015 and through the date the payment is made or prepared.

25. That all competency increases, one-time payments, and increases based on five (5) year increments of service, are subject to the availability of funds, and shall be expended as

determined or authorized by the City Manager or his/her designee, except for such increases that are otherwise determined, and provided for in an employment contract.

26. That Appendix A, as required to be maintained by the Human Resources Director and approved by the Council by the Classification and Compensation Plan, Ordinance 8064, as amended, shall be as established as set forth in **Schedule D**, for such time until the Council, by resolution and as provided in Ordinance 8064, should amend or further revise.

27. That the City Manager is hereby authorized to annually adopt a Tuition Assistance Policy, which provides for tuition assistance to qualified employees in accordance with the amount of funding established for such a program. Such Policy may be amended as deemed necessary by the City Manager.

28. That based on the availability of funds, the City Manager is authorized to expend no more than Ten Thousand and No/100 Dollars ($10,000.00) from the Human Resources Department budget to establish and implement an on-the-spot rewards program to provide small monetary awards (face value up to $75.00) to immediately recognize extraordinary acts, accomplishments or contributions that are above and beyond the typical duties of the rewarded employee. On-the-spot rewards are not in lieu of merit increases or other salary increases based on sustained high quality employee performance.

29. That the business days of the City shall be Monday through Friday, excluding city observed holidays, except during such time periods in which the City Council has established a 4-10 work week for more than fifty percent (50%) of the employees assigned to work at City Hall, the business days of the City shall be Monday, Tuesday, Wednesday and Thursday.

30. That the 4-10 work week schedule shall continue for the employees assigned to work at City Hall and at such other facilities in the City with administrative functions that are appropriate for a 4-10 work schedule, as designated by the City Manager. The City Manager is authorized to make temporary adjustments to the schedule to serve the operational needs of the City. Any action by the Council to change or revise the application of the 4-10 work week schedule during the fiscal year shall be made by simple resolution of the City Council.

31. That the hotel occupancy taxes collected by the City shall be used by El Paso Convention and Performing Arts Center (Destination El Paso) and the Department of Museums and Cultural Affairs to fund their respective operations in accordance with El Paso City Code and State law. The functions of the Plaza Theater and McKelligon Canyon shall be included with the functions of El Paso Convention and Performing Arts Center (Destination El Paso). Expenditures from said fund shall be made in accordance with their respective adopted budgets.

32. That the fees generated for the Hire El Paso First Fund shall be collected by the City and shall be used to fund the Hire El Paso First operations in accordance with El Paso City Code and State law. Expenditures from the Hire El Paso First Fund shall be made in accordance with the adopted budget.

33. That the special additional hotel occupancy tax collected and deposited into the Venue Project Fund (as well as other amounts contained in such fund) shall be used by the City

to pay its obligations under the Master Lease Agreement Relating to the Downtown Ballpark Venue Project between the City and the City of El Paso Downtown Development Corporation or other ballpark costs and such funds are appropriated accordingly.

34. That any travel expenditure for a City Council member that exceeds the FY 2015 City Council member's budget, including discretionary funds for the City Council Member's district, must be approved by the City Council and a funding source shall be identified by the City Council.

35. That City Council members must notify the City Manager or his/her designee of any expenditure from budgeted City Council Special Projects or Discretionary Accounts, so that City staff can maintain a current balance of the individual City Council Member's year-to-date expenditure for said accounts. Prior to the use of a P-Card for a proposed expenditure, City Council members should identify the municipal purpose of the expenditure and the proposed expenditure should be reviewed and authorized by the City Manager or his/her designee in writing, or authorized by the City council when required, prior to the expenditure. The City Manager or his/her designee shall implement similar appropriate processes when utilizing discretionary funds through any other procurement or a reimbursement process.

36. That the City Manager or his/her designee is hereby authorized to approve the installation of residential street lights and the expenditures for the power and maintenance related thereto, including street lights paid by the people requesting the installation or which are paid for by using district discretionary funds, pursuant to the resolution of the City Council dated September 20, 1994 or other resolution as may be adopted by the Council.

37. That all obligations for the payment of money by City departments and agencies, including grantees, shall be made in accordance with procedures established by the City Manager or his/her designee.

38. That no employee or elected official shall incur an obligation for capital, supplies, wages, or otherwise, unless an adequate appropriation has been made in the budget to meet the obligation and said obligation has been incurred in accordance with the accounting, legal, budgetary, purchasing, and Human Resources policies and procedures of the City.

39. That the Full-Time Equivalent (FTE) positions funded by the FY 2015 Budget, and those listed in the Authorized Staffing Table, shall constitute the authorized FTE positions for each department. Requests for changes and additions shall be approved by the City Manager and his/her designee and shall show the impact on the FY 2015 Budget and the estimated impact on expenditures for Fiscal Year 2016.

40. That any non-vacant classified employee position which is identified for abolishment upon adoption of the FY 2015 Budget, shall be funded until the earlier of October 14, 2014 or sufficient time for the Human Resources Department to carry out the provisions of the City Charter related to lay-offs.

41. That the City Manager is hereby authorized to transfer any amount in the Salary Reserve appropriation, personal services appropriations, contingency appropriations, capital

acquisition appropriations between departments within the General Fund or an Enterprise Fund (to the extent permitted by law), whether it is non-uniformed or uniformed salary expense, or capital expense, as necessary prior to closing the Fiscal Year 2015.

42. That based on the availability of funds the City Manager or his/her designee shall transfer on a monthly basis Twelve Thousand Five Hundred and No/100 Dollars ($12,500.00) from the cash balance of the Bridge Operations Fund to the Bridge Maintenance Fund; and transfer on an annual basis revenues derived from ground lease franchises, not to exceed Seventy-Nine Thousand Two Hundred Eighty-Five and No/100 Dollars ($79,285.00) from the Bridge Operations Fund to the Bridge Maintenance Fund. Any remaining balance shall be transferred to the General Fund, except for the Twenty Five Thousand and No/100 Dollars ($25,000.00) Unreserved Balance and any required cash which must be maintained pursuant to any bridge revenue bond covenants or other debt financing.

43. That all non-expended appropriations in the General Fund and Enterprise Funds shall lapse at the end of Fiscal Year 2015, unless reviewed and approved not to lapse by the City Manager or his/her designee.

44. That within forty-five (45) working days after the close of each fiscal quarter, the City Manager or his/her designee shall provide a quarterly report to City Council regarding the status and year-end projection of the budget.

45. That the City shall charge the maximum allowable interest rate and impose the maximum allowable penalty pursuant to State or Federal laws, on any amounts past due to the City. Any amounts that are one hundred twenty (120) days past due will be reported to the Credit Bureau, in accordance with State and Federal law, and will be turned over to the City Attorney or a collection agency for collection or the proper disposition.

46. That the annual parking meter revenue in account number 440200 (Parking Meter Revenue) shall be allocated on a monthly basis to a restricted account called Plaza Theater Sinking Fund in the Debt Service Fund to satisfy debt requirements for the fiscal year, that the City Manager or his/her designee be authorized to appropriate additional funding from this account for the replacement of parking meters upon approval of the City Manager of a meter replacement program based on availability of funds in this account, and that all funds exceeding the debt service requirement and meter replacement capital requirements for the fiscal year be deposited to the General Fund.

47. That monies that the City receives from licenses, fees, fines, and other charges for services shall be analyzed to determine if the City is recovering the cost of providing such services. Recommendations shall be made to the City Manager or his/her designee for any revisions to licenses, fees, fines and other charges.

48. That appropriation control for expenditures shall be at the Object Level.

49. That expenditures shall be in accordance with the City of El Paso – Strategic Thinking / Planning Project.

50. That **Schedule A** amends revenues and appropriations to the City Manager's filed budget; **Schedule B** amends staffing tables to the City Manager's filed budget and Schedule B-1 sets forth the employee classifications eligible for certification pay; **Schedule C** sets forth fees and formulas for calculating certain fees that are to be charged by the City for the goods and services it provides; **Schedule D** contains Appendix A, as referenced by the Classification and Compensation Plan, Ordinance 8064, as amended; and **Schedule E** sets forth the list of and approved budget for annualized computer software and hardware and computer software and hardware which may be purchased as a sole source. For any programs, activities, presentations, classes or services that have a fee range listed within Schedule C, the department head shall determine and charge a fee within the stated range for each particular activity, presentation, class or service in the amount that will recover the City's costs, as reviewed and approved by the City Manager or his/her designee. Any revisions or additions to the fees listed in Schedule C, or the process or formula used for setting fees, shall be approved by simple resolution of the City Council.

51. That the City Manager and his/her designee is authorized to determine when it is practicable for the City to accept payments by credit card of a fee, fine, court cost or other charge in accordance with City Ordinance no. 15051. Service charges added to the payment shall be in conformity with state statutory requirements and will be in such amount(s) as listed in Schedule C, provided that in the event that bank charges imposed on the City relating to credit card acceptance increase during the fiscal year, the City Manager is authorized to increase the service charge amount(s), so as to cover the City's increased costs.

52. That the Department of Aviation shall be authorized to collect fees to recover costs, as set forth in Schedule C, relating to its duties in connection with a) the conduct of criminal history background checks and b) the Perishable Cargo Facility, and the Department shall collect the fees authorized in prior resolutions of the City Council for hangars, tie-downs, storage, heavy aircraft parking and for public parking at the Airport in the amounts as set forth in Schedule C attached hereto and that Schedule C shall be the controlling resolution for the establishment of the specific amounts of these fees.

53. That the Department of Aviation's Foreign Trade Zone is authorized to collect fees to recover costs, as set forth in Schedule C, relating to duties in connection with (a) Blanket Admission – 214; (b) Direct Delivery Admission, Subsequent 214; (c) Application Fee, Subzone; (d) Application Fee, New General Purpose Site (Minor Boundary Modification); (e) Application Fee, Expansion Site (Magnet); and (f) Alteration Request. The Department of Aviation's Foreign Trade Zone is also authorized to collect fees based on other changes as outlined in the Schedule C.

54. That in addition to City created programs, activities, presentations, classes ("City programs") and City produced or supported publications that are offered to the public in conjunction with the missions of the various departments for which the fees are separately established in Schedule C, the Council authorizes City department directors to create and offer new City programs and publications, on a trial or temporary basis, as may be of benefit to the public and as the directors may deem appropriate and within his/her department's capacity for providing new City programs or publications. The fee for participation in each such new City program or the cost to obtain such a publication shall be established in an amount that will

recover the City's costs to present each such City Program or provide the publication, as reviewed and approved by the City Manager or his/her designee. The City Manager or his/her designee shall maintain a list of all fees approved pursuant to this paragraph, which shall be made available to the public.

55. That the Council sets the level of City funding support to persons and organizations seeking such support for parades that fulfill a public purpose in accordance with the process, criteria and other provisions of Section 13.36.050 E of the City Code, in an amount not to exceed One Hundred Twenty-Five Thousand Six Hundred and No/100 Dollars ($125,600.00), and that the City Manager is authorized to equitably allocate such funding among the qualified applicants and sign funding agreements with such applicants.

56. That the Council sets the maximum level of funding for the Parks and Recreation Department's needs assessment scholarship program, as may be established by ordinance, in the amount of Two Hundred Thousand and No/100 Dollars ($200,000.00), with a maximum benefit per child of One Hundred Fifty and No/100 Dollars ($150.00), for Fiscal Year 2015. Receipt of scholarship funds for the Club Rec Program does not count towards the One Hundred Fifty and No/100 Dollars ($150.00) maximum per child limit.

57. That the Council authorizes the conduct of the Holiday Parade and Tree Lighting as a program event within the Parks and Recreation Department; authorizes funding for the event as established within the City's adopted budget; authorizes the City Manager to determine and approve participation in the event by other City departments and personnel; and authorizes the Parks and Recreation Department to charge the entry fee as set forth in Schedule C to non-City persons and organizations who submit entries in the parade.

58. That the City Manager is authorized to revise appropriate budgets within departments to provide for changes of functions and reorganization of departments approved by City Council, to include the transfer of functions, duties and related budgets between departments.

59. That the Director of Aviation be authorized to establish a Premium Parking program, as approved by the City Manager, at the airport for public parking at the premium fees set forth in Schedule C for a maximum of 24 parking spaces, which will allow parking spaces to be reserved in advance by members of the general public.

60. That the Director of Aviation be authorized to establish a program, as approved by the City Manager, at the airport whereby the Director or his/her designee may provide gratis airport parking passes as appropriate for the promotion of the airport as the premier gateway for air transportation for the El Paso region. The total value of all gratis parking passes provided under this program during FY 2015 shall not exceed Two Thousand and No/100 Dollars ($2,000.00).

61. That the Director of Aviation be authorized to collect fees to recover costs for work completed by El Paso International Airport on behalf of airport tenants in the amounts set forth in Schedule C.

62. The Department of Aviation is authorized to collect fees to recover costs, as set forth in Schedule C, relating to duties in connection with (a) SIDA Badge issue; (b) AOA Badge issue; (c) SIDA and AOA Badge renewal; and (d) Reimbursement for Lost Not Returned Badges as listed on Schedule C.

63. That the Department of Environmental Services be authorized to charge a franchise fee in the amount determined by City Council for the wear and tear on the City's rights-of-way due to the use of City sanitation vehicles engaged in the collection, transportation and disposal municipal solid waste to an authorized municipal solid waste facility.

64. That the Department of Environmental Services is authorized to collect fees to recover costs, as set forth in Schedule C, related to safety articles sold upon request to members of the public accessing the Greater El Paso Landfill.

65. That the Department of Environmental Services is authorized to collect fees to recover costs, as set forth in Schedule C, related to the veterinary services provided at the City's spay and neuter clinic, for services provided at the clinic relating to the health and safety of animals, and for those services that are provided to the animal while at said clinic in order to bring the animal into compliance with the El Paso City Code's requirements.

66. That the City Manager be authorized to negotiate, award and enter into agreements and other documents on behalf of the City for the annualized computer licenses and maintenance of software and hardware specified in **Schedule E**, and any software or hardware that are available only from one source pursuant to applicable laws, in amounts not to exceed the amounts in the FY2015 approved budget and set forth in **Schedule E**; provided, however, that all such agreements are in compliance with law and shall be approved as to form by the City Attorney.

67. That the City Council will allow the Public Service Board and the El Paso Water Utilities to use fire hydrants in conjunction with requiring developer dedications or payments for the costs of fire hydrants and together with the value of the use of City right-of-way in conjunction with system operation and functions by the Public Service Board and the El Paso Water Utilities, they are in exchange for all charges and costs owed by the City for water used by the City for firefighting purposes, and this provision supersedes all prior resolutions of the City Council regarding this matter.

68. That any non-expended funds in the General Fund appropriations allocated to each City Council representative at the end of Fiscal Year 2014 shall be allocated to the discretionary fund of each respective City Council representative in FY2015.

69. That the City Manager is authorized to establish or amend the budget for the Parkland dedication fees special fund for FY2015, provided that such funds are committed and used in compliance with applicable city ordinances.

70. That the City Manager or his/her designee shall immediately file, or cause to be filed a true copy of the FY 2015 Budget and a copy of this Resolution in the offices of the City Clerk and the County Clerk of El Paso, and post the same on the City's website.

71. Effective September 1, 2014, City Council hereby establishes a franchise fee to be paid by the El Paso Water Utilities to compensate the City of El Paso for the use of city streets and rights of way for utility lines and wear and tear on City streets in a total amount of Three Million Five Hundred Fifty Thousand and No/100 Dollars ($3,550,000.00). The City recommends that any resulting fee be assessed on non-residential meters. The City Manager and the Legal Department are authorized to take any and all action necessary to commence the collection of the franchise fee.

PASSED AND APPROVED this 19th day of August 2014.

CITY OF EL PASO

Oscar Leeser
Mayor

ATTEST:

Richarda Duffy Momsen
City Clerk

APPROVED AS TO FORM:

Matthew K. Behrens
Assistant City Attorney

APPROVED AS TO CONTENT:

Lynly Leeper, Chief Budget Officer
Office of Management and Budget
Department of the City Manager

CITY CLERK DEPT.
2014 AUG 21 PM 5:16

SCHEDULE A
REVENUES AND EXPENDITURES
TO THE PROPOSED BUDGET FY 2015

BEGINNING PROPOSED ALL FUNDS REVENUES/EXPENDITURES **826,237,676**

BEGINNING PROPOSED GENERAL FUND REVENUE 352,933,102

Department	Division	Account	Account Description	Inc / (Decrease)
City Development	28020	405067	REIMBURSED EXPENDITURES	51,231
	28020	441260	SUBDIVISION PERMITS	(155,000)
Engineering & Construction Management	35050	470500	TRANSFER FROM CAPITAL PROJECTS	240,500
Fire	22080	405067	REIMBURSED EXPENDITURES	180,000
Information Technology	15090	470000	INTERFUND TRANSFERS (SOURCES)	125,930
Municipal Clerk	11040	440550	MOVING VIOLATION FORFEITS	140,000
Non-Departmental	99999	401010	REAL PROPERTY TAX COLLECTIONS	3,627,161
	99999	401050	SPECIAL FEES DELING TAX COLLEC	(480,000)
	99999	405067	REIMBURSED EXPENDITURES	1,561,091
	99999	420250	EL PASO WATER UTILITIES	3,550,596
	99999	420320	ELECTRIC COMPANY	(4,825,290)
	99999	470000	INTERFUND TRANSFERS (SOURCES)	2,867,387
Parks & Recreation	51230	450200	FACILITY RENTALS REVENUE	(35,617)
	51240	450200	FACILITY RENTALS REVENUE	(102,119)
	51260	450200	FACILITY RENTALS REVENUE	(19,177)
	51270	443070	ORGANIZED SPORTS LEAGUES FEES	(149,766)
	51280	450200	FACILITY RENTALS REVENUE	(8,384)
Public Health	41130	431340	MILK AND DAIRY LAB TESTS	15,000

TOTAL REVISIONS TO THE GENERAL FUND REVENUE 6,583,544

TOTAL REVISED GENERAL FUND REVENUE **359,516,646**

BEGINNING PROPOSED GENERAL FUND EXPENDITURES 352,933,102

Department	Division	Account	Account Description	Inc / (Decrease)
City Attorney	10500	501XXX	VARIOUS SALARY ACCOUNTS	4,193
City Development	28020	501XXX	VARIOUS SALARY ACCOUNTS	208,814
City Manager	12020	501XXX	VARIOUS SALARY ACCOUNTS	(128,799)
Community Development	71040	522090	PRINTING SERVICES CONTRACTS	2,500
	71040	522150	OUTSIDE CONTRACTS - NOC	13,000
	71040	523010	MOTOR POOL USAGE FEE-INTERF SV	1,000
	71040	523020	PRINT SHOP ALLOC-INTERFUND SVC	3,000
	71040	531000	OFFICE SUPPLIES	933
	71040	531010	EQUIPMENT PURCHASE UNDER 500	800
	71040	531040	SUPPLIES COMPUTER EQUIPMENT	800
	71040	531150	FOOD AND BEVERAGES SUPPLIES	750
	71040	542010	TRAVEL EXPENSES - EMPLOYEES	2,000
	71040	542030	MILEAGE ALLOWANCES	830
	71040	544120	SEMINARS CONTINUING EDUCATION	900
Department of Transportation	32020	501XXX	VARIOUS SALARY ACCOUNTS	(3,899)
	32040	501XXX	VARIOUS SALARY ACCOUNTS	52,123
	32040	522270	PUBLIC ACCESSES MAINT CONTRACT	500,000
Engineering & Construction Management	35030	501XXX	VARIOUS SALARY ACCOUNTS	(88,023)
	35050	501XXX	VARIOUS SALARY ACCOUNTS	368,623
Fire	22010	501XXX	VARIOUS SALARY ACCOUNTS	29,512
	22010	521120	HEALTH CARE PROVIDERS SERVICES	(20,000)
	22020	501XXX	VARIOUS SALARY ACCOUNTS	155,817
	22020	521120	HEALTH CARE PROVIDERS SERVICES	92,037
	22030	501XXX	VARIOUS SALARY ACCOUNTS	20,923
	22040	501XXX	VARIOUS SALARY ACCOUNTS	(1,568,325)
	22050	501XXX	VARIOUS SALARY ACCOUNTS	(84,047)
	22060	501XXX	VARIOUS SALARY ACCOUNTS	10,462
	22070	501XXX	VARIOUS SALARY ACCOUNTS	15,692
	22080	501XXX	VARIOUS SALARY ACCOUNTS	116,515
	22090	530010	GASOLINE - UNLEADED	(16,638)
	22090	531120	CLINICAL MEDICAL SUPPLIES	105,000
	22090	531230	SAFETY GEAR	(25,575)
	22090	533030	OTHER EQUIPMENT 500-4 999 99	50,000

SCHEDULE A
REVENUES AND EXPENDITURES
TO THE PROPOSED BUDGET FY 2015

Department	Division	Account	Account Description	Inc / (Decrease)
	22110	532000	BUILDINGS FACILITIES MAINT REP	(30,000)
General Services	31040	501XXX	VARIOUS SALARY ACCOUNTS	42,209
	31040	522060	MAINT SVCS CONTRACT-JANITORIAL	232,455
	31040	522120	SECURITY CONTRACTS	26,500
	31040	522260	BLDGS FACILITIES MAINT CONTRAC	201,117
	31040	532000	BUILDINGS FACILITIES MAINT REP	249,673
	31120	501XXX	VARIOUS SALARY ACCOUNTS	363,576
	31120	524110	LEASES NOC	196,050
	31120	531130	LAND MAINTENANCE SUPPLIES	275,459
	31120	531260	CHEMICAL SUPPLIES	36,000
Information Technology	15090	501XXX	VARIOUS SALARY ACCOUNTS	(74,155)
	15100	501XXX	VARIOUS SALARY ACCOUNTS	(106,879)
	15200	501XXX	VARIOUS SALARY ACCOUNTS	(318,808)
	15210	501XXX	VARIOUS SALARY ACCOUNTS	(47,498)
	15230	501XXX	VARIOUS SALARY ACCOUNTS	(160,277)
Library	53030	501XXX	VARIOUS SALARY ACCOUNTS	26,622
	53060	501XXX	VARIOUS SALARY ACCOUNTS	22,300
	53090	501XXX	VARIOUS SALARY ACCOUNTS	27,826
	53090	522060	MAINT SVCS CONTRACT-JANITORIAL	5,677
	53100	501XXX	VARIOUS SALARY ACCOUNTS	33,203
	53110	501XXX	VARIOUS SALARY ACCOUNTS	55,138
	53120	501XXX	VARIOUS SALARY ACCOUNTS	24,894
	53130	501XXX	VARIOUS SALARY ACCOUNTS	41,527
	53140	501XXX	VARIOUS SALARY ACCOUNTS	105,814
	53140	522150	OUTSIDE CONTRACTS - NOC	11,148
	53160	501XXX	VARIOUS SALARY ACCOUNTS	36,327
	53300	501XXX	VARIOUS SALARY ACCOUNTS	13,221
Municipal Clerk	11030	501XXX	VARIOUS SALARY ACCOUNTS	52,471
	11040	501XXX	VARIOUS SALARY ACCOUNTS	104,234
	11040	522090	PRINTING SERVICES CONTRACTS	75,000
Non-Departmental	99997	501XXX	VARIOUS SALARY ACCOUNTS	128,799
	99999	522010	BILLING COLLECT AGEN CONTRACTS	(480,000)
	99999	531130	LAND MAINTENANCE SUPPLIES	147,929
	99999	544050	OPERATING CONTINGENCY RESERVE	7,690
	99999	544110	SALARY ADJUSTMENT RESERVE EXPE	(1,100,000)
	99999	570000	INTERFUND TRANSFERS (USES)	4,589,694
Parks & Recreation	51230	501XXX	VARIOUS SALARY ACCOUNTS	79,697
	51240	501XXX	VARIOUS SALARY ACCOUNTS	65,398
	51240	532210	SWIMMING POOLS	258
	51270	501XXX	VARIOUS SALARY ACCOUNTS	30,124
Police	21000	501XXX	VARIOUS SALARY ACCOUNTS	(29,894)
	21000	531040	SUPPLIES COMPUTER EQUIPMENT	629
	21020	501XXX	VARIOUS SALARY ACCOUNTS	170,439
	21020	531220	MAINTENANCE SUPPLIES PARTS NOC	1,000
	21080	531000	OFFICE SUPPLIES	1,000
	21090	531200	UNIFORMS AND APPAREL SUPPLIES	5,000
	21090	531220	MAINTENANCE SUPPLIES PARTS NOC	871
	21100	522150	OUTSIDE CONTRACTS - NOC	1,400,000
	21110	531000	OFFICE SUPPLIES	500
	21110	531120	CLINICAL MEDICAL SUPPLIES	1,000
	21120	501XXX	VARIOUS SALARY ACCOUNTS	34,322
	21120	531000	OFFICE SUPPLIES	500
	21120	531040	SUPPLIES COMPUTER EQUIPMENT	1,000
	21120	531220	MAINTENANCE SUPPLIES PARTS NOC	1,000
	21130	501XXX	VARIOUS SALARY ACCOUNTS	(62,041)
	21130	531000	OFFICE SUPPLIES	500
	21130	531040	SUPPLIES COMPUTER EQUIPMENT	500
	21130	531100	ANIMAL FOOD AND SUPPLIES	1,000
	21140	501XXX	VARIOUS SALARY ACCOUNTS	34,322
	21140	531040	SUPPLIES COMPUTER EQUIPMENT	500
	21150	501XXX	VARIOUS SALARY ACCOUNTS	(57,785)
	21150	531000	OFFICE SUPPLIES	1,000
	21150	531040	SUPPLIES COMPUTER EQUIPMENT	1,000
	21160	501XXX	VARIOUS SALARY ACCOUNTS	34,322
	21170	501XXX	VARIOUS SALARY ACCOUNTS	34,322
	21170	531100	ANIMAL FOOD AND SUPPLIES	1,000
	21190	501XXX	VARIOUS SALARY ACCOUNTS	(80,297)

SCHEDULE A
REVENUES AND EXPENDITURES
TO THE PROPOSED BUDGET FY 2015

Department	Division	Account	Account Description	Inc / (Decrease)
	21200	531120	CLINICAL MEDICAL SUPPLIES	1,000
	21200	531220	MAINTENANCE SUPPLIES PARTS NOC	1,000
Purchasing & Strategic Sourcing	16010	544101	PUBLIC INFORMATION SEMINAR	4,500
Zoo	52130	501XXX	VARIOUS SALARY ACCOUNTS	6,971
	52140	501XXX	VARIOUS SALARY ACCOUNTS	312,450
	52150	501XXX	VARIOUS SALARY ACCOUNTS	(49,421)
TOTAL REVISIONS TO THE GENERAL FUND EXPENDITURES				6,583,544
TOTAL REVISED GENERAL FUND EXPENDITURES				**359,516,646**
BEGINNING PROPOSED NON GENERAL FUND REVENUE				473,304,574

Department	Division	Account	Account Description	Inc / (Decrease)
1100 Debt Service	99934	401010	REAL PROPERTY TAX COLLECTIONS	3,000
1100 Debt Service	99934	470000	INTERFUND TRANSFERS (SOURCES)	1,721,885
1100 Debt Service	99935	401010	REAL PROPERTY TAX COLLECTIONS	(753,000)
1100 Debt Service	99999	470020	FUND BALANCE TRANSFERS (SOURCE	125,930
1100 Debt Service	99931	401010	REAL PROPERTY TAX COLLECTIONS	3,000
1100 Debt Service	99931	470000	INTERFUND TRANSFERS (SOURCES)	3,594,806
1110 Debt Service Plaza Theater	99902	401010	REAL PROPERTY TAX COLLECTIONS	(297,000)
1110 Debt Service Plaza Theater	99902	440200	METER REVENUE	297,000
2050 Art Museum	54150	470000	INTERFUND TRANSFERS (SOURCES)	13,000
2070 Art Museum Instruction	54140	470020	FUND BALANCE TRANSFERS (SOURCE	33,000
2140 Public Health Grants	41230	460020	LOCAL GRANT PROCEEDS	(259,962)
2302 TIRZ #5	28680	401010	REAL PROPERTY TAX COLLECTIONS	(269,104)
2303 TRZ #2	99999	401010	REAL PROPERTY TAX COLLECTIONS	(905,875)
2303 TRZ #2	99999	470000	INTERFUND TRANSFERS (SOURCES)	905,875
2304 TRZ #3	99999	401010	REAL PROPERTY TAX COLLECTIONS	(223,925)
2304 TRZ #3	99999	470000	INTERFUND TRANSFERS (SOURCES)	170,150
2305 Environmental Fee	34340	443580	ENVIRONMENTAL FEES	597,716
2323 Economic Development	28630	411000	SALES TAX	(974,030)
2323 Economic Development	28630	420320	ELECTRIC COMPANY	579,408
2323 Economic Development	28630	470000	INTERFUND TRANSFERS (SOURCES)	399,653
2510 Museum-Art Museum Store	54220	470000	INTERFUND TRANSFERS (SOURCES)	20,000
2533 Lobbyist	10570	470000	INTERFUND TRANSFERS (SOURCES)	441
2600 SFA	54120	460000	FEDERAL GRANT PROCEEDS	(250,000)
2660 SFA-Museum	54090	450600	DONATIONS	(145,000)
2720 FFA-PD	22130	470020	FUND BALANCE TRANSFERS (SOURCE	2,823
3100 Environmental Services	34060	420000	OTHER FRANCHISE FEES	2,201,005
3100 Environmental Services	34060	470000	INTERFUND TRANSFERS (SOURCES)	126,920
3110 Environmental Services-Grants	34030	460010	STATE GRANT PROCEEDS	63,157
3150 Environmental Services-Capital	34060	470000	INTERFUND TRANSFERS (SOURCES)	597,716
3400 Zoo Operations	52120	440010	ZOO ADMISSION REVENUE	(1,990)
3400 Zoo Operations	52120	450600	DONATIONS	(50)
3400 Zoo Operations	52120	450650	MISC NON-OPERATING REVENUES	4,800
3400 Zoo Operations	52150	443020	INSTRUCTIONAL FEES	2,240
3400 Zoo Operations	52150	443060	SALES TO THE PUBLIC	(13,000)
4340 Police	21280	470020	FUND BALANCE TRANSFERS (SOURCE	400,000
4932 Fleet Replacement	37010	470000	INTERFUND TRANSFERS (SOURCES)	500,000
TOTAL REVISIONS TO THE NON GENERAL FUND REVENUE				8,270,589
TOTAL REVISED NON GENERAL FUND REVENUE				481,575,164
TOTAL REVISED ALL FUNDS REVENUE				**841,091,810**
BEGINNING PROPOSED NON GENERAL FUND EXPENDITURES				473,304,574

Department	Division	Account	Account Description	Inc / (Decrease)
1100 Debt Service	99934	521060	BOND FIN ADVISORY SERVICE	2,500
1100 Debt Service	99934	521840	ARBITRAGE BOND REVIEW SERVICE	500
1100 Debt Service	99934	553000	INTEREST EXPENSE	1,721,885
1100 Debt Service	99935	521060	BOND FIN ADVISORY SERVICE	(2,500)
1100 Debt Service	99935	521840	ARBITRAGE BOND REVIEW SERVICE	(500)
1100 Debt Service	99935	553000	INTEREST EXPENSE	(750,000)
1100 Debt Service	99999	570000	INTERFUND TRANSFERS (USES)	125,930
1100 Debt Service	99931	521060	BOND FIN ADVISORY SERVICE	2,500
1100 Debt Service	99931	521840	ARBITRAGE BOND REVIEW SERVICE	500
1100 Debt Service	99931	553000	INTEREST EXPENSE	919,806
1100 Debt Service	99931	554110	PRINCIPAL PAYMENT EXPENSE	2,675,000
2050 Art Museum	54150	522150	OUTSIDE CONTRACTS - NOC	13,000
2070 Art Museum Instruction	54140	570000	INTERFUND TRANSFERS (USES)	33,000

SCHEDULE A
REVENUES AND EXPENDITURES
TO THE PROPOSED BUDGET FY 2015

Department	Division	Account	Account Description	Inc / (Decrease)
2140 Public Health Grants	41230	501XXX	VARIOUS SALARY ACCOUNTS	(190,662)
2140 Public Health Grants	41230	522090	PRINTING SERVICES CONTRACTS	(800)
2140 Public Health Grants	41230	522150	OUTSIDE CONTRACTS - NOC	(5,800)
2140 Public Health Grants	41230	523020	PRINT SHOP ALLOC-INTERFUND SVC	(200)
2140 Public Health Grants	41230	531000	OFFICE SUPPLIES	(800)
2140 Public Health Grants	41230	531020	PROMOTIONAL SUPPLIES	(10,000)
2140 Public Health Grants	41230	531080	TRAINING MATERIALS	(1,000)
2140 Public Health Grants	41230	531200	UNIFORMS AND APPAREL SUPPLIES	(100)
2140 Public Health Grants	41230	540020	PAGING SERVICES	(2,340)
2140 Public Health Grants	41230	542010	TRAVEL EXPENSES - EMPLOYEES	(5,400)
2140 Public Health Grants	41230	542030	MILEAGE ALLOWANCES	(1,000)
2140 Public Health Grants	41230	544120	SEMINARS CONTINUING EDUCATION	(750)
2140 Public Health Grants	41230	544140	PROFESSIONAL LICENSES & MEMBER	(750)
2140 Public Health Grants	41230	544150	INDIRECT COST EXPENDITURES	(40,360)
2141 DSRIP Medicaid Waiver Program	22070	501XXX	VARIOUS SALARY ACCOUNTS	56,464
2141 DSRIP Medicaid Waiver Program	22070	544150	INDIRECT COST EXPENDITURES	(56,464)
2302 TIRZ #5	28680	552000	COMMUNITY SERVICE PROJECTS	(269,104)
2304 TRZ #3	99999	570020	FUND BALANCE TRANSFERS (USES)	(53,775)
2305 Environmental Fee	22040	501XXX	VARIOUS SALARY ACCOUNTS	1,572,472
2305 Environmental Fee	22050	501XXX	VARIOUS SALARY ACCOUNTS	84,047
2305 Environmental Fee	22090	530010	GASOLINE - UNLEADED	16,638
2305 Environmental Fee	22090	531230	SAFETY GEAR	25,575
2305 Environmental Fee	31040	532000	BUILDINGS FACILITIES MAINT REP	(108,875)
2305 Environmental Fee	31130	532000	BUILDINGS FACILITIES MAINT REP	50,359
2305 Environmental Fee	34340	544050	OPERATING CONTINGENCY RESERVE	(65,872)
2305 Environmental Fee	34340	570000	INTERFUND TRANSFERS (USES)	(2,302,095)
2305 Environmental Fee	99999	544150	INDIRECT COST EXPENDITURES	1,325,467
2323 Economic Development	28630	522150	OUTSIDE CONTRACTS - NOC	630
2323 Economic Development	28630	522360	380 Property Tax Rebates	154,401
2323 Economic Development	28630	522370	380 Sales Tax Rebates	(150,000)
2510 Museum-Art Museum Store	54220	531210	INVENTORY PURCH-MAT & SUPPLIES	20,000
2533 Lobbyist	10570	522150	OUTSIDE CONTRACTS - NOC	441
2600 SFA	54120	522150	OUTSIDE CONTRACTS - NOC	(250,000)
2660 SFA-Museum	54090	522150	OUTSIDE CONTRACTS - NOC	(135,000)
2660 SFA-Museum	54090	531000	OFFICE SUPPLIES	(10,000)
2720 FFA-PD	22130	501XXX	VARIOUS SALARY ACCOUNTS	2,823
3000 Airport Operations	62030	501XXX	VARIOUS SALARY ACCOUNTS	(8,671)
3000 Airport Operations	62030	522040	ENVIRONMENTAL CONTRACTS	50,000
3000 Airport Operations	62030	544260	DIRECT EXPENSES CHGD BY CITY	(50,000)
3000 Airport Operations	62030	570020	FUND BALANCE TRANSFERS (USES)	8,671
3100 Environmental Services	34060	521240	CABLE FRANCHISE REVIEW SERVICE	2,201,005
3100 Environmental Services	34060	554120	BOND INTEREST EXPENSE	126,920
3110 Environmental Services-Grants	34030	501XXX	VARIOUS SALARY ACCOUNTS	89,049
3110 Environmental Services-Grants	34030	522040	ENVIRONMENTAL CONTRACTS	(60,472)
3110 Environmental Services-Grants	34030	522150	OUTSIDE CONTRACTS - NOC	61,850
3110 Environmental Services-Grants	34030	522200	PEST CONTROL CONTRACTS	(2,300)
3110 Environmental Services-Grants	34030	522260	BLDGS FACILITIES MAINT CONTRAC	(350)
3110 Environmental Services-Grants	34030	523000	EQUIP MAINT-INTERFUND SVCS	(5,696)
3110 Environmental Services-Grants	34030	523020	PRINT SHOP ALLOC-INTERFUND SVC	(615)
3110 Environmental Services-Grants	34030	523040	MAIL ROOM CHARGES	(1,054)
3110 Environmental Services-Grants	34030	524040	OFFICE EQUIPMENT-LEASES	1,000
3110 Environmental Services-Grants	34030	531000	OFFICE SUPPLIES	1,700
3110 Environmental Services-Grants	34030	531010	EQUIPMENT PURCHASE UNDER 500	(225)
3110 Environmental Services-Grants	34030	531040	SUPPLIES COMPUTER EQUIPMENT	(2,143)
3110 Environmental Services-Grants	34030	531050	DESKTOP SOFTWARE SUPPLIES	(300)
3110 Environmental Services-Grants	34030	531110	CLEANING SUPPLIES	(100)
3110 Environmental Services-Grants	34030	531120	CLINICAL MEDICAL SUPPLIES	(1,150)
3110 Environmental Services-Grants	34030	531150	FOOD AND BEVERAGES SUPPLIES	(650)
3110 Environmental Services-Grants	34030	531180	VEHICLE MAINTENANCE SUPPLIES	(1,043)
3110 Environmental Services-Grants	34030	531200	UNIFORMS AND APPAREL SUPPLIES	(1,500)
3110 Environmental Services-Grants	34030	531230	SAFETY GEAR	(250)
3110 Environmental Services-Grants	34030	531250	EQUIP OUTSIDE REPAIRS SVCS NOC	(750)
3110 Environmental Services-Grants	34030	531260	CHEMICAL SUPPLIES	(30)
3110 Environmental Services-Grants	34030	531320	OTHER EQUIPMENT 1000 -4999 99	(7,555)
3110 Environmental Services-Grants	34030	532040	VEHICLES - MAINT & REPAIRS	(1,040)
3110 Environmental Services-Grants	34030	532060	OFFICE EQUIPMENT-MAINT & REP	(1,000)
3110 Environmental Services-Grants	34030	533020	DATA PROCESS EQP 500-4 999 99	(12,147)
3110 Environmental Services-Grants	34030	540010	LONG DISTANCE	100
3110 Environmental Services-Grants	34030	540020	PAGING SERVICES	(1,450)
3110 Environmental Services-Grants	34030	540040	SHIPPING	(1,225)
3110 Environmental Services-Grants	34030	541000	ELECTRICITY	2,280
3110 Environmental Services-Grants	34030	541010	WATER	(500)
3110 Environmental Services-Grants	34030	542010	TRAVEL EXPENSES - EMPLOYEES	(6,150)
3110 Environmental Services-Grants	34030	544060	OTHER SERVICES CHARGES EXPENSE	3,219

SCHEDULE A
REVENUES AND EXPENDITURES
TO THE PROPOSED BUDGET FY 2015

Department	Division	Account	Account Description	Inc / (Decrease)
3110 Environmental Services-Grants	34030	544120	SEMINARS CONTINUING EDUCATION	(350)
3110 Environmental Services-Grants	34030	544140	PROFESSIONAL LICENSES & MEMBER	(500)
3110 Environmental Services-Grants	34030	544150	INDIRECT COST EXPENDITURES	17,638
3110 Environmental Services-Grants	34030	580060	VEHICULAR EQUIPMENT	(3,134)
3150 Environmental Services-Capital	34060	580060	VEHICULAR EQUIPMENT	597,716
3200 Sun Metro General Operations	60000	521170	PROMOTIONAL SERVICES	1,172
3200 Sun Metro General Operations	60010	501XXX	VARIOUS SALARY ACCOUNTS	(1,172)
3300 Internatl Bridges Operations	64830	501XXX	VARIOUS SALARY ACCOUNTS	13,658
3300 Internatl Bridges Operations	64830	522120	SECURITY CONTRACTS	101,504
3300 Internatl Bridges Operations	64830	570000	INTERFUND TRANSFERS (USES)	(201,785)
3300 Internatl Bridges Operations	64860	501XXX	VARIOUS SALARY ACCOUNTS	79,135
3300 Internatl Bridges Operations	64860	522120	SECURITY CONTRACTS	7,488
3360 International Bridges Restricted	64870	501XXX	VARIOUS SALARY ACCOUNTS	(92,793)
3360 International Bridges Restricted	64870	520010	TEMPORARY SERVICES CONTRACTS	92,793
3400 Zoo Operations	52120	570020	FUND BALANCE TRANSFERS (USES)	262,000
3400 Zoo Operations	52130	501XXX	VARIOUS SALARY ACCOUNTS	(6,971)
3400 Zoo Operations	52140	501XXX	VARIOUS SALARY ACCOUNTS	(263,029)
4340 Police	21280	580070	PUBLIC SAFETY EQUIPMENT	400,000
4932 Fleet Replacement	37010	580540	CARS_PICKUPS_VANS	500,000
TOTAL REVISIONS TO THE NON GENERAL FUND EXPENDITURES				8,270,589
TOTAL REVISED NON GENERAL FUND EXPENDITURES				481,575,164
TOTAL REVISED ALL FUNDS EXPENDITURES				**841,091,810**

SCHEDULE B
STAFFING TABLE
CHANGES TO THE PROPOSED BUDGET FY 2015

DEPARTMENT/DIVISON	**JOB CODE**	**TITLE**		
Aviation				
Finance & Administration	11150	Administrative Analyst	Delete	(1.00)
Finance & Administration	13310	Civil Engineer	Add	1.00
City Development				
Building & Development Permit	030099	Plan Review Inspector	Add	1.00
Building & Development Permit	030099	Plan Review Inspector	Add	1.00
Building & Development Permit	030099	Plan Review Inspector	Add	1.00
Building & Development Permit	17260	Plumbing Inspector 00011383	Add	1.00
City Manager				
Public Information Office	030099	(Con) Media Specialist	Delete	(1.00)
Public Information Office	030099	(Con) Media Specialist	Delete	(1.00)
Department of Transportation				
Engineering Traffic	13640	Traffic Control Specialist	Delete	(1.00)
Engineering Traffic	13810	Engineering Associate	Add	1.00
Engineering Traffic	13820	Engineering Sr. Technician	Add	1.00
Pavement Management	13320	Civil Engineering Associate	Delete	(1.00)
Pavement Management	13810	Engineering Associate	Add	1.00
Engineering Traffic	17625	Transportation Manager	Add	1.00
Engineering Traffic	13610	Traffic Engineer	Delete	(1.00)
Engineering & Construction Management				
Design Division	13320	Civil Engineering Associate	Delete	(1.00)
Project Engineering	13030	Pos#2216 Eng Division Manager	Add	1.00
Project Engineering	13320	Civil Engineering Associate	Add	1.00
Project Engineering	13810	Engineering Associate	Add	1.00
Project Engineering	UNC01	Cap Improvements Proj Associat	Add	1.00
Fire				
Fire Communications	19610	Communication Manager 00003447	Add	1.00
Fire Dept Administration	030099	(Con)PS-Public Infor Officer	Delete	(1.00)
Fire Rescue	030099	(Con)PS-Public Infor Officer	Add	1.00
General Services				
Facilities Maintenance	18760	Plumber(restored)	Add	1.00
Land Management	18550	Groundskeepers(restored)	Add	1.00
Land Management	18550	Groundskeeper(restored)	Add	1.00
Land Management	18550	Groundskeeper(restored)	Add	1.00
Land Management	18550	Groundskeeper(restored)	Add	1.00
Land Management	18550	Groundskeeper(restored)	Add	1.00
Land Management	18570	General Service Worker(restored)	Add	1.00
Land Management	18570	General Service Worker(restored)	Add	1.00
Land Management	18570	General Service Worker(restored)	Add	1.00
Land Management	18570	General Service Worker(restored)	Add	1.00
Land Management	18570	General Service Worker(restored)	Add	1.00
Land Management	18570	General Service Worker(restored)	Add	1.00
Land Management	18570	General Service Worker(restored)	Add	1.00
Land Management	18570	General Service Worker(restored)	Add	1.00
Land Management	18570	General Service Worker(restored)	Add	1.00
Land Management	18570	General Service Worker(restored)	Add	1.00
Land Management	18570	General Service Worker(restored)	Add	1.00
Land Management	18570	General Service Worker(restored)	Add	1.00
Land Management	18570	General Service Worker(restored)	Add	1.00
Land Management	18570	General Service Worker(restored)	Add	1.00
Land Management	18570	General Service Worker(restored)	Add	1.00
Land Management	18570	General Service Worker(restored)	Add	1.00
Land Management	18570	General Service Worker(restored)	Add	1.00
Land Management	18570	General Service Worker(restored)	Add	1.00
Land Management	18570	General Service Worker(restored)	Add	1.00
Land Management	18570	General Service Worker(restored)	Add	1.00
Land Management	18570	General Service Worker(restored)	Add	1.00
Information Technology				
Administrative	012099	(Con) Admin Support Associate	Add	1.00
Application Management	030099	(Con) Database Admin II	Delete	(1.00)
Application Management	030099	(Con) GIS Specialist	Delete	(1.00)
Application Management	030099	(Con) GIS Technician	Delete	(1.00)
Application Management	030099	(Con) Software Developer I	Delete	(1.00)
Application Management	030099	(Con) Software Developer II	Delete	(1.00)
Application Management	030099	(Con) Software Developer III	Delete	(1.00)
Client Services	030099	(Con) Support Services II	Delete	(1.00)
Client Services	050099	(Con) Support Services I	Delete	(1.00)

SCHEDULE B
STAFFING TABLE
CHANGES TO THE PROPOSED BUDGET FY 2015

DEPARTMENT/DIVISON	**JOB CODE**	**TITLE**			
Infrastructure Management	060099	(Con)Communications Cable Tech	Delete	(1.00)	
Strategic Innovation & Enterpr	030099	(Con) Business Project Special	Delete	(1.00)	
Strategic Innovation & Enterpr	030099	(Con) Project Manager	Delete	(1.00)	
Administrative	030099	(Con)Financial Res Analyst	Delete	(1.00)	
Administrative	030099	(Con)Info Tech Admin Manager	Delete	(1.00)	
Administrative	030099	(Con)Info Tech Admin Manager	Add	1.00	
Application Management	030099	(Con) Software Specialist I	Add	1.00	
Library					
Main Library	012099	(Con) Library Page	Delete	(0.50)	
Esperanza Acosta Moreno -East	012099	(Con) Library Page 00000078	Add	0.50	
Esperanza Acosta Moreno -East	15430	Library Head of General Refere	Delete	(1.00)	
Esperanza Acosta Moreno -East	15630	Regional Library Brch Mgr 00011388	Add	1.00	
Dorris Van Doren West Regional	15580	Library Assistant 00005961	Add	1.00	
Irving Schwartz Branch Operations	15570	Library Inf Specialist 00005987	Add	1.00	
Judge Marquez Mission Valley Branch	15580	Library Assistant 00008988	Add	1.00	
Library Book Mobile Techmobile	15570	Library Information Specialist	Add	0.50	
Main Library	15520	Public Services Librarian 00006026	Add	1.00	
Main Library	15530	Public Services Librarian 00003247	Add	1.00	
Main Library	15570	Library Inf Specialist 00005974	Add	1.00	
Main Library	15580	Library Assistant 00006328	Add	1.00	
Memorial Branch Operations	15580	Library Assistant 00005962	Add	1.00	
Richard Burges Branch Operations	012099	(Con) Library Page	Add	0.50	
Richard Burges Branch Operations	15570	Library Information Specialist	Add	0.50	
Westside Branch Operations	15580	Library Assistant 00005948	Add	1.00	
Westside Branch Operations	15580	Library Assistant 00009860	Add	1.00	
Mass Transit - Sun Metro					
Fixed Route Operations	11180	Research Assistant	Add	1.00	
Fixed Route Operations	14335	Transit Data Specialist	Delete	(1.00)	
Non-Departmental					
Public, Educational, Governmental (PEG)	030099	(Con) Media Specialist	Add	1.00	
Public, Educational, Governmental (PEG)	030099	(Con) Media Specialist	Add	1.00	
Office of the Comptroller					
Financial Reporting and Grants	12210	Accounting Manager	Delete	(1.00)	
Financial Reporting and Grants	12040	Fin Reporting Coordinator 00011387	Add	1.00	
Treasury Management Division	12230	Accountant	Delete	(1.00)	
Treasury Management Division	12210	Accounting Manager 00003337	Add	1.00	
Parks & Recreation					
Aquatics	016099	(Con) Lifeguard 00000144	Add	0.10	
Aquatics	016099	(Con) Lifeguard 00010624	Add	0.10	
Aquatics	016099	(Con) Lifeguard 00010847	Add	0.50	
Aquatics	016099	(Con) Lifeguard 00010851	Add	0.20	
Aquatics	016099	(Con) Lifeguard 00010860	Add	0.50	
Aquatics	016099	(Con) Lifeguard 00011130	Add	0.30	
Aquatics	016099	(Con) Lifeguard 00011144	Add	0.20	
Aquatics	016099	(Con) Lifeguard 00011155	Add	0.10	
Aquatics	016099	(Con) Pool Attendant 00000184	Add	0.20	
Aquatics	016099	(Con) Pool Attendant 00010790	Add	0.20	
Aquatics	016099	(Con) Pool Attendant 00010864	Add	0.20	
Recreation Centers	16210	Recreation Specialist 00006187	Add	1.00	
Recreation Centers	16230	Recreation Leader 00006158	Add	1.00	
Recreation Centers	16230	Recreation Leader 00006163	Add	0.75	
Sports	18550	Groundskeeper	Add	1.00	
Police					
Grant Operations	11130	Secretary	Delete	(1.00)	
Grant Operations	12260	Accounting/Payroll Clerk	Add	1.00	
Zoo					
Community & Guest Experience	16445	Zoo Education Specialist	Delete	(1.00)	
Infrastructure	18570	General Service Worker	Delete	(1.00)	
Infrastructure	18570	General Service Worker	Delete	(1.00)	
BEGINNING PROPOSED ALL FUNDS FTE's					**5,988.89**
TOTAL REVISIONS				**43.85**	
REVISED ALL FUNDS FTE's					**6,032.74**

SCHEDULE B
FY 2015 Fares and Fees
Mass Transit Board

Department	Account	Fee Description	Detail	FY 2015 Proposed
Mass Transit - Sun Metro	403050	Fare Box Revenue	**Fare deposited at time of boarding bus**	
Mass Transit - Sun Metro	403050	Fare Box Revenue	Regular Fare	$1.50
Mass Transit - Sun Metro	403050	Fare Box Revenue	Student Fare	$1.00
Mass Transit - Sun Metro	403050	Fare Box Revenue	Children between ages of 6-18 yrs.	$1.00
Mass Transit - Sun Metro	403050	Fare Box Revenue	Children 5 and under with an adult	Free
Mass Transit - Sun Metro	403050	Fare Box Revenue	Mass Transit Retirees and Spouses	Free
Mass Transit - Sun Metro	403050	Fare Box Revenue	Senior/Disabled Fare	$0.30
Mass Transit - Sun Metro	403050	Fare Box Revenue-Effective 1/1/2014	Military Fare	$1.00
Mass Transit - Sun Metro	403050	Fare Box Revenue	Lift Certified with Lift ID Card - Fixed Route	Free
Mass Transit - Sun Metro	403050	Fare Box Revenue	Transfers	Free
Mass Transit - Sun Metro	403050	Fare Box Revenue	Downtown Circulator Regular Fare	Free
Mass Transit - Sun Metro	403050	Fare Box Revenue	Day Pass	$3.50
Mass Transit - Sun Metro	403050	Fare Box Revenue	City Employees*	Free*
Mass Transit - Sun Metro	403050	Ticket Sales	Standard Weekly Pass	$12.00
Mass Transit - Sun Metro	403050	Ticket Sales	Student Weekly Pass	$7.00
Mass Transit - Sun Metro	403050	Ticket Sales-Effective 1/1/2014	Military Weekly Pass	$7.00
Mass Transit - Sun Metro	403050	Ticket Sales	Senior/Disabled Weekly Pass	$2.50
Mass Transit - Sun Metro	403051	Ticket Sales	**Standard and Student Punch Cards**	
Mass Transit - Sun Metro	403051	Ticket Sales	Standard Monthly	$48.00
Mass Transit - Sun Metro	403051	Ticket Sales	Student Monthly	$30.00
Mass Transit - Sun Metro	403051	Ticket Sales - Effective 1/1/2014	Military Monthly	$30.00
Mass Transit - Sun Metro	403052	Token Sales	**Sun Metro Tokens used instead of cash**	
Mass Transit - Sun Metro	403052	Token Sales	Full Fare Token (10/pkg)	$15.00
Mass Transit - Sun Metro	403052	Token Sales	Full Fare Token (100/pkg)	$150.00
Mass Transit - Sun Metro	403052	Token Sales	Student Fee (10/pkg)	$10.00
Mass Transit - Sun Metro	403052	Token Sales	Student Fee (100/pkg)	$100.00
Mass Transit - Sun Metro	403053	LIFT Bus Revenue-Tickets	Lift Passes (5)	$12.50
Mass Transit - Sun Metro	403057	LIFT Bus Revenue-Fare Box	Revenue collected at time of boarding bus for the demand response program	$2.50
Mass Transit - Sun Metro	403054	Senior Citizen Bus Pass	**Senior Citizen Tickets Prices**	
Mass Transit - Sun Metro	403054	Senior Citizen Bus Pass	Senior/Disabled Monthly	$10.00
Mass Transit - Sun Metro	403059	Non-Transportation Revenue	**Sale of ID's, Schedule Books, & Pouches**	
Mass Transit - Sun Metro	403059	Non-Transportation Revenue	Schedule Books	$5.00
Mass Transit - Sun Metro	403059	Non-Transportation Revenue	ID Card Pouches	$0.55
Mass Transit - Sun Metro	403059	Non-Transportation Revenue	ID Replacement	$5.00

*Provided that the City reimburses the Mass Transit Department at the average fare rate

FY 2015 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
1	All Departments	450630	Public Information Act	Paper Records-Standard size(50 or fewer pgs) +postage and shipping or fax charge	$0.10
2	All Departments	450630	Public Information Act	Paper Records-Standard size(50+ pgs) + personnel charge, overhead charge, actual misc. supplies, postage and shipping or fax charge	$0.10
3	All Departments	450630	Public Information Act	Paper Records-non standard size	
4	All Departments	450630	Public Information Act	Blue prints	
5	All Departments	450630	Public Information Act	18" x 24"	$1.60
6	All Departments	450630	Public Information Act	24" x 36"	$1.80
7	All Departments	450630	Public Information Act	30" x 42"	$2.00
8	All Departments	450630	Public Information Act	42" x 4"	$2.00
9	All Departments	450630	Public Information Act	42" x 5"	$2.20
10	All Departments	450630	Public Information Act	42" x 6"	$2.40
11	All Departments	450630	Public Information Act	42" x 7"	$2.60
12	All Departments	450630	Public Information Act	42" x 8"	$2.80
13	All Departments	450630	Public Information Act	+ postage, shipping, and misc. supplies	
14	All Departments	450630	Public Information Act	Large Bond Copies	
15	All Departments	450630	Public Information Act	12" x 18"	$1.10
16	All Departments	450630	Public Information Act	18" x 24"	$1.10
17	All Departments	450630	Public Information Act	24" x 36"	$1.70
18	All Departments	450630	Public Information Act	42" x 30"	$1.70
19	All Departments	450630	Public Information Act	+ postage, shipping, and misc. supplies	
20	All Departments	450630	Public Information Act	Vellum copies	
21	All Departments	450630	Public Information Act	24" x 36"	$2.45
22	All Departments	450630	Public Information Act	+ postage, shipping, and misc. supplies	
23	All Departments	450630	Public Information Act	Other non standard size copies (per page)	$0.50
24	All Departments	450630	Public Information Act	+ personnel charge, overhead charge, postage, shipping, and misc. supplies	
25	All Departments	450630	Public Information Act	Photographs (Police Department)	
26	All Departments	450630	Public Information Act	4" x 5" color print	$2.15
27	All Departments	450630	Public Information Act	each additional print	$0.95
28	All Departments	450630	Public Information Act	5" x 7" color print	$2.20
29	All Departments	450630	Public Information Act	each additional print	$1.00
30	All Departments	450630	Public Information Act	8" x 10" color print	$2.40
31	All Departments	450630	Public Information Act	each additional print	$1.20
32	All Departments	450630	Public Information Act	Polaroid color print	$2.75
33	All Departments	450630	Public Information Act	each additional print	$1.55
34	All Departments	450630	Public Information Act	4" x 5" black & white print	$3.00
35	All Departments	450630	Public Information Act	each additional print	$1.80
36	All Departments	450630	Public Information Act	5" x 7" black & white print	$3.25
37	All Departments	450630	Public Information Act	each additional print	$2.05
38	All Departments	450630	Public Information Act	8" x 10" black & white print	$3.50
39	All Departments	450630	Public Information Act	each additional print	$2.30
40	All Departments	450630	Public Information Act	4" x 5" black & white mug	$3.20
41	All Departments	450630	Public Information Act	each additional print	$2.00
42	All Departments	450630	Public Information Act	Polaroid black & white	$2.35
43	All Departments	450630	Public Information Act	each additional print	$1.15
44	All Departments	450630	Public Information Act	+postage, shipping, misc. supplies	
45	All Departments	450630	Public Information Act	Computer and electronic document imaging printouts	
46	All Departments	450630	Public Information Act	Standard size + personnel, overhead, computer resource, computer programming, misc. supplies, postage and handling	$0.10
47	All Departments	450630	Public Information Act	Non-standard size + personnel, overhead, computer resource, computer programming, misc. supplies, postage and handling	$0.50
48	All Departments	450630	Public Information Act	Plotter media documents: + personnel, overhead, computer resource, computer programming, misc. supplies, postage and handling	
49	All Departments	450630	Public Information Act	8 1/2" x 11" prints	$0.24
50	All Departments	450630	Public Information Act	11" x 17" prints	$0.24
51	All Departments	450630	Public Information Act	18" x 24" prints	$0.48
52	All Departments	450630	Public Information Act	24" x 36" prints	$0.72
53	All Departments	450630	Public Information Act	36" x 42" prints	$0.96
54	All Departments	450630	Public Information Act	Non-standard copies (microfilm, microfiche) + personnel, overhead, computer resource, computer programming, misc. supplies, postage and handling	
55	All Departments	450630	Public Information Act	Standard	$0.10
56	All Departments	450630	Public Information Act	Non-standard	$0.50
57	All Departments	450630	Public Information Act	Media charge+ personnel, overhead charge, computer resources, computer programming, misc. supplies, postage and handling	
58	All Departments	450630	Public Information Act	Diskette	$1.00
59	All Departments	450630	Public Information Act	Computer magnetic tape	
60	All Departments	450630	Public Information Act	4mm	$13.50
61	All Departments	450630	Public Information Act	8mm	$12.00
62	All Departments	450630	Public Information Act	9-track	$11.00
63	All Departments	450630	Public Information Act	Data cartridge	
64	All Departments	450630	Public Information Act	2000 series	$17.50
65	All Departments	450630	Public Information Act	3000 series	$20.00
66	All Departments	450630	Public Information Act	6000 series	$25.00
67	All Departments	450630	Public Information Act	9000 series	$35.00
68	All Departments	450630	Public Information Act	600A	$20.00
69	All Departments	450630	Public Information Act	Tape Cartridge	
70	All Departments	450630	Public Information Act	250 MB	$38.00
71	All Departments	450630	Public Information Act	525 MB	$45.00
72	All Departments	450630	Public Information Act	VHS video cassette	$2.50
73	All Departments	450630	Public Information Act	audio cassette	$1.00
74	All Departments	450630	Public Information Act	Mylar	
75	All Departments	450630	Public Information Act	3 mil / per linear feet	$0.85

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
76	All Departments	450630	Public Information Act	4 mil / per linear feet	$1.10
77	All Departments	450630	Public Information Act	5 mil / per linear feet	$1.35
78	All Departments	450630	Public Information Act	Street code book	$29.30
79	All Departments	450630	Computer programming charge		$26.00/hour
80	All Departments	450630	Type of system	Mainframe	$10.00/minute; $.17/second
81	All Departments	450630	Type of system	Midrange	$ 1.50/minute; $0.03/second
82	All Departments	450630	Type of system	Client/Server	$ 2.20/hour; $0.04/minute
83	All Departments	450630	Type of system	PC or LAN	$ 1.00/hour; $0.02/minute
84	All Departments	450630	Fax charge	Local transmission	$0.10 per page
85	All Departments	450630	Fax charge	Long distance within 915 area code	$0.50 per page
86	All Departments	450630	Fax charge	Long distance outside 915 area code	$1.00 per page
87	All Departments	450630	Overhead charge	Includes the cost of depreciation	$3.00/hour; $0.05/minute
88	All Departments	450630	Personnel charge	See ordinance for guidance in how to assess this charge.	$15.00/hour; $0.25/minute
89	All Departments	450630	Notary fees	Administering an oath or affirmation with certificate and seal	$6.00
90	All Departments	450630	Notary fees	A certificate under seal not otherwise provided for	$6.00
91	All Departments	450630	Notary fees	A copy of a record or paper in the notary public's office	$ 0.50 for each page
92	All Departments	450630	Notary fees	Swearing a witness to a deposition, certificate, seal, and other business connected with taking the deposition	$6.00
93	All Departments	554020	Credit Card Fee	City-wide credit card fee	1.98%
94	All Departments	431490	Administrative Fee	Administrative cost to prepare liens.	$100.00 charge for preparation of lien and the release of lien
95	Municipal Clerk	440560	Parking Forfeits / Fines	**GROUP A**	
96	Municipal Clerk	440560	Parking Forfeits / Fines	521 Expired Meter	$25.00
97	Municipal Clerk	440560	Parking Forfeits / Fines	503 Overtime Limit	$25.00
98	Municipal Clerk	440560	Parking Forfeits / Fines	524 Hotel Zone-Parking	$25.00
99	Municipal Clerk	440560	Parking Forfeits / Fines	512 Airport Limousine Zone	$25.00
100	Municipal Clerk	440560	Parking Forfeits / Fines	526 Protruding into Buffer Zone	$25.00
101	Municipal Clerk	440560	Parking Forfeits / Fines	504 Park on Bus or Taxi Stand	$25.00
102	Municipal Clerk	440560	Parking Forfeits / Fines	525 Other Overtime - Contrary to Sign	$25.00
103	Municipal Clerk	440560	Parking Forfeits / Fines	530 Passenger Loading Zone	$25.00
104	Municipal Clerk	440560	Parking Forfeits / Fines	532 Loading Zone: General over 30 minutes	$25.00
105	Municipal Clerk	440560	Parking Forfeits / Fines	533 Loading Zone: Commercial over 30 minutes	$25.00
106	Municipal Clerk	440560	Parking Forfeits / Fines	534 More than one meter space	$25.00
107	Municipal Clerk	440560	Parking Forfeits / Fines	535 Over 18" from Curb/Improper Proximity to Curb	$25.00
108	Municipal Clerk	440560	Parking Forfeits / Fines	536 Loading Zone: Not commercial vehicle	$25.00
109	Municipal Clerk	440560	Parking Forfeits / Fines	556 Within 30' of Stop Sign/ Stop Light	$25.00
110	Municipal Clerk	440560	Parking Forfeits / Fines	564 Park-Funeral Zone	$25.00
111	Municipal Clerk	440560	Parking Forfeits / Fines	567 Reserved Parking Space	$25.00
112	Municipal Clerk	440560	Parking Forfeits / Fines	591 Police/Police Motorcycle Zone	$25.00
113	Municipal Clerk	440560	Parking Forfeits / Fines	570 Alley-General Traffic Dist/Five Points/Not Loading	$25.00
114	Municipal Clerk	440560	Parking Forfeits / Fines	571 Airport-Contrary to Signs or Markings	$25.00
115	Municipal Clerk	440560	Parking Forfeits / Fines	572 Airport-Loading in Front of Terminal	$25.00
116	Municipal Clerk	440560	Parking Forfeits / Fines	573 Airport-West of Terminal w/o Authorization	$25.00
117	Municipal Clerk	440560	Parking Forfeits / Fines	Boot Fee	$50.00
118	Municipal Clerk	440560	Parking Forfeits / Fines	**GROUP B**	
119	Municipal Clerk	440560	Parking Forfeits / Fines	551 Double Parking	$55.00
120	Municipal Clerk	440560	Parking Forfeits / Fines	552 Wrong Side of street	$55.00
121	Municipal Clerk	440560	Parking Forfeits / Fines	553 No Parking Zone	$55.00
122	Municipal Clerk	440560	Parking Forfeits / Fines	574 Contrary to Angle Parking Signs	$55.00
123	Municipal Clerk	440560	Parking Forfeits / Fines	592 Back-in Angled Parking Only	$55.00
124	Municipal Clerk	440560	Parking Forfeits / Fines	575 Alongside/Opposite Street Excavation	$55.00
125	Municipal Clerk	440560	Parking Forfeits / Fines	576 Violation of Street Cleaning/Construction of Signs	$55.00
126	Municipal Clerk	440560	Parking Forfeits / Fines	577 Violation of Official Sign Prohibiting Parking	$55.00
127	Municipal Clerk	440560	Parking Forfeits / Fines	578 News Media Zone	$55.00
128	Municipal Clerk	440560	Parking Forfeits / Fines	579 Inspection Zone	$55.00
129	Municipal Clerk	440560	Parking Forfeits / Fines	580 Covered Meter	$55.00
130	Municipal Clerk	440560	Parking Forfeits / Fines	581 In Violation of Sign/Adjacent to School	$55.00
131	Municipal Clerk	440560	Parking Forfeits / Fines	582 In Violation of Sign/Narrow Street	$55.00
132	Municipal Clerk	440560	Parking Forfeits / Fines	583 In Violation of Sign/One-Way Street	$55.00
133	Municipal Clerk	440560	Parking Forfeits / Fines	584 Temporary No Parking Zone	$55.00
134	Municipal Clerk	440560	Parking Forfeits / Fines	585 Adjacent to Safety Zone	$55.00
135	Municipal Clerk	440560	Parking Forfeits / Fines	586 Yellow Curb Markings	$55.00
136	Municipal Clerk	440560	Parking Forfeits / Fines	587 In-Designated Bike Lanes	$55.00
137	Municipal Clerk	440560	Parking Forfeits / Fines	508 Parking within 20' of Fire Station	$55.00
138	Municipal Clerk	440560	Parking Forfeits / Fines	509 Parking within 50' of Railroad Crossing	$55.00
139	Municipal Clerk	440560	Parking Forfeits / Fines	548 Easement/Parkway	$55.00
140	Municipal Clerk	440560	Parking Forfeits / Fines	559 Parking on Sidewalk	$55.00
141	Municipal Clerk	440560	Parking Forfeits / Fines	560 Parking on crosswalk/w 20' crosswalk	$55.00
142	Municipal Clerk	440560	Parking Forfeits / Fines	561 Parking within 15' of Fire Hydrant	$55.00
143	Municipal Clerk	440560	Parking Forfeits / Fines	562 Obstruct by Improper Parking (alley)	$55.00
144	Municipal Clerk	440560	Parking Forfeits / Fines	563 Blocking Driveway	$55.00
145	Municipal Clerk	440560	Parking Forfeits / Fines	565 Parking on Median	$55.00
146	Municipal Clerk	440560	Parking Forfeits / Fines	568 Parking on Bridge	$55.00
147	Municipal Clerk	440560	Parking Forfeits / Fines	569 In Alleys Contrary to Sign	$55.00
148	Municipal Clerk	440560	Parking Forfeits / Fines	**GROUP C**	
149	Municipal Clerk	440560	Parking Forfeits / Fines	555 Fire Lane	$150.00
150	Municipal Clerk	440560	Parking Forfeits / Fines	589 Hazardous/Congested Place	$150.00
151	Municipal Clerk	440560	Parking Forfeits / Fines	590 Within Intersection	$150.00
152	Municipal Clerk	440560	Parking Forfeits / Fines	**GROUP D**	
153	Municipal Clerk	440560	Parking Forfeits / Fines	549/550/554 Handicapped Zone/No Permit/Blocking	$275.00
154	Municipal Clerk	440560	Parking Forfeits / Fines	**GROUP E**	
155	Municipal Clerk	440560	Parking Forfeits / Fines	502 Parking Prohibited / Oversize	$225.00
156	Municipal Clerk	440560	Parking Forfeits / Fines	**GROUP F**	
157	Municipal Clerk	440560	Parking Forfeits / Fines	510 Parking on City Property	$100.00
158	Municipal Clerk	440560	Parking Forfeits / Fines	511 In R-O-W Washing, Repairing Vehicle	$100.00
159	Police	405067	Taxi Cab Operator Permits (Holder)	Operator Permit Hearing Cost (to determine necessity/satisfaction of requirements) - per day / New (Subject to Prorate)	$191/day

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
160	Police	405067	Taxi Cab Operator Permits (Holder)	Operator Permit Hearing Cost (to determine necessity/satisfaction of requirements) - per day / Fleet Expansion (Subject to Prorate)	$191/day
161	Police	441280	Taxi Cab Operator Permits	Issue New or Expansion Permits at Less Than Six Months Prior to August 31 / Per Vehicle	$100.00
162	Police	430220	Taxi Cab Operator Permits (Holder)	Airport Sticker / Per Vehicle / Per Year	$250.00
163	Police	441280	Taxi Cab Operator Permits (Holder)	Operating Permit / Per Vehicle / Per Year / New Application	$150.00
164	Police	441280	Taxi Cab Operator Permits	Substitution of Vehicle Under Permit Per Vehicle	$16.00
165	Police	441280	Taxi Cab Operator Permits	Operating Permit Transfer Per Vehicle	$110.00
166	Police	441280	Taxi Cab Operator Permits (Holder)	Reissue/Replacement of Operating Permit or Individual Certificate	$21.00
167	Police	441280	Taxi Cab Operator Permits	Operating Permit -Expansion of Fleet	$150.00
168	Police	441280	Taxi Cab Operator Permits	Taxi Cab Zone Permit	$250.00
169	Police	441280	Taxi Cab Operator	Fare Card	$10.00
170	Police	442040	Taxi Cab Inspection Fee	Taxi Cab Inspections	$31.00
171	Police	441280	Taxi Cab Operator Permits	Reissuance of Permit Post-Revocation Appeal	$250.00
172	Police	442040	Taxi Cab Inspection Fee	Other Vehicle Inspections	$28.00
173	Police	441280	Taxi Cab Operator Permits	International taxicab	$34.00
174	Police	441350	Chauffeur Licenses (Individual)	Chauffeur Lic Application	$14.00
175	Police	441350	Chauffeur Licenses (Individual)	Duplicate Chauffeur license	$9.00
176	Police	441470	Limousines	Limousine Permit	$137.00
177	Police	441470	Limousines	Increase Number of Vehicles Under Permit	$14.00
178	Police	441470	Limousines	Limousine Application	$21.00
179	Police	441470	Chartered Tour Limo Fee	Sightseeing & Charter Application (New or Renewal)	$34.00
180	Police	441470	Chartered Tour Limo Fee	License per vehicle with rated seating capacity of 1-10 seats (Subject to Prorate)	$34.00
181	Police	441470	Chartered Tour Limo Fee	License per vehicle with rated seating capacity of 11-20 seats (Subject to Prorate)	$68.00
182	Police	441470	Chartered Tour Limo Fee	License per vehicle with rated seating capacity of 21+ seats (Subject to Prorate)	$137.00
183	Police	441480	Driverless Rental Fee	Rent-a-car License	$137.00
184	Police	441480	Driverless Rental Fee	Driverless Vehicle License Transfer	$5.00
185	Police	441290	Alarm License	Security Alarm	3 Years $69.00
186	Police	441290	Alarm License	Signal Line from Banks	$100.00
187	Police	442030	Abandoned Auto	Towing	$49.50/ tow
188	Police	450650	Impound Fee	Impound fee for storage management entity for vehicle security to PD to defray costs associated with police-ordered tows	$20.00
189	Police	450650	Abandoned Auto	Registered Letter of Notification	$50.00
190	Police	442030	Abandoned Auto	Storage, Vehicles 25' or Less in Length	$15.50/day, including day of pick up
191	Police	442030	Abandoned Auto	Storage, Vehicles Over 25' in Length	$35.00/day, including day of pick up
192	Police	450650	Towing Services Facilitation Fee	Impound Facility Fee	$20.00
193	Police	442050	Non-motorized vehicle for hire	License fee	$110.00
194	Police	442050	Non-motorized vehicle for hire	Application Fee	$16.00
195	Police	442040	Non-motorized vehicle for hire	Inspection Fee	$28.00
196	Fire	431200	Ambulance Service Revenue	Base charge	$785.00
197	Fire	431200	Ambulance Service Revenue	Additional fee above the base charges	$33.00
198	Fire	431200	Ambulance Service Revenue	Specialty Care Transports (SCT)	$850.00
199	Fire	431200	Ambulance Service Revenue	Hazmat scene, per hour per unit	$775.00 per unit assigned
200	Fire	431200	Ambulance Service Revenue	Comsar rescue/search, per hour per unit	$165 per hour per unit
201	Fire	431200	Ambulance Service Revenue	Mileage	$15.00 per mile
202	Fire	431200	Ambulance Service Revenue	Response fee	$143.00
203	Fire	431200	Ambulance Service Revenue	Scene care	$65.00
204	Fire	431200	Ambulance Service Revenue	Standby	$775 per hour contracted, without contract
205	Fire	442010	Fire Licenses	Aerosol products	$125.00
206	Fire	442010	Fire Licenses	Aviation facilities	$125.00
207	Fire	442010	Fire Licenses	Battery systems	$125.00
208	Fire	442010	Fire Licenses	Blasting operations	$125.00
209	Fire	442010	Fire Licenses	Blaster's license	$257.00
210	Fire	442010	Fire Licenses	Blaster's license renewal	$125.00
211	Fire	442010	Fire Licenses	Combustible dust-producing operations	$125.00
212	Fire	442010	Fire Licenses	Combustible fibers	$125.00
213	Fire	442010	Fire Licenses	Compressed gases	$125.00
214	Fire	442010	Fire Licenses	Covered mall buildings	$125.00
215	Fire	442010	Fire Licenses	Cryogenic fluids	$125.00
216	Fire	442010	Fire Licenses	Explosives	$150.00
217	Fire	442010	Fire Licenses	Flammable and combustible liquids	$125.00
218	Fire	442010	Fire Licenses	Floor finishing	$125.00
219	Fire	442010	Fire Licenses	For Use Permit	$125.00
220	Fire	442010	Fire Licenses	Fruit and crop ripening	$125.00
221	Fire	442010	Fire Licenses	Fumigation and thermal insecticidal fogging	$125.00
222	Fire	442010	Fire Licenses	Hazardous materials	$205.00
223	Fire	442010	Fire Licenses	HPM facilities	$205.00
224	Fire	442010	Fire Licenses	High piled storage 501-2500	501-2,500 sq.ft - $72.00
225	Fire	442010	Fire Licenses	High piled storage 2,501-12,000	2,501-12,000 sq.ft. - $144.00
226	Fire	442010	Fire Licenses	High piled storage (over 12,000 sq. ft.)	>12,000 sq.ft. - $216.00
227	Fire	442010	Fire Licenses	Industrial ovens	$125.00
228	Fire	442010	Fire Licenses	Lumber yards and woodworking plants	$125.00
229	Fire	442010	Fire Licenses	Liquid or gas-fueled vehicles or equipment in assembly buildings	$125.00
230	Fire	442010	Fire Licenses	LP gas	$125.00

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
231	Fire	442010	Fire Licenses	Magnesium	$125.00
232	Fire	442010	Fire Licenses	Open Burning	$125.00
233	Fire	442010	Fire Licenses	Organic coatings	$125.00
234	Fire	442010	Fire Licenses	Places of assembly	$125.00
235	Fire	442010	Fire Licenses	Private fire hydrants	$150.00
236	Fire	442010	Fire Licenses	Pyroxylin plastics	$125.00
237	Fire	442010	Fire Licenses	Refrigeration equipment	$125.00
238	Fire	442010	Fire Licenses	Repairs garages and service stations	$125.00
239	Fire	442010	Fire Licenses	Rooftop heliports	$125.00
240	Fire	442010	Fire Licenses	Spraying or dipping	$125.00
241	Fire	442010	Fire Licenses	Storage of scrap tires and tire byproducts	$125.00
242	Fire	442010	Fire Licenses	Temporary membrane, structures, tents and canopies	$125.00
243	Fire	442010	Fire Licenses	Tire-rebuilding plants	$125.00
244	Fire	442010	Fire Licenses	Waste handling	$125.00
245	Fire	442010	Fire Licenses	Wood products	$125.00
246	Fire	442010	Fire Licenses	Miscellaneous combustible storage	$125.00
247	Fire	442010	Fire Licenses	Outside storage of Combustible material permit	$125.00
248	Fire	442010	Fire Licenses	Commercial Day Care Facilities-Children	$125.00
249	Fire	441430	Fire Service Fee	Re-Inspection Fee	$72.00 flat rate
250	Fire	405067	Fire Service Fee	Investigation/Inspection Fees-other than regular duty hours (Reimbursed Overtime)	$92.00/hr.(2hr. Min) per ea. Fire Investigator/Inspector
251	Fire	442000	Fire Service Fee	Investigation/Inspection Fees-during regular duty hours	$72.00/hr.
252	Fire	501019	Fire Service Fee	Fire Watch/Standby-other than regular duty hours (Reimbursed Overtime)	$92.00/hr.(2hr. Min) per ea. Fire personnel
253	Fire	442000	Fire Service Fee	Fire Watch/Standby-during regular duty hours	$72.00/hr.
254	Fire	442000	Fire Service Fee	Site Assessment (consultation)	$75.00 flat rate
255	Fire	442000	Fire Service Fee	Non-Regulatory Inspections	$72.00/hr.
256	Fire	442000	Fire Service Fee	Commercial Safety Training	$72.00 flat rate
257	Fire	441090	Fire Service Fee	Fire Plan Review by Appointment	$146.00/hr.
258	Fire	441090	Fire Service Fee	Fire Systems/Plan Review	$72.00/hr.
259	Fire	442000	Fire Service Fee	Fire Systems Initial Acceptance Test	$72.00/hr.
260	Fire	442000	Fire Service Fee	Building Permit Fire Final (BLD) Fee	$72.00/hr.
261	Fire	442000	Fire Service Fee	Expedited Services Fees-Site Inspections	$144.00 initial (2hr. Min.); $72.00/hr. thereafter
262	International Bridges	440200	Parking Meters	Meter Rentals	$10.00 per day
263	International Bridges	440200	Parking Meters	Payments with Credit or Debit Card	$10.00 per day - MINIMUM Payment of $1.00 then $1.00/hour for additional time.
264	International Bridges	440200	Parking Meters	All Meters in designated Districts - Free Saturday Parking	$0.00
265	International Bridges	440200	Parking Meters	Administrative Fee Per Rental	$30.00 per rental
266	International Bridges	420500	Toll for International Bridges	Tolls Charge Pedestrian, three years or older	$0.50
267	International Bridges	420500	Toll for International Bridges	Tolls Charge, Bicycle	$0.50
268	International Bridges	420500	Toll for International Bridges	Toll Charge, Motorcycle	$3.00
269	International Bridges	420500	Toll for International Bridges	Tolls Charge Automobiles, pick up trucks, (up to one-ton carrying capacity), panel trucks, vans, recreational trailers	$3.00
270	International Bridges	420500	Toll for International Bridges	Extra Axle for automobiles, pick up trucks, (up to one-ton carrying capacity), panel trucks, vans, recreational trailers	$1.50
271	International Bridges	420500	Toll for International Bridges	Tolls Charge Commercial Trucks, Buses, Motor Homes, Tractors, Commercial Towed Trailers.	$4.00 per axle
272	International Bridges	420500	Toll for International Bridges	Toll Charge, Pick Up Trucks with a carrying capacity exceeding one-ton.	$4.00 per axle
273	International Bridges	420500	Toll for International Bridges	Toll Charge, Pick Up Trucks using the Zaragoza Commercial Bridge.	$4.00 per axle
274	International Bridges	420500	Toll for International Bridges	Tolls Charge, Empty Tractor, without Trailer, 2 or 3 axles	$5.00
275	International Bridges	420500	Toll for International Bridges	Tolls Charge, Empty Tractor, without Trailer, 2 or 3 axles, Between 3:00 PM and 8:00 PM	$4.00
276	International Bridges	420500	Toll for International Bridges	Tolls Charge, Empty 2-axle Commercial Truck	$5.00
277	International Bridges	420500	Toll for International Bridges	Tolls Charge, Empty Tractor with Empty Trailer, 3 axles or more	$7.50
278	International Bridges	420500	Toll for International Bridges	Tolls Charge, Empty Commercial Truck, 3 axles or more	$7.50
279	Department of Transportation	440510	Temporary Traffic Control	Traffic Control Permit-duration of less than Three Days	$17.00
280	Department of Transportation	440510	Temporary Traffic Control	Traffic Control Permit-duration of three to 15 days	$50.00
281	Department of Transportation	440510	Temporary Traffic Control	Traffic Control Permit-duration of 16 to 30 days	$160.00
282	Department of Transportation	440510	Temporary Traffic Control	Traffic Control Permit-fee for each month after first 30 days	$90.00
283	Department of Transportation	440510	Temporary Traffic Control	City Placement of Traffic control devices	$100.00
284	Department of Transportation	440510	Temporary Traffic Control	Noncompliance Correction	$100.00
285	Department of Transportation	440510	Temporary Traffic Control	Lane/sidewalk rental (after expiration of permit)	$100.00
286	Department of Transportation	441510	Film Permit	Use of City ROW or facility not to exceed 48 hours for filmmaking event	$40.00
287	Department of Transportation	441190	Residential Parking	Application to impose parking restrictions within a district	$25.00

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
288	Department of Transportation	441190	Residential Parking	Application to dissolve parking restrictions within a district	$25.00
289	Department of Transportation	441190	Residential Parking	New resident permit	$10.00
290	Department of Transportation	441190	Residential Parking	Annual resident parking permit	$10.00
291	Department of Transportation	441190	Residential Parking	Annual owner's parking permit	$10.00
292	Department of Transportation	441190	Residential Parking	Annual visitor parking permit	$10.00
293	Department of Transportation	441190	Residential Parking	Annual renewal fee	$10.00
294	Department of Transportation	441190	Residential Parking	Annual Renewal Fee (when paid via internet beginning in 2010)	$5.00
295	Department of Transportation	441190	Residential Parking	Temporary one day parking permit	$1.00
296	Department of Transportation	441190	Residential Parking	Permit replacement	$10.00
297	Department of Transportation	441190	Parking Forfeits / Fines	Parking without permit in a residential parking district	$28.00
298	Department of Transportation	441190	Parking Forfeits / Fines	Parking in a residential parking district with expired permit	$28.00
299	Department of Transportation		Media Parking Placards	Annual placard for Media parking or replacement of placard	$50.00
300	Department of Transportation	440050	Downtown Parking District - Parking Permit Fee(Initial Permit)	Downtown Parking District	$30.00
301	Department of Transportation	440050	Downtown Parking District - Parking Permit Fee(Additional Permit)	Downtown Parking District	$200.00
302	Department of Transportation	440050	Downtown Parking District - New Resident Temporary Parking Permit Fee	Downtown Parking District	$30.00
303	Department of Transportation	440050	Downtown Parking District Replacement Parking Permit Fee	Downtown Parking District	$30.00
304	Engineering & Construction Management	441240	Paving Cut Permit	Paving Cut Permit	$69.00
305	Engineering & Construction Management	441240	Paving Cut Permit	Paving Cut Permit Extension	$23.00
306	Engineering & Construction Management	405067	Paving Cut Permit	After Hours Inspection Fee	$90.00
307	City Development	440510	Special Privilege	Application Fee	$373.00
308	City Development	440510	Special Privilege	Application Fee - Downtown improvement area (construction)	$0.00
309	City Development	440510	Special Privilege	Application Fee - Downtown improvement area (events)	$214.00
310	City Development	440510	Special Privilege	Application Fee - RTS (Rapid Transit System) and TOD (Transit Oriented Development) Corridors	$0.00
311	City Development	440510	Special Privilege	Application Fee - Smart Code Zoned Properties	$0.00
312	City Development	450210	Special Privilege - Annual fee	Awning, canopy, marquee, sign (legally existing)	$23.20
313	City Development	450210	Special Privilege - Annual fee	Awning, canopy, marquee, sign (new)	$23.20
314	City Development	450210	Special Privilege - Annual fee	Arcades, Awnings, Canopies & Galleries that comply with City Code Section 15.08.1201	$0.00
315	City Development	450210	Special Privilege - Annual fee	Subdivision entrance signs	$108.00
316	City Development	450210	Special Privilege - Annual fee	Taxi stand	$2,122.00
317	City Development	450210	Special Privilege - Annual fee	Underground storage vault or structure in CBD	$532.00
318	City Development	450210	Special Privilege - Annual fee	Designated food vending concessions in the downtown area	$2,122.00
319	City Development	450210	Special Privilege - Annual fee	Pipelines, whether overhead, surface or subsurface	$3,712.00 flat rate plus $222 per pipeline
320	City Development	450210	Special Privilege - Annual fee	Building or other structural encroachment	$7.00 per square foot
321	City Development	450210	Special Privilege - Annual fee	Stairways	$12.60
322	City Development	450210	Special Privilege - Annual fee	Stairways (legally existing building 40 year and older)	$0.00
323	City Development	450210	Special Privilege - Annual fee	Facades	$4.12 per linear square foot
324	City Development	450210	Special Privilege - Annual fee	Pedestrian Sky Walk	$532.00
325	City Development	450210	Special Privilege - Annual fee	Accessibility ramps required by code	$12.60 per site
326	City Development	450210	Special Privilege - Annual fee	Accessibility ramps required by code (legally existing building 40 years and older)	$0.00
327	City Development	450210	Special Privilege - Annual fee	Street furniture	$23.20 per site
328	City Development	450210	Special Privilege - Annual fee	Cables - surface	$3,712 for up to 2000 linear foot + $4.12 per linear foot thereafter
329	City Development	450210	Special Privilege - Annual fee	Cables - subsurface	$3,712 for up to 2000 linear foot + $4.12 per linear foot thereafter
330	City Development	450210	Special Privilege - Annual fee	Cables - aerial	$3,712 for up to 2000 linear foot + $4.12 per linear foot thereafter

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
331	City Development	450210	Special Privilege - Annual fee	Cables - aerial	$3,817 for up to 2000 linear foot + $4.00 per linear foot thereafter
332	City Development	440510	Special Privilege - Annual fee	Outdoor pay telephones	$1,062.00
333	City Development	440510	Special Privilege - Annual fee - Downtown Improvement Area	New, relocated, repaired or replaced canopy or awning	$23.20
334	City Development	440510	Special Privilege - Annual fee - Downtown Improvement Area	New, relocated, repaired or replaced canopy or awning, canopy or gallery that complies with City Code Section 15.08.1201	$0.00
335	City Development	440510	Special Privilege - Annual fee - Downtown Improvement Area	New, relocated, repaired or replaced wall sign	$23.20 per site
336	City Development	440510	Special Privilege - Annual fee - Downtown Improvement Area	New, relocated, repaired or replaced marquee, kiosk, or other sign	$55.00 per site
337	City Development	440510	Special Privilege - Annual fee - Downtown Improvement Area	Street furniture	$23.20 per site
338	City Development	440510	Special Privilege - Annual fee - Downtown Improvement Area	Outdoor cafe, restaurant, or market place	$161.00 per site
339	City Development	440510	Special Privilege - Annual Fee - Downtown Improvement Area	Sidewalk Vending Space	Flat fee of $152 (for up to 100 sf of license area) and $302 if greater than 100 sf.
340	City Development	440510	Special Privilege - Annual Fee	Sidewalk Vending Space	Flat fee of $202 (up to 100 sf) and $402 if over 200 sf.
341	City Development	440510	Special Privilege - Temporary Use Fee - Downtown Improvement Area	Street closure in Downtown Improvement Area	$55.00 per 12 hour period
342	City Development	440510	Special Privilege - Temporary Use Fee	Temporary street display	$12.60 each plus the city's costs of installation, inspection and removal.
343	City Development	440510	Special Privilege - Temporary Use Fee	Banner Program	$12.60
344	City Development	440510	Special Privilege - Temporary Use Fee	Temporary banner	$12.60 per day, plus costs of installation and inspection fees
345	City Development	440510	Special Privilege - Temporary Use Fee	Street closure in a residential/apartment zone, exceeding 24 hours	$55.00 per 12 hour period
346	City Development	440510	Special Privilege - Temporary Use Fee	Street closure in a commercial/manufacturing zone	$108.00 per 12 hour period
347	City Development	440510	Special Privilege - Annual Fee	Aerial encroachments other than those listed	Area in square feet x market value per square foot x ten percent x seventy-five percent; minimum fee of $1,062.00
348	City Development	440510	Special Privilege - Annual Fee	Surface encroachments other than those listed	Area in square feet x market value per square foot x ten percent; minimum fee of $1,062.00
349	City Development	440510	Special Privilege - Annual Fee	Sub-surface encroachments other than those listed	Area in square feet x market value per square foot x ten percent x fifty percent; minimum fee of $1,062.00
350	City Development	441230	Parade Permit Application	Application submitted at least 30 days in advance of event. Event not to exceed 24 hours.	$65.60
351	City Development	441230	Parade Permit Application-late fee	Application submitted at least 7 days but less than 30 days in advance of event. Event not to exceed 24 hours.	$65.60
352	City Development	441310	Temporary Event Permit Application	Application submitted at least 30 days in advance of event. Event not to exceed 24 hours.	$65.60
353	City Development	441310	Temporary Event Permit Application-late fee	Application submitted at least 7 days but less than 30 days in advance of event. Event not to exceed 24 hours.	$65.60
354	City Development	441260	Planning Documents	Any Other Medium	Cost
355	City Development	441260	Planning Documents	Special Publications of City and Geographical Information	
356	City Development	441260	Planning Documents	Planning dept demo pack	$17.38
357	City Development	441260	Planning Documents	Zoning Map Series	$165.36
358	City Development	441260	Planning Documents	2025 Plan for El Paso Map Atlas	$53.00
359	City Development	441260	Planning Documents	2025 Plan for El Paso Map (single 11 x 17)	$5.30
360	City Development	441260	Planning Documents	2026 Plan for El Paso Map (single 24 x 36)	$9.81
361	City Development	441260	Planning Documents	GIS Information	
362	City Development	441260	Planning Documents	Maps-size of longest side	
363	City Development	441260	Planning Documents	up to 12"	$1.06
364	City Development	441260	Planning Documents	up to 24"	$4.77
365	City Development	441260	Planning Documents	up to 36"	$9.81
366	City Development	441260	Planning Documents	over 36"	$14.31
367	City Development	441260	Planning Documents	Street Code Book	$31.06
368	City Development	441260	Applications - Zoning	Zoning Condition or Amendment Release	$218.36
369	City Development	441260	Applications - Zoning	Rezoning -up to and including 1 acre	$860.34
370	City Development	441260	Applications - Zoning	Rezoning - over 1 acre up to and including 10 acres	$929.12
371	City Development	441260	Applications - Zoning	Rezoning - over 10 acres up to and including 30 acres	$997.91
372	City Development	441260	Applications - Zoning	Rezoning - over 30 acres up to and including 50 acres	$1,060.14
373	City Development	441260	Applications - Zoning	Rezoning - over 50 acres up to and including 75 acres	$1,123.46
374	City Development	441260	Applications - Zoning	Rezoning - over 75 acres or more	$1,587.48
375	City Development	441260	Applications - Zoning	Special Permit - up to and including 1 acre	$664.91
376	City Development	441260	Applications - Zoning	Special Permit - over 1 acre up to and including 3 acres	$728.23
377	City Development	441260	Applications - Zoning	Special Permit - over 3 acres up to and including 5 acres	$794.83
378	City Development	441260	Applications - Zoning	Special Permit - over 5 acres up to and including 10 acres	$861.43
379	City Development	441260	Applications - Zoning	Special Permit - over 10 acres or more	$992.45
380	City Development	441260	Applications - Zoning	Detailed Site Development Plan Review - up to and including 1 acre	$330.82
381	City Development	441260	Applications - Zoning	Detailed Site Development Plan Review - over 1 acre up to and including 3 acres	$389.77

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
382	City Development	441260	Applications - Zoning	Detailed Site Development Plan Review - over 3 acres up to and including 5 acres	$464.02
383	City Development	441260	Applications - Zoning	Detailed Site Development Plan Review - over 5 acres up to and including 10 acres	$527.34
384	City Development	441260	Applications - Zoning	Detailed Site Development Plan Review - over 10 acres or more	$664.91
385	City Development	441260	Applications - Zoning	Comprehensive Sign Plan Review - up to and including 1 acre	$330.82
386	City Development	441260	Applications - Zoning	Comprehensive Sign Plan Review - over 1 acre up to and including 3 acres	$389.77
387	City Development	441260	Applications - Zoning	Comprehensive Sign Plan Review - over 3 acres up to and including 5 acres	$464.02
388	City Development	441260	Applications - Zoning	Comprehensive Sign Plan Review - over 5 acres up to and including 10 acres	$527.34
389	City Development	441260	Applications - Zoning	Comprehensive Sign Plan Review - over 10 acres or more	$664.91
390	City Development	441270	Applications - Zoning	ROW Metes and Bounds Dedication Application	$333.00
391	City Development	441280	Applications - Zoning	Special Contract Amendment	$218.36
392	City Development	441000	Applications - Subdivisions	Major Preliminary	$2,075.45
393	City Development	441000	Applications - Subdivisions	Major Final	$1,961.12
394	City Development	441000	Applications - Subdivisions	Major Combination	$2,279.39
395	City Development	441000	Applications - Subdivisions	Minor	$710.70
396	City Development	441000	Applications - Subdivisions	Re-Subdivision Preliminary	$1,096.95
397	City Development	441000	Applications - Subdivisions	Re-Subdivision Final	$1,017.64
398	City Development	441000	Applications - Subdivisions	Re-Subdivision Combination	$1,182.44
399	City Development	441000	Applications - Subdivisions	Amending	$689.07
400	City Development	441000	Applications - Subdivisions	Platting Determination Certificate	$31.93
401	City Development	441590	Subdivision Improvements Review Application	Review Only	$22.15 per acre
402	City Development	441260	Subdivision Inspections	0.1-10.0 acre	$148.32 + $20.60 per trip
403	City Development	441260	Subdivision Inspections	10.1-30.0 acre	$255.44 + $20.60 per trip
404	City Development	441260	Subdivision Inspections	30.1-60.0 acre	$448.05 + $20.60 per trip
405	City Development	441260	Subdivision Inspections	60.1-100.0 acre	$814.73 + $20.60 per trip
406	City Development	441260	Subdivision Inspections	Over 100 acres	$1,332.82 + $20.60 per trip
407	City Development	441000	Applications - Subdivisions	Grading Plan - Additional fee is required for additional review, additional inspection, or expedite review	$86.25
408	City Development	441000	Applications - Subdivisions	Subdivision Improvement Plan - Beyond the second review additional fee	Additional fee of $172.50 per hour or portion of an hour.
409	City Development	441000	Applications - Vesting	Review of Regulation for Development Applications	$154.50 Base Fee plus $77.25 for each additional hours after 2 hours.
410	City Development	441000	Applications - Land Study	Applications Land Study - 0.0 up to and including 300 acres	$4,864.69
411	City Development	441000	Applications - Land Study	Applications Land Study - over 300 acres up to and including 600 acres	$7,172.92
412	City Development	441000	Applications - Land Study	Applications Land Study - over 600 acres up to and including 900 acres	$9,181.42
413	City Development	441000	Applications - Land Study	Applications Land Study - over 900 acres or more	$12,010.83
414	City Development	441000	Applications - Revised Land Study	Applications Land Study - 0.00 up to and including 300 acres	$2,363.85
415	City Development	441000	Applications - Revised Land Study	Applications Land Study - over 300 acres	$3,485.52
416	City Development	441000	Applications - Revised Land Study	Applications Land Study - over 600 acres	$4,460.93
417	City Development	441000	Applications - Revised Land Study	Applications Land Study - over 900 acres	$5,835.98
418	City Development	441000	Applications - MTP Amendment	Major Thoroughfare Plan Amendment	$664.91
419	City Development	441000	Comp Plan Amendment	Comprehensive Plan Amendment	$664.91
420	City Development	441000	Applications - Vacations & Dedications	Vacation of Recorded Subdivision	$1,238.06
421	City Development	441000	Applications - Vacations & Dedications	Vacation of Public Easements	$1,054.72
422	City Development	441000	Applications - Vacations & Dedications	Vacation of Public Rights-of-Way	$1,054.72
423	City Development	441000	Applications - Vacations & Dedications	Dedication of Rights-of-Way by Metes & Bounds	$613.88
424	City Development	441000	Applications - Vacations & Dedications	Dedication of Public Easements by Metes & Bounds	$613.88
425	City Development	441000	Other Applications	Street Name Change	$2,120.00
426	City Development	441000	Other Applications	Annexation	$664.91
427	City Development	441000	Other Applications	Complete subdivision ordinance	$16.38
428	City Development	441260	Other Applications	Zoning verification letter, basic/ no special contracts or permits	$29.48
429	City Development	441270	Other Applications	Each additional parcel	$6.55
430	City Development	441280	Other Applications	Zoning verification letter/ with special contracts or permits	$61.14
431	City Development	441290	Other Applications	Each additional parcel	$13.10
432	City Development	441300	Other Applications	Zoning verification letter/ with specific request for information	$28.39 plus $33.91 per 1/2 hour of staff research
433	City Development	441190	Other Applications	Shared Parking	$75.33
434	City Development	441310	Other Applications	Special Investigation	$78.61
435	City Development	441320	Other Applications	additional requests for information for above	$78.61
436	City Development	441330	Other Applications	Processing fee for high screening walls	$75.33
437	City Development	441340	Other Applications	Rescind mandatory wall requirement	$75.33
438	City Development	441350	Other Applications	Classification of use from zoning administrator	$45.86
439	City Development	441160	Other Applications	Zoning Board of Adjustment - residential application	$682.38
440	City Development	441160	Other Applications	Zoning Board of Adjustment - commercial application	$682.38
441	City Development	441160	Legal Nonconforming	Registration for Legal Nonconforming use	$81.89
442	City Development	441160	Historic Landmark Commission	Appeal of Historic Landmark commission decision	$318.00

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
443	City Development	441060	Development	Flood Determination Letter	$12.72
444	City Development	441090	Electronic Conversion	Flat fee for COEP to convert Paper plans to Electronic Documents-Residential	$24.00
445	City Development	441090	Electronic Conversion	Flat fee for COEP to convert Paper plans to Electronic Documents-Engineering- Land Development	$30.00
446	City Development	441090	Electronic Conversion	Flat fee for COEP to convert Paper plans to Electronic Documents-Commercial	$45.00
447	City Development	441090	Plan Review - Plan Deposit	For repair/remodeling of a structure, the estimated value of which is fifteen thousand dollars or less.	$200.89
448	City Development	441090	Plan Review - Plan Deposit	For new residential work of two thousand square feet or less.	$200.89 - For new residential work of two thousand square feet or less.
449	City Development	441090	Plan Review - Plan Deposit	For new residential work of two thousand square feet or greater.	$263.68 - For new residential work with a gross square footage greater than two thousand square feet.
450	City Development	441100	Plan Review - Plan Deposit - all other work		Equal to 36% of building permit fee
451	City Development	441100	Plan Review - Submission Fee		$218.36
452	City Development	441100	Plan Review - Plan Deposit - minimum		$163.77
453	City Development	441090	Plan Review- Customized Review		Six hundred sixty four dollars and ninety-one cents($664.91) plus one hundred and sixty dollars and forty-nine cents ($160.49) for each hour or portion of an hour of plan review time.
454	City Development	441090	Plan Review - Review by Appointment		Two hundred sixty four dollars and twenty-two cents ($264.22) plus ninety-seven dollars and seventeen cents ($97.17) for each hour or portion of an hour of plan review time.
455	City Development	441090	Commercial Plan Review - Review Fee		Equal to 36% of building permit fee
456	City Development	441090	Appeals Board Fees		$572.40
457	City Development	441090	Building and Standards Commission	Rehearing of commission orders	$572.40
458	City Development	441010	Building Permits	Solar Shingle per 100 sq ft	$14.19 per sq ft plus base fee
459	City Development	441010	Building Permits	Contractor starting work without a permit on a residential building, structure, electrical, gas, mechanical, irrigation, or plumbing system before obtaining the necessary permits or written authorization from the building official	Triple the permit fee for working without a permit
460	City Development	441010	Building Permits	Contractor starting work without a permit on a commercial building, structure, electrical, gas, mechanical, irrigation, or plumbing system before obtaining the necessary permits or written authorization from the building official	Triple the permit fee for working without a permit
461	City Development	441011	Building Permits	Homeowner starting work without a permit on his own residential building, structure, electrical, gas, mechanical, irrigation or plumbing system before obtaining the necessary permits or written authorization from the building official	Double the permit fee for working without a permit
462	City Development	441020	Building Permits	Permit which required only one inspection	$78.61
463	City Development	441020	Building Permits	Pre-Inspection Fee	$78.61
464	City Development	441020	Building Permits	building/existing building C of O	$78.61
465	City Development	441020	Building Permits	building /fences	$78.61
466	City Development	441020	Building Permits	Building/electrical fence	$156.13
467	City Development	441020	Building Permits	building/placement	$78.61
468	City Development	441020	Building Permits	building/plumbing/CHP	$78.61
469	City Development	441020	Building Permits	building/right of way	$78.61
470	City Development	441020	Building Permits	building/siding	$78.61
471	City Development	441020	Building Permits	building/weatherization	$78.61
472	City Development	441020	Building Permits	building/windows	$78.61
473	City Development	441020	Building Permits	Permit which required two inspections - will receive detail	$119.01
474	City Development	441020	Building Permits	Demolition Permit	$119.01
475	City Development	441020	Building Permits	building/residential/swimming pool, spa	$119.01
476	City Development	441020	Building Permits	building/retaining walls	$119.01
477	City Development	441020	Building Permits	Moving a building	$119.01
478	City Development	441020	Building Permits	Temporary structures-amusement devices	***
479	City Development	441020	Building Permits	per ride-per month	$9.83
480	City Development	441020	Building Permits	minimum	$52.41
481	City Development	441190	Building Permits	Cellular Service	Based on the valuation of the tower. The same as a commercial building.
482	City Development	441140	Sidewalk, Street and Public ROW Rental	Permit Fee	$40.40
483	City Development	441140	Sidewalk, Street and Public ROW Rental	Per Month	$ 0.14 / Sq ft
484	City Development	441140	Sidewalk, Street and Public ROW Rental	minimum	$52.41
485	City Development	441140	Sidewalk, Street and Public ROW Rental	If the street rental prevents use of :	
486	City Development	441140	Sidewalk, Street and Public ROW Rental	If the street rental prevents use of on-street parking meters	$9.01/day per meter

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
487	City Development	441020	Building Permits - Commercial		For Structural repair work costing over five hundred dollars ($500.00) and less than fifteen thousand dollars ($15,000.00), all repair work, new work and remodeling with a valuation up to and not including fifteen thousand dollars and requiring plans and plan review, the fee shall be one hundred sixty dollars and forty-nine cents ($160.49) plus plan review fee.
488	City Development	441020	Building Permits - Commercial		For a valuation from fifteen thousand dollars and including one hundred thousand dollars, the fee shall be one hundred sixty-one dollars and twelve cents ($161.12) for the first fifteen thousand dollars plus eight dollars and forty-eight cents ($8.48) per thousand for each additional thousand or fraction thereof by which the valuation exceeds fifteen thousand dollars plus plan review fee.
489	City Development	441020	Building Permits - Commercial		For a valuation over one hundred thousand dollars up to and including five hundred thousand dollars, the fee shall be eight hundred thirty-seven dollars and forty cents ($837.40) for the first one hundred thousand dollars, plus six dollars and thirty-six cents ($6.36) for each one thousand dollars or fraction thereof by which the valuation exceeds one hundred thousand dollars plus plan review fee.
490	City Development	441020	Building Permits - Commercial		For a valuation over five hundred thousand dollars up to and including one million dollars, the fee shall be three thousand one hundred twelve dollars and seventy-two cents ($3,112.72) for the first five hundred thousand dollars plus three dollars and twenty eight cents ($3.28) for each one thousand dollars of fraction thereof by which the valuation exceeds five hundred thousand dollars plus plan review fee.
491	City Development	441020	Building Permits - Commercial		For a valuation over one million dollars, the fee shall be four thousand seven hundred fifty-eight dollars and thirty-four cents ($4,758.34) for the first one million dollars plus two dollars and twelve cents ($2.12) for each one thousand dollars of fraction thereof by which the valuation exceeds one million thousand dollars plus plan review fee.
492	City Development	441020	Building Permits - Commercial	Plan Review for Commercial Swimming Pool	$245.66
493	City Development	441020	Building Permits - Commercial	Plan Review for Commercial Spa	$191.07
494	City Development	441020	Building Permits - Commercial	Completion Permit	56% of current permit fee
495	City Development	441020	Building Permits	Foundation Only Permit	16% of total permit fee
496	City Development	441020	Building Permits - Commercial	Shell Permit	86% of building permit fee
497	City Development	441020	Building Permits - Commercial	Tenant Improvement Permit For Existing Buildings	26% of building permit fee
498	City Development	441020	Building Permits - Commercial	Tenant Improvement Permit For New Buildings	26% of building permit fee

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
499	City Development	441120	Landscape Buyout Fee	Landscape Buyout Fee	Landscape fees in lieu of installation Calculation based on $5,459 per plan unit.
500	City Development	441040	Electrical Permits	SCHEDULE A	Ordinary minor repairs costing under $1,000,000 requiring building permit fee shall be according to Schedule B.
501	City Development	441040	Electrical Permits	$1,000.00 to $6,000.00	Repair work costing over $1,000.00 and all new and remodeling work with a building permit valuation up to including $6,000.00 shall be $78.61.
502	City Development	441040	Electrical Permits	$6,000.00 to $15,000.00	Building permit valuation over $6,000.00 shall be $80.79 for the first $6,000.00 plus $1.09 for each additional thousand of fraction thereof up to and including $15,000.00.
503	City Development	441040	Electrical Permits	$15,000.00 to $100,000.00	Building permit valuation over $15,000 fee shall be $91.71 for the first $15,000.00 plus $1.09 for each additional thousand or fraction thereof up to and including $100,000.00.
504	City Development	441040	Electrical Permits	$100,000.00 to $500,000.00	Building permit valuation over $100,000.00 shall be $229.28 for the first $100,000 plus $1.09 for each additional thousand or fraction thereof up to and including $500,000.00.
505	City Development	441040	Electrical Permits	$500,000.00 to $1,000,000.00	Building permit valuation over $500,000.00 shall be $653.99 for the first $500,000.00 plus $1.09 for each additional thousand or fraction thereof up to and including $1,000,000.00.
506	City Development	441040	Electrical Permits	$1,000,000.00 and over	Building permit valuation over $1,000,000.00 shall be $1,083.05 for the first $1,000,000.00 plus $1.09 for each additional thousand for fraction.
507	City Development	441040	Electrical Permits	SCHEDULE B	Fees as herein established shall be paid for ordinary minor repairs costing under $1,000.00 or jobs without building permits.
508	City Development	441040	Electrical Permits	Base fee, ea (non-refundable)	$78.61
509	City Development	441040	Electrical Permits	Service entrance:	
510	City Development	441040	Electrical Permits	Temporary, ea	$48.04 based on quantity plus base fee
511	City Development	441040	Electrical Permits	New change or replace	***
512	City Development	441040	Electrical Permits	Each Service	$30.57 based on quantity plus base fee
513	City Development	441040	Electrical Permits	Max Service Entrance Fee	$133.20
514	City Development	441040	Electrical Permits	Outlets:	***
515	City Development	441040	Electrical Permits	1 to 20 ea	$1.21 Based on quantity plus base fee
516	City Development	441040	Electrical Permits	21 to 40 ea	$0.93 Based on quantity plus base fee
517	City Development	441040	Electrical Permits	Over 40 ea	$0.93 Based on quantity plus base fee
518	City Development	441040	Electrical Permits	Fixtures:	***
519	City Development	441040	Electrical Permits	1 to 20 ea	$1.21 Based on quantity plus base fee
520	City Development	441040	Electrical Permits	21 to 40 ea	$0.93 Based on quantity plus base fee
521	City Development	441040	Electrical Permits	Over 40 ea	$0.76 based on quantity plus base fee
522	City Development	441040	Electrical Permits	Range, ea	$3.28 Based on quantity plus base fee
523	City Development	441040	Electrical Permits	Dryer, ea	$3.28 Based on quantity plus base fee
524	City Development	441040	Electrical Permits	Water heater, ea	$3.28 Based on quantity plus base fee
525	City Development	441040	Electrical Permits	Furnace, ea	$3.28 Based on quantity plus base fee
526	City Development	441040	Electrical Permits	Dishwater, ea	$3.28 Based on quantity plus base fee
527	City Development	441040	Electrical Permits	Garbage disposal, ea	$3.28 Based on quantity plus base fee
528	City Development	441040	Electrical Permits	Trash compactor, ea	$3.28 Based on quantity plus base fee
529	City Development	441040	Electrical Permits	Bathroom heater, ea	$3.28 Based on quantity plus base fee

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
530	City Development	441040	Electrical Permits	Evaporative cooler, ea	$3.28 Based on quantity plus base fee
531	City Development	441040	Electrical Permits	Refrigerated air conditioner, per ton	$1.09 based on quantity plus base fee
532	City Development	441040	Electrical Permits	Transformer type welder, ea	$13.10 based on quantity plus base fee
533	City Development	441040	Electrical Permits	X-ray machine, ea	$39.30 based on quantity plus base fee
534	City Development	441040	Electrical Permits	Fractional H.P. Motor, per H.P:	***
535	City Development	441040	Electrical Permits	1 to 10 H.P.	$2.18 based on quantity plus base fee
536	City Development	441040	Electrical Permits	Over 10 H.P., ea	$1.09 based on quantity plus base fee
537	City Development	441040	Electrical Permits	Motor, per H.P.	***
538	City Development	441040	Electrical Permits	1 to 20 H.P., ea	$2.18 based on quantity plus base fee
539	City Development	441040	Electrical Permits	Over 20 H.P., ea	$1.09 based on quantity plus base fee
540	City Development	441040	Electrical Permits	Line work, per pole	$4.37 based on quantity plus base fee
541	City Development	441040	Electrical Permits	Streamer lights, per circuit	$8.73 based on quantity plus base fee
542	City Development	441040	Electrical Permits	Feed rail and bus way, per linear foot	$0.76 based on quantity plus base fee
543	City Development	441040	Electrical Permits	Under floor duct or cellular raceway per linear foot	$0.28 based on quantity plus base fee
544	City Development	441040	Electrical Permits	Power or lighting transformer per k.v.a.	$1.09 based on quantity plus base fee
545	City Development	441040	Electrical Permits	Mobile home	$14.19 based on quantity plus base fee
546	City Development	441040	Electrical Permits	T.V. Outlets-master systems only:	***
547	City Development	441040	Electrical Permits	Base fee	$25.11 based on quantity plus base fee
548	City Development	441040	Electrical Permits	Plus per outlet	$2.18 based on quantity plus base fee
549	City Development	441040	Electrical Permits	Swimming pool; hot-tub; spa; Jacuzzi; ea	$46.95 based on quantity plus base fee
550	City Development	441040	Electrical Permits	Temporary installation such as carnivals, show windows, conventions, etc., ea	$52.41 based on quantity plus base fee
551	City Development	441040	Electrical Permits	Generators	$52.41 based on quantity plus base fee
552	City Development	441040	Electrical Permits	Others not covered	$14.19 based on quantity plus base fee
553	City Development	441040	Electrical Permits	Re-inspection fee, ea	$66.60
554	City Development	441040	Electrical Permits	Solar heating systems	$25.11 based on quantity plus base fee
555	City Development	441040	Electrical Permits	Solar panels, ea	$14.19 based on quantity plus base fee capped at $137.80.
556	City Development	441070	Mechanical	Base fee, ea (non-refundable)	$78.61
557	City Development	441070	Mechanical	Boiler: 5 horsepower or less, ea	$37.12 based on quantity plus base fee
558	City Development	441070	Mechanical	Boiler Horsepower additional over 5, ea	$37.12 plus $6.55 per horsepower over 5, based on quantity plus base fee
559	City Development	441070	Mechanical	Each evaporative cooler	$25.11 based on quantity plus base fee
560	City Development	441070	Mechanical	Each force air or gravity heater or furnace	$25.11 based on quantity plus base fee
561	City Development	441070	Mechanical	Non-ducted heating appliances; wall, space, unit infrared heaters, ea	$22.93 Based on quantity plus base fee
562	City Development	441070	Mechanical	Combination heating-cooling unit or refrigeration unit, ea	$48.04 plus $6.55 per ton plus base fee
563	City Development	441070	Mechanical	Heat exchanger, ea	$22.93 Based on quantity plus base fee
564	City Development	441070	Mechanical	Air handlers and mixing boxes, ea	$22.93 Based on quantity plus base fee
565	City Development	441070	Mechanical	Perimeter convectors, per linear foot	$3.28 Based on quantity plus base fee
566	City Development	441070	Mechanical	Cooling tower	$40.40 plus base fee
567	City Development	441070	Mechanical	Power units: icemakers, walk-in coolers, reach -in coolers, etc., ea	$25.11 plus $6.55 per ton, ventilation system and/or fans, ducts
568	City Development	441070	Mechanical	Icemakers not a portion of heating and cooling system no tons	$37.12 plus base fee
569	City Development	441070	Mechanical	Condensate drains	$9.73 based on quantity plus base fee
570	City Development	441070	Mechanical	Solar Systems (excluding duct work)	$346.12 plus base fee
571	City Development	441070	Mechanical	Collectors	$20.74 Based on quantity plus base fee
572	City Development	441070	Mechanical	Hood and/or exhaust fan, duct: Residential	$9.83 based on quantity plus base fee
573	City Development	441070	Mechanical	Hood and/or exhaust fan, duct: Non-Residential	$28.39 Based on quantity plus base fee
574	City Development	441070	Mechanical	Restroom exhaust fan and/or duct/Dryer Vent: Residential	$6.55 Based on quantity plus base fee
575	City Development	441070	Mechanical	Restroom exhaust fan and/or duct/Dryer Vent: Non-Residential	$9.83 based on quantity plus base fee

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
576	City Development	441070	Mechanical	Fire dampers, ea	$3.28 Based on quantity plus base fee
577	City Development	441070	Mechanical	Humidifiers, ea	$20.74 Based on quantity plus base fee
578	City Development	441070	Mechanical	Ducts: Heating, cooling and/or under slab 1-10 openings	$21.90 Based on quantity plus base fee
579	City Development	441070	Mechanical	Ducts: Heating, cooling and/or under slab 11-20 openings	$28.39 Based on quantity plus base fee
580	City Development	441070	Mechanical	Ducts: Heating, cooling and/or under slab 21-30 openings	$35.08 based on quantity plus base fee
581	City Development	441070	Mechanical	Ducts: Heating, cooling and/or under slab over 30 openings	$37.12 plus $1.03 for each opening plus base fee
582	City Development	441040	Mechanical	Re-inspection fee, ea	$66.60
583	City Development	441120	Plumbing	Base fee, ea (non-refundable)	$78.61
584	City Development	441120	Plumbing	house to sewer curb cut	$27.30 plus base fee
585	City Development	441120	Plumbing	Sewer tap	$10.92 plus base fee
586	City Development	441120	Plumbing	Water closet 1-5	$20.74 plus base fee
587	City Development	441120	Plumbing	Water closet over 5	$15.29 plus base fee
588	City Development	441120	Plumbing	Water closet reset	$15.29 plus base fee
589	City Development	441120	Plumbing	Inspection outside City limit	$78.61
590	City Development	441120	Plumbing	re-inspection	$66.60
591	City Development	441120	Plumbing	surcharge on above fees	$99.35
592	City Development	441120	Plumbing	additional surcharge after water connected	$99.35
593	City Development	441120	Plumbing	Boiler: 5 horsepower or less, ea	$37.12 plus $6.55 based on quantity plus base fee
594	City Development	441120	Plumbing	Horsepower additional over 5, ea	$37.12 based on quantity plus base fee
595	City Development	441120	Plumbing	Consumer Health Permit - Inspections for 3 compartment sink, grease trap, etc.	$78.61
596	City Development	441120	Plumbing	Grease trap, sand traps, separation tanks, dental chair, dishwater, washing machine, garbage disposal unit, water softener, electric water heater, indirect waste line into plumbing drain or fixture, (all other this category), ea	$10.92 based on quantity plus base fee
597	City Development	441120	Plumbing	Commercial roof drain, ea	$8.73 based on quantity plus base fee
598	City Development	441120	Plumbing	Bathtub, shower, lavatory, kitchen sink, commercial sink, (per section) urinal, bidet, drinking fountain, ea	$8.73 based on quantity plus base fee
599	City Development	441120	Plumbing	Vehicular dump station	$17.47 Based on quantity plus base fee
600	City Development	441120	Plumbing Sewer ejectors	Single	$16.38 Based on quantity plus base fee
601	City Development	441120	Plumbing Sewer ejectors	Dual	$25.11 based on quantity plus base fee
602	City Development	441120	Plumbing	Solar heating systems	$25.11 based on quantity plus base fee
603	City Development	441120	Plumbing	Solar panels, ea	$14.19 based on quantity plus base fee
604	City Development	441120	Plumbing	Back-up water heaters, gas	$14.19 based on quantity plus base fee
605	City Development	441120	Plumbing	Storage tank	$11.91 Based on quantity plus base fee
606	City Development	441120	Plumbing Permits	Appliances	$78.61 permit fee plus $17.47 per fixture.
607	City Development	441120	Residential Irrigation System	~~Irrigation base fee for residential~~	$75.33
608	City Development	441120	Commercial Irrigation System	Add fixtures below to base commercial irrigation fee;	$65.51 Based on Quantity of Fixtures.
609	City Development	441120	Commercial Irrigation System	Fixture: Control valve (each section)	$9.83 Based on quantity
610	City Development	441120	Commercial Irrigation System	Fixture: Backflow preventive device	$9.83 Based on quantity
611	City Development	441120	Commercial Irrigation System	Fixture: Sprinkler head, ea	$0.66 Based on quantity
612	City Development	441120	Commercial Irrigation System	Fixture: Drips, ea	$0.14 Based on quantity
613	City Development	441120	Commercial Irrigation System	Fixture: Bubblers, ea	$0.14 Based on quantity
614	City Development	441120	Commercial Irrigation System	Subterranean irrigation systems per square yard irrigated	$0.14 Based on quantity
615	City Development	441120	Plumbing	Swimming pools	$78.61
616	City Development	441120	Plumbing	Jacuzzi (Hot Tubs), Therapy tubs, whirlpools, ea	$78.61
617	City Development	441120	Plumbing	Jacuzzi (Hot Tubs), Therapy tubs, whirlpools, ea additionally if included with swimming pool	$14.19 based on quantity plus base fee
618	City Development	441120	Plumbing	Gas water heater (pool, Jacuzzi, etc.)	$14.19 based on quantity plus base fee
619	City Development	441120	Plumbing	Cartridge filters (pool, Jacuzzi, etc.)	$8.73 based on quantity plus base fee
620	City Development	441120	Plumbing	Plumbing work no fixtures or sewer	$78.61
621	City Development	441120	Plumbing	Mobile home hook-ups	$78.61
622	City Development	441120	Gas	Base fee, ea (non-refundable)	$78.61
623	City Development	441120	Gas	Gas opening, appliance by others, ea	$7.64 Based on quantity plus base fee
624	City Development	441120	Gas	Commercial cooking unit, (ovens, etc.), ea	$14.19 based on quantity plus base fee
625	City Development	441120	Gas	Domestic cooking unit	$10.92 based on quantity plus base fee
626	City Development	441120	Gas Water Heater	Gas Water Heater	$14.19 based on quantity plus base fee
627	City Development	441120	Gas	Commercial clothes dryer	$14.19 based on quantity plus base fee
628	City Development	441120	Gas	Residential clothes dryer	$10.92 based on quantity plus base fee
629	City Development	441120	Gas-Unducted heating appliances	Circulating wall, ceiling, space, unit-infra-red, ea	$20.74 based on quantity plus base fee
630	City Development	441120	Gas	Lighting unit, log lighter	$10.92 based on quantity plus base fee

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
631	City Development	441120	Gas	Floor furnace	$16.38 based on quantity plus base fee
632	City Development	441120	Gas	Service yard line	$14.19 based on quantity plus base fee
633	City Development	441120	Gas	Gas refrigerator	$14.19 based on quantity plus base fee
634	City Development	441120	Gas	Re-inspection	$66.60
635	City Development	441520	Building Permit - Residential	For a valuation up to and including twenty five thousand dollars.	$316.62
636	City Development	441520	0-1,299 Sq ft		Valuation based on IBC current rate at 70%
637	City Development	441520	1,300-2,399 sq ft		Valuation based on IBC current rate at 75%
638	City Development	441520	Over 2,400 Sq ft		Valuation based on IBC current rate at 86%
639	City Development	404152	Building Permit - Residential	Residential Permit	For a valuation over twenty five thousand up to and including forty thousand dollars, the fee shall be three hundred five dollars ($305.00) for the first twenty five thousand dollars, plus nine dollars ($9.00) for each one thousand dollars or fraction thereof by which the valuation exceeds twenty five thousand dollars.
640	City Development	404152	Building Permit - Residential	Residential Permit	For a valuation over forty thousand dollars up to and including seventy thousand dollars, the fee shall be four hundred thirty-six dollars ($436.00) for the first forty thousand dollars plus eight dollars ($8.00) for each one thousand dollars or fraction thereof by which the valuation exceeds forty thousand dollars.
641	City Development	404152	Building Permit - Residential	Residential Permit	For a valuation over seventy thousand dollars up to and including one hundred thousand dollars, the fee shall be six hundred eighty-nine dollars ($689.00) for the first seventy thousand dollars plus eight dollars ($8.00) for each one thousand dollars or fraction thereof by which the valuation exceeds seventy thousand dollars.
642	City Development	404152	Building Permit - Residential	Residential Permit	For a valuation over one hundred thousand dollars up to and including one hundred fifty thousand dollars, the fee shall be nine hundred fifteen dollars ($915.00) for the first one hundred thousand dollars plus seven dollars ($7.00) for each one thousand dollars or fraction thereof by which the valuation exceeds one hundred thousand dollars.
643	City Development	404152	Building Permit - Residential	Residential Permit	For a valuation over one hundred fifty thousand dollars up to and including two hundred thousand dollars, the fee shall be one thousand three hundred thirty-four dollars ($1,334.00) for the first one hundred fifty thousand dollars plus seven dollars ($7.00) for each one thousand dollars or fraction thereof by which the valuation exceeds one hundred fifty thousand dollars.
644	City Development	404152	Building Permit - Residential	Residential Permit	For a valuation over two hundred thousand dollars up to and including two hundred fifty thousand dollars, the fee shall be one thousand six hundred four dollars ($1,604.00) for the first two hundred thousand dollars plus six dollars ($6.00) for each one thousand dollars or fraction thereof by which the valuation exceeds two hundred thousand dollars.

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
645	City Development	404152	Building Permit - Residential	Residential Permit	For a valuation over two hundred fifty thousand dollars up to and including three hundred thousand dollars, the fee shall be one thousand nine hundred eight dollars ($1,908.00) for the first two hundred fifty thousand dollars plus six dollars ($6.00) for each one thousand dollars or fraction thereof by which the valuation exceeds two hundred fifty thousand dollars.
646	City Development	404152	Building Permit - Residential	Residential Permit	For a valuation over three hundred thousand dollars, the fee shall be two thousand one hundred eighty-four dollars ($2,184.00) for the first three hundred thousand dollars plus four dollars ($4.00) for each one thousand dollars or fraction thereof by which the valuation exceeds three hundred thousand dollars.
647	City Development	441520	Building Permit - Residential	Residential Permit	Total Permit cost will be comprised of the following: Master Permit-66%; Electrical-20%; Plumbing-7%; Mechanical-7%
648	City Development	441240	Building Permit	Inspection fee-business hours	$76.32
649	City Development	441240	Building Permit	Inspection fee-non business hours	$79.50
650	City Development	441240	Building Permit	Investigative Inspection Permit	$76.32
651	City Development	441150	Sign Permits	Sign Permit	A basic sign valuation shall be determined for all signs by multiplying the sign area in square feet by the appropriate value from the following table:
652	City Development	441150	Sign Permits	Sign Height (Ft)	
653	City Development	441150	Sign Permits	Non-illuminated	Single Face
654	City Development	441150	Sign Permits	1 up to and including 20 Ft in Height	$14.19
655	City Development	441150	Sign Permits	over 20 ft up to and including 30 ft in height	$16.38
656	City Development	441150	Sign Permits	over 30 ft up to and including 40 ft in height	$17.47
657	City Development	441150	Sign Permits	over 40 ft up to and including 50 ft in height	$18.56
658	City Development	441150	Sign Permits	over 50 ft up to and including 60 ft in height	$20.74
659	City Development	441150	Sign Permits	Over 60 ft in Height	$21.84
660	City Development	441150	Sign Permits	Non-illuminated	Double Face
661	City Development	441150	Sign Permits	1 up to and including 20 ft in Height	$20.74
662	City Development	441150	Sign Permits	over 20 ft up to and including 30 ft in height	$24.02
663	City Development	441150	Sign Permits	over 30 ft up to and including 40 ft in height	$25.11
664	City Development	441150	Sign Permits	over 40 ft up to and including 50 ft in height	$27.30
665	City Development	441150	Sign Permits	over 50 ft up to and including 60 ft in height	$29.48
666	City Development	441150	Sign Permits	Over 60 ft in Height	$30.57
667	City Development	441150	Sign Permits	Sign Height (Ft)	
668	City Development	441150	Sign Permits	Illuminated	Single Face
669	City Development	441150	Sign Permits	1 up to and including 20 ft in Height	$26.20
670	City Development	441150	Sign Permits	over 20 ft up to and including 30 ft in height	$30.57
671	City Development	441150	Sign Permits	over 30 ft up to and including 40 ft in height	$34.94
672	City Development	441150	Sign Permits	over 40 ft up to and including 50 ft in height	$38.21
673	City Development	441150	Sign Permits	over 50 ft up to and including 60 ft in height	$40.40
674	City Development	441150	Sign Permits	Over 60 ft in Height	$42.58
675	City Development	441150	Sign Permits	Illuminated Double Face	Double Face
676	City Development	441150	Sign Permits	1 up to and including 20 ft in Height	$40.40
677	City Development	441150	Sign Permits	over 20 ft up to and including 30 ft in height	$48.04
678	City Development	441150	Sign Permits	over 30 ft up to and including 40 ft in height	$51.31
679	City Development	441150	Sign Permits	over 40 ft up to and including 50 ft in height	$54.59
680	City Development	441150	Sign Permits	over 50 ft up to and including 60 ft in height	$57.68
681	City Development	441150	Sign Permits	Over 60 ft in Height	$61.14
682	City Development	441150	Sign Permits	Off-Premise Sign Demolition	$78.61
683	City Development	441150	Sign Permits	For sign valuations equal to or less than two hundred dollars ($200.00). Except for temporary real estate signs.	$52.41
684	City Development	441150	Sign Permits		For sign valuations of two hundred one ($201.00), up to and including one thousand, sign permit fee shall be fifty two dollars and forty one cents ($52.41) plus two dollars and eighteen cents ($2.18) for each one hundred or portion thereof over two hundred.
685	City Development	441150	Sign Permits		For sign valuation of one thousand one ($1,001.00), up to and including ten thousand, sign permit fee shall be sixty-eight dollars and seventy-eight cents ($68.78) plus twelve dollars and one cent ($12.01) for each one thousand or portion thereof over one thousand.

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
686	City Development	441150	Sign Permits		For sign valuations over ten thousand one ($10,001.00), up to and including twenty-five thousand sign permit fee shall be one hundred seventy five dollars and seventy-eight cents ($175.78) plus twenty-five dollars and forty-two cents ($25.42) for each one thousand or portion thereof over ten thousand.
687	City Development	441150	Sign Permits		For sign valuations over twenty-five thousand and one ($25,001.00), sign permit fee shall be five hundred ninety-two dollars and eighty-five cents ($592.85) plus thirty-eight dollars and twenty-one cents ($38.12) for each one thousand or portion thereof over twenty-five thousand.
688	City Development	441150	Sign Permits	Replacement permit (Duplicate)	$15.29
689	City Development	441440	Fire Permits	Fire Sprinkler or Fire Extinguishing System	Minimum Fee $78.61
690	City Development	441440	Fire Permits	Number of Sprinkler heads	
691	City Development	441440	Fire Permits	1 to 15	$78.61
692	City Development	441440	Fire Permits	16 to 75	$120.10
693	City Development	441440	Fire Permits	76 to 100	$159.40
694	City Development	441440	Fire Permits	101 to 200	$238.01
695	City Development	441440	Fire Permits	201 to 300	$278.41
696	City Development	441440	Fire Permits	Over 300	$317.71
697	City Development	441440	Fire Permits	Fire Suppression Systems for Cooking Operations	$78.61
698	City Development	441440	Fire Permits	Number of Devices	
699	City Development	441440	Fire Permits	1 to 5	$78.61
700	City Development	441440	Fire Permits	6 to 20	$120.10
701	City Development	441440	Fire Permits	21 to 40	$159.40
702	City Development	441440	Fire Permits	41 to 60	$198.71
703	City Development	441440	Fire Permits	61 to 100	$238.01
704	City Development	441440	Fire Permits	over 100	$278.41
705	City Development	441440	Fire Permits	1 to 3 fire hydrants	$78.61
706	City Development	441440	Fire Permits	4 to 6 fire hydrants	$120.10
707	City Development	441440	Fire Permits	over 6 fire hydrants	$159.40
708	City Development	441130	Bldg Permit	Roofing Permit	$120.10
709	City Development	441140	Bldg Permit	Sidewalk Permit	$78.61
710	City Development	441150	Bldg Permit	Sidewalk Permit- Re-inspection	$66.60
711	City Development	441140	Bldg Permit	Driveway Permit	$78.61
712	City Development	441430	Bldg Permit	Driveway Permit- Re-inspection	$66.60
713	City Development	441020	Bldg Permit	Temporary Certificate of Occupancy	$172.50
714	City Development	441030	Bldg Permit	Demolition Permit	$119.01
715	City Development	441020	Bldg Permit	Temporary Structures (Tents, construction sheds, seat canopies, etc)	Minimum $52.41 ($0.11 per square foot for the total area per month or fraction thereof)
716	City Development	441020	Bldg Permit	Vacant Building Annual Registration-Commercial less than 5000 square feet in area	$161.00
717	City Development	441020	Bldg Permit	Vacant Building Annual Registration-Commercial 5001 square feet to 20,000 square feet in area	$320.00
718	City Development	441020	Bldg Permit	Vacant Building Annual Registration-commercial over 20,001 square feet in area	$479.00
719	City Development	441020	Bldg Permit	Vacant Building commercial and residential fee for registration ownership transfers not requiring a plan review	$81.50
720	City Development	441020	Bldg Permit	Vacant Building Annual Residential Registration Fee	$161.00
721	City Development	441080	Bldg Permit	Mobile Home Placement Permit	$78.61
722	City Development	441020	Bldg Permit	Duplicate Cards or Licenses	$16.84
723	City Development	441240	Business Licenses	Vendor	$50.00
724	City Development	441190	Business Licenses	Tax Exempt Vendor	No fee
725	City Development	441190	Business Licenses	Motel	$232.00
726	City Development	441190	Business Licenses	Hotel	$232.00
727	City Development	441190	Business Licenses	Lodging house	$58.00
728	City Development	441190	Business Licenses	Home occupation (New) -Annual	$74.00
729	City Development	441190	Business Licenses	Home occupation (New) -Bi-Annual	$131.00
730	City Development	441190	Business Licenses	Home occupation-Annual (Renewal)	$57.00
731	City Development	441200	Business Licenses	Home occupation-Bi-Annual Renewal	$114.00
732	City Development	441190	Business Licenses	2nd hand dealers	$154.00
733	City Development	441190	Business Licenses	2nd hand dealers @ additional location	$82.00
734	City Development	441190	Business Licenses	Flea Market Operator License	$632.00
735	City Development	441190	Business Licenses	Renewal Fee for Flea Market Operators License	$507.00
736	City Development	441230	Parades		$65.60
737	City Development	441310	Amplification Fee	4 or more days in advance of event	$17.00
738	City Development	441310	Amplification Fee	3 or less day in advance of event	$32.00
739	City Development	441310	Temporary Event		$65.60
740	City Development	441400	Contractors Registration Fee	Registration Fee	$102.00
741	City Development	441410	Business License	Sign Painting Contractors	$112.00
742	City Development	441410	Business License	Sign Contractor	1 Year $609.00 2 Years $1,216.00
743	City Development	441410	Business License	Sign Installer	$609.00
744	City Development	441410	Business License	Temp. inflatable sign installer	$1,215.00
745	City Development	441410	Business License	Temp inflatable sign installed by property owner	$609.00
746	City Development	441190	Business License	Motor Vehicle Dealers	1 Year $147.00 2 Years $292.00
747	City Development	441190	Licenses	**Sexually Oriented Business License**	***
748	City Development	441190	Licenses	Initial Fee (Annual)	$669.00

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
749	City Development	441190	Licenses	Renewal Fee (Annual)	$426.00
750	City Development	441190	Licenses	**Sexually Oriented Business Employee**	***
751	City Development	441190	Licenses	Initial Fee (Annual)	$50.00
752	City Development	441190	Licenses	Renewal Fee (Annual)	$25.00
753			Licenses	Background checks (per employee) for Boarding Home License	17.00 per employee
754	City Development	441490	Development	Construction SWP3 permit fee - 5 Acres sites or larger	$133.20 one time permit fee
755	City Development	441490	Development	Industrial SWP3 permit fee	$133.20 one time permit fee
756	City Development	441490	Development	De-Watering/Discharge to MS4 (Storm water) permit fee	$133.20 one time permit fee
757	City Development	441060	Development	Commercial Sidewalk	$78.61
758	City Development	441060	Development	Commercial Driveway	$78.61
759	City Development	441060	Development	Grading Permit - Subdivisions	***
760	City Development	441060	Development	0-5 acres	$658.36
761	City Development	441060	Development	5.1-10acres	$788.28
762	City Development	441060	Development	10.1-20 acres	$919.28
763	City Development	441060	Development	20.1-30 acres	$1,050.31
764	City Development	441060	Development	30.1-40 acres	$1,183.51
765	City Development	441060	Development	40.1-50 acres	$1,314.53
766	City Development	441060	Development	50.1 + acres	$1,445.54
767	City Development	441060	Development	Borrow / Waste	$563.37
768	City Development	441060	Development	First Extension	36% of grading permit
769	City Development	441060	Development	Second Extension	36% of grading permit
770	City Development	441060	Development	**Grading Permit-All other commercial/residential**	
771	City Development	441060	Development	0-5 acres	$470.57
772	City Development	441060	Development	5.1-10acres	$563.37
773	City Development	441060	Development	10.1-20 acres	$657.26
774	City Development	441060	Development	20.1-30 acres	$751.16
775	City Development	441060	Development	30.1-40 acres	$845.05
776	City Development	441060	Development	40.1-50 acres	$938.95
777	City Development	441060	Development	50.1 + acres	$1,032.84
778	City Development	441060	Development	Borrow / Waste	$563.37
779	City Development	441060	Development	First Extension	36% of grading permit
780	City Development	441060	Development	Second Extension	36% of grading permit
781	City Development	441060	Development	Mountain Development Association	***
782	City Development	441060	Development	**Grading Permit**	***
783	City Development	441060	Development	0-5 acres	$1,876.80
784	City Development	441060	Development	5.1-10 acres	$2,252.38
785	City Development	441060	Development	10.1-20 acres	$2,627.96
786	City Development	441060	Development	20.1-30 acres	$3,003.54
787	City Development	441060	Development	30.1-40 acres	$3,376.94
788	City Development	441060	Development	40.1-50 acres	$3,753.61
789	City Development	441060	Development	50.1 + acres	$4,129.19
790	City Development	441060	Development	Borrow / Waste	$1,500.13
791	City Development	441060	Development	First Extension	36% of MDA
792	City Development	441060	Development	Second Extension	36% of MDA
793	City Development	441060	Development	Re-inspection fee	$67.63
794	City Development	441070	Development	Credit Access Certificate of Registration	$197.00 each year
795	City Development	441300	Business Permit	Brewer Permit (B)	1 Year $750.00 2 Years $1,500.00
796	City Development	441300	Business Permit	Non-Resident Brewers Permit (U)	1 Year $750.00 2 Years $1,500.00
797	City Development	441300	Business Permit	Distillers and Rectifiers (D)	1 Year $750.00 2 Years $1,500.00
798	City Development	441300	Business Permit	Winery (G)	1 Year $37.50 2 Years $75.00
799	City Development	441300	Business Permit	Wine Bottlers (Z)	1 Year $112.50 2 Years $225.00
800	City Development	441300	Business Permit	Wholesalers (W)	1 Year $937.50 2 Years $1,875.00
801	City Development	441300	Business Permit	General Class B Wholesalers (X)	1 Year $150.00 2 Years $300.00
802	City Development	441300	Business Permit	Local Class B Wholesaler (LX)	1 Year $37.50 2 Years $75.00
803	City Development	441300	Business Permit	Package Store (P)	1 Year $250.00 2 Years $500.00
804	City Development	441300	Business Permit	Wine Only Package Store (Q)	1 Year $37.50 2 Years $75.00
805	City Development	441300	Business Permit	Wine and Beer Retailers (BG)	1 Year $87.50 2 Years $175.00
806	City Development	441300	Business Permit	Wine and Beer Retailers Off-Premise (BQ)	1 Year $30.00 2 Years $60.00
807	City Development	441300	Business Permit	Mixed Beverage (MB)- Year 1 and 2 are TABC fees. Year 3 is COEP fee. Annual payment for COEP	3rd and > $375.00 Per Year
808	City Development	441300	Business Permit	Mixed Beverage (MB)- Year 1 and 2 are TABC fees. Year 3 is COEP fee. Bi- Annual payment for COEP	3rd and > $750.00 Per Year
809	City Development	441300	Business Permit	Mixed Beverage Late Hrs. (LB)	1 Year $75.00 2 Years $150.00
810	City Development	441300	Business Permit	Daily Temporary Mixed Beverage (TB)	1 Year $12.50 2 Years $25.00
811	City Development	441300	Business Permit	Caterers (CB)	1 Year $250.00 2 Years $500.00
812	City Development	441300	Business Permit	Private Club Late Hours (NL)	1 Year $375.00 2 Years $750.00
813	City Development	441300	Business Permit	Non-Resident Brewers Sellers (S)	1 Year $75.00 2 Years $150.00
814	City Development	441300	Business Permit	Beverage Cartage (PE)	1 Year $10.00 2 Years $20.00

FY 2015 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
815	City Development	441300	Business Permit	Bonded Warehouse (J)	1 Year $75.00 2 Years $150.00
816	City Development	441300	Business Permit	Food and Beverage Certificate (FB)	1 Year $50.00 2 Years $100.00
817	City Development	441300	Business Permit	Beer Manufacturer (BA) 1 Year Permit	
818	City Development	441300	Business Permit	a. 1st Establishment	$377.00
819	City Development	441300	Business Permit	b. 2nd Establishment	$752.00
820	City Development	441300	Business Permit	c. 3rd thru 5th Establishments	$2,139.50
821	City Development	441300	Business Permit	d. 5 or more Establishment	$4,202.00
822	City Development	441300	Business Permit	Beer Manufacturer (BA) 2 Year Permit	
823	City Development	441300	Business Permit	a. 1st Establishment	$750.00
824	City Development	441300	Business Permit	b. 2nd Establishment	$1,500.00
825	City Development	441300	Business Permit	c. 3rd thru 5th Establishments	$4,275.00
826	City Development	441300	Business Permit	d. 5 or more Establishment	$8,400.00
827	City Development	441300	Business Permit	General Beer Distributors (BB)	1 Year $150.00 2 Years $300.00
828	City Development	441300	Business Permit	Local Beer Distributors (BD)	1 Year $37.50 2 Years $75.00
829	City Development	441300	Business Permit	Branch Beer Distributors (BC)	1 Year $37.50 2 Years $75.00
830	City Development	441300	Business Permit	Beer Importers (BI)	1 Year $10.00 2 Years $20.00
831	City Development	441300	Business Permit	Beer Importers Carriers (BI)	1 Year $10.00 2 Years $20.00
832	City Development	441300	Business Permit	Beer Retailers On-Premise (BE)	1 Year $75.00 2 Years $150.00
833	City Development	441300	Business Permit	Retail Dealers On-Premise Late Hrs. (BL)	1 Year $125.00 2 Years $250.00
834	City Development	441300	Business Permit	Beer Retailers Off-Premise (BF)	1 Year $30.00 2 Years $60.00
835	City Development	441300	Business Permit	Brew Pub (BP)	1 Year $250.00 2 Years $500.00
836	City Development	441300	Business Licenses	Boarding Home Facility Annual Permit	$264.00
837	Library	443000	Library Fees	Overdue Fines	$0.15/day
838	Library	443000	Library Fees	Lost Adult/YA Hardback	Fair Market Value to Replace Item
839	Library	443000	Library Fees	Adult Card/replacement	$2.00
840	Library	443000	Library Fees	Juvenile Card/replacement	$1.00
841	Library	443000	Library Fees	Main Library Auditorium Fee	$75.00
842	Library	443000	Library Fees	Main Library Atrium Fee (Hrly)	$50.00
843	Library	443000	Library Fees	Computer Lab Fee	$75.00 per hour
844	Library	443000	Library Fees	Meeting Room Use Fee: Neighborhood Libraries	$25.00
845	Library	450650	Facility Object Rentals	Chairs	$2.00 Each
846	Library	450650	Facility Object Rentals	Easels	$7.00 Each
847	Library	450650	Facility Object Rentals	Tables	$10.00 Each
848	Library	450650	Facility Object Rentals	Podium/Sound System	$50.00
849	Library	450650	Facility Object Rentals	Projector/Whiteboard	$25.00
850	Library	443000	Library Fees	Non-Resident Convenience Fee	$50.00 per year/$25.00 per 6 months
851	Library	443000	Library Fees	Scanning of Photographs (low resolution)	$20.00
852	Library	443000	Library Fees	Scanning of Photographs (high resolution)	$30.00
853	Library	443000	Library Fees	Reproduction of Maps/Architectural Drawings	$15.00 Plus Cost of Professional Outside Reproduction Services
854	Library	443000	Library Fees	Preservation Fee (Applies to all Reproduction Requests)	$1.00
855	Library	443000	Library Fees	Document Delivery Services	$1.00 per page
856	Library	443000	Library Fees	Commercial Use Fee	$10.00
857	Library	443000	Library Fees	Damaged or missing DVD/Music CD Case	$3.00
858	Library	443000	Library Fees	Damaged or Missing Book Cover	$3.00
859	Library	443000	Library Fees	Damaged or Missing Kit Bag	$3.00
860	Library	443000	Library Fees	Damaged or Missing Audiobook Case	$3.00
861	Library	443000	Library Fees	Damaged or Missing Barcode	$3.00
862	Library	443000	Library Fees	Damaged or Missing Spine Label	$3.00
863	Library	443000	Library Fees	Interlibrary Loan Postage Fee	$3.00 per item
864	Environmental Services	431400	Residential	Base Rate (Residential)	$17.00 per month
865	Environmental Services	431400	Residential	Excess Waste - Administrative Fee	$4.50 for one additional lift of the arm.
866	Environmental Services	431400	Residential	Additional Container (Residential)	$17.00 per month for each additional container, plus service charges
867	Environmental Services	431400	Residential	Senior and Disabled Citizens Discount	20% reduction of Base Rate
868	Environmental Services	431400	Commercial	Base Rate (Commercial)	$26.00 per month for once a week collection per container.
869	Environmental Services	431400	Commercial	Additional Container (Commercial)	$26.00 per month for each additional container.
870	Environmental Services	431400	Residential	Side door Collection	$17.00 per month
871	Environmental Services	431400	Residential	Residential Refuse Collection w/ reduced size container	$17.00 per month
872	Environmental Services	431400	Residential	Res Refuse Collection w/ reduced size container & Discount	20% reduction of Base Rate
873	Environmental Services	431400	Residential	Res Refuse Collection trip charge on empty container	$10 each occurrence

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
874	Environmental Services	431450	Other	Special Collection Service (Residential)	$35.00 up to 5 cubic yards. $7.00 for each additional cubic yard.
875	Environmental Services	431450	Other	Dead Animal Collection Fee	$20.00 for small animal 49 lbs. or less); $40.00 for domesticated pets (greater than 50 lbs.); $150 for farm animals within the city limits; $175 for farm animals inside county and outside city limits.
876	Environmental Services	431460	Residential	Citizen Collection Station Fee	$5.00 for each visit in excess of monthly frequency limit set by Director with limit of 4 cy, no C&D and no commercial.
877	Environmental Services	431460	Residential	Citizen Collection Station Fee	$5.00 coupon Non-customer, one visit; standard restrictions; non-commercial; residential solid waste only, excludes household hazardous waste.
878	Environmental Services	431460	Special Collections	Property Clean Up Fee	Labor, equipment and disposal rates as set by Director in 1/4 hour increments with 1 hour minimum.
879	Environmental Services	450660	General	Interest on unpaid balances	10% per year (.83% of invoiced amount per month)
880	Environmental Services	441250	Permits	Hauler Permit Fee	$150.00 per vehicle for complete term of permit or $12.50 per vehicle per month for less than complete term of permit
881	Environmental Services	441250	Permits	Replacement Decal	$10.00 each
882	Environmental Services	431250	Permits	Reinstatement of Suspended or Revoked Permit	50% of annual Hauler Permit Fee for suspended permit, 100% of annual Hauler Permit Fee for revoked permit.
883	Environmental Services	441250	Permits	Special Waste Disposal Fee-Immediate Disposal	$25.00 surcharge plus regular per ton landfill disposal charge for a scheduled disposal. $35.00 surcharge plus double the regular per ton landfill disposal charge for an unscheduled disposal.
884	Environmental Services	441250	Permits	Permit Fee (Container on Sidewalk/R.O.W.)	$72.00 annual fee per container or $6.00 per month for a partial first year
885	Environmental Services	431410	Disposal	Landfill Fees	$26.00 per ton, prorated, with a minimum fee of $16.00. $5.00 charge for unsecured/uncovered load.
886	Environmental Services	431410	Disposal	Landfill Fee (Brush Waste, Uncontaminated)	$26.00 per ton, prorated, with a minimum fee of $10.00.
887	Environmental Services	431410	Disposal	Landfill Fees (Materials Requiring Special Handling)	$90.00 per ton, pro-rated, for RACM Non-Friables, foam materials, sponge or sponge-like materials and other wastes requiring special handling, with a minimum fee of $90. $5.00 for refrigerant removal.
888	Environmental Services	431410	Disposal	Landfill Fees (Materials Requiring Special Handling)	$90.00 per ton, pro-rated, for dead animals with a total weight greater than 100 lbs. Small dead animals with a total weight less than 100 lbs. will be charged the standard landfill rate.
889	Environmental Services	431410	Disposal	Billing Fee for Landfill Charge Accounts	$25.00 per month
890	Environmental Services	431430	Disposal	Disposal Fee (Waste Tires)	Small or Medium tires (19.5 inches or less) $1.50, Large Tires (greater than 19.5 inches but less than 24 inches) $8, tires greater than 24 inches will be charged a rate of $110.00/ton. Rim Removal Fee - Small or Medium tires $5.00, Rim Removal Fee - Large Tires $15.00.

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
891	Environmental Services	431410	Disposal	Prohibited Waste	$25.00 surcharge plus applicable disposal and administrative costs.
892	Environmental Services	431410	Disposal	Transfer Fee	$30.00 per ton, prorated, with a minimum fee of $20.00
893	Environmental Services	443060	Disposal	Sale of Mulch/Compost	City Departments - Free, El Paso Solid Waste Residential Customers - Free at CCS or Landfill; Small Commercial Customers - $5.00 cy at Landfill; Commercial Customers within City limits - $15.00 cy if delivered by ESD.
894	Environmental Services	443060	Disposal	Sale of Safety Vest	$10.00 each
895	Environmental Services	443060	Disposal	RFID (Automated Scale) Tag	$25.00 each
896	Environmental Services	431400	Other	Container (96 gallon) Replacement Fee	$55.00 per Container
897	Environmental Services	431400	Other	Container (64 gallon) Replacement Fee	$55.00 per Container
898	Environmental Services	431400	Other	Service Charge (delivery or removal of container)	$25.00 per Event
899	Environmental Services	431400	Other	Missed Collection Fee	$10.00 for pick up
900	Environmental Services	431460	Administrative Fee		$25.00 charge for administrative costs related to the preparation of property liens
901	Environmental Services	450650	Shopping Cart Recovery	Shopping Cart Recovery Fee	$50.00 per Cart impounded by City
902	Environmental Services	450650	Construction or Demolition	Manifest Fee	$5.00 per manifest; No fee for City - funded projects
903	Environmental Services	443580	Services	Environmental Fee (Residential)	$5.00 per Residential Living Unit
904	Environmental Services	443580	Services	Environmental Fee (Commercial)	$15.00 per Commercial Establishment
905	Environmental Services		Environmental General-Facilities		
906	Environmental Services	441190	Annual License Fee	Public Swimming Pool-Annual	$275.00
907	Environmental Services	441190	Bi-Annual License Fee	Public Swimming Pool-Bi-Annual	$550.00
908	Environmental Services	441190	Annual License Fee	Spas-annual	$175.00
909	Environmental Services	441190	Bi-Annual License Fee	Spas-bi-annual	$350.00
910	Environmental Services	441430	Re-Inspection Fee	Public Swimming Pool Or Public Spa Fee Per Inspection	$175.00
911	Environmental Services	441430	Water Sampling Fee	Water Sampling of Public Swimming Pools and Public Spas	$100 plus lab fees
912	Environmental Services	441190	Temporary License	Above Ground Public Pool (Per Pool)	$125.00
913	Environmental Services	441190	Temporary License	Above Ground Spa (Per Spa)	$125.00
914	Environmental Services	441500	Studio Registration Fee	Tattoo and Body Art - Biennial	2 Year $390.00 Per month $16.25
915	Environmental Services	441500	Artist License Fee	Tattoo and Body Art - Annual	$65.00
916	Environmental Services	441190	Annual License Fee	Trailer Court Annual	$275.00
917	Environmental Services	441190	Re-Inspection Fee	Trailer Court	$175.00
918	Environmental Services	441190	Annual License Fee	Laundries - Annual	$175.00
919	Environmental Services	441190	Bi-Annual License Fee	Laundries - Bi-Annual	$350.00
920	Environmental Services	441190	Re-Inspection Fee	Laundries	$125.00
921	Environmental Services		Animal Services		
922	Environmental Services	431390	Adoption Fee		Each adoption from no charge to $110.00
923	Environmental Services	441320	Keeping Horses And Cattle-Permit Required-Application-Fee-Term-Suspension Or Revocation	Permit Yearly Renewal	$60.00
924	Environmental Services	441320	Keeping Horses And Cattle-Permit Required-Application-Fee-Term-Suspension Or Revocation	Amending Permit	$10.00
925	Environmental Services	441320	Other Animals-Restrictions-Permit Requirements	Permit Yearly Renewal	$35.00
926	Environmental Services	431280	Microchip Fees	Initial Issuance	$15.00

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
927	Environmental Services	431280	Services	Animal Rabies Vaccination	$9.00 per vaccination
928	Environmental Services	431280	Tick Bath	Tick Bath	$10.00
929	Environmental Services	431280	Disposal of Dead Animals	Disposal of dead animals brought to shelter	$16.00
930	Environmental Services	431280	Euthanasia of Animals	Euthanasia of animals	$25.00
931	Environmental Services	431280	Boarding and Kennel Permit	Boarding kennel permit	$110.00
932	Environmental Services	441320	Pick up or Delivery of Animals	Pick up or Delivery of animals	$45.00
933	Environmental Services	441320	Other Animals-Restrictions-Permit Requirements	Amending Permit	$5.00
934	Environmental Services	441320	Buying And Selling	Shows And Exhibition	$100.00
935	Environmental Services	441320	Buying And Selling	Grooming	$110.00
936	Environmental Services	441320	Buying And Selling	Kennel	$100.00
937	Environmental Services	441320	Buying And Selling	Animal Establishment	$200.00
938	Environmental Services	441320	Registration	Application Initial Issuance or Renewal	$10.00
939	Environmental Services	441320	Registration	Replacement Registration and/or Tag	$5.00 - Altered Pets $15.00 - Intact pets
940	Environmental Services	441320	Registration	Registration Transfer	$10.00
941	Environmental Services	441320	Fees-Impoundment	Class A: Dog, Cat Each	$55.00
942	Environmental Services	441320	Fees-Impoundment	Class B: Goats, Sheep, Lambs, Pigs, Sows, Shoats, Calves, Foals And Animals Of The Same Approximate Size And Weight, Each Animal	$55.00
943	Environmental Services	441320	Fees-Impoundment	Class C: Horses, Ponies, Mules And Animals Of Same Size And Weight, Each Animal	$85.00
944	Environmental Services	441320	Fees-Impoundment	CLASS D: Exotic Animals: Requiring Capture by Division Personnel	$50.00
945	Environmental Services	441320	Fees-Impoundment	Class D: Exotic Animals, Already Contained	$45.00
946	Environmental Services	441320	Fees-Impoundment	Additional fee, multiple redemption of unaltered dog or cat	$10.00
947	Environmental Services	431280	Handling Fee	Daily Fee Class A	$10.00
948	Environmental Services	431280	Handling Fee	Daily Fee Class B	$15.00
949	Environmental Services	431280	Handling Fee	Daily Fee Class C	$15.00
950	Environmental Services	431280	Handling Fee	Daily Fee Class D	$15.00
951	Environmental Services	431280	Cat And Dog Traps Pick-Up Or Drop-Off	Fee Per Address Delivery	$15.00
952	Environmental Services	441320	Animal Litter Permit	Per litter	$75.00
953	Environmental Services	441320	Breeding	Breeder's Permit	$100.00
954	Environmental Services	431280	Shelter Services	Vet Assessment	$50.00 per animal per assessment
955	Environmental Services	431280	Shelter Services	Rabies Processing Fee	Fee for owned animals that have bitten, in lieu of quarantine: $50.
956	Environmental Services	431280	Shelter Services	Animal Transportation Fee	Fee for packaging and transporting to lab for testing: $100
957	Environmental Services	431280	Shelter Services	Animal Storage Fee for Remains	Fee to store animal properly prior to cremation, or to hold for burial pending results of the rabies exam: $25.00
958	Environmental Services	431280	Shelter Services	Animal Vaccinations	DHLPP (dog) FVRCP (Cat) $9.00 each
959	Environmental Services	431280	Shelter Services	Animal Vaccinations-Rescue Partners	$5.00 per vaccination
960	Environmental Services	441320	Fees-Impoundment	Impoundment of animals in unincorporated areas of County	$55
961	Environmental Services	431280	Shelter Services	Pet Aids (leash, cat carrier, other)	$5
962	Environmental Services	431280	Shelter Services	Spay/Neuter Fees - Cats/Dogs	Cat Neuter $30.00, Cat Spay $50.00, Dog Neuter (under 40 pounds) $65.00, Dog Neuter (40 - 70 pounds) $85.00, Dog Spay (under 40 pounds) $85.00, Dog Spay (40 - 70 pounds) $100.00
963	Environmental Services	431280	Shelter Services	Spay/Neuter Fees - Other	Animal in heat $10.00 - $20.00 additional, Animal pregnant $20.00 - $50.00 additional, Animal is obese $10.00 - $30.00 additional, Undescended testicles $50.00 additional or refer to specialist

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
964	Environmental Services	441320	Registration	Dangerous Dog Registration	$60.00
965	Environmental Services	420000	Franchise Fee	Waste Container Franchise Fee- Per Container	$2.00 Per Month, Per approved container
966	Environmental Services	420000	Franchise Fee	Waste Container Franchise Fee- Annual	$2,000.00/ Per Year
967	Parks and Recreation		*Recreation Centers*	(+) Indicates Per Person 1/2 hour increment @ 1/2 hourly rate Rates are per hour unless indicated Two hour minimum rental for facility use that is non-contiguous to public hour of operation.	Single fee listings are the General Admission or Flat Rate; Multiple fee listings are noted in the following order: Standard Rate; Non-Profit Rate; Commercial Rate; Non-Resident Rate
968	Parks and Recreation		**Armijo Recreation Center**		
969	Parks and Recreation	450200	Gym Full Court (per hour)		$35 / $28 / $140 / $44
970	Parks and Recreation	450200	Gym Half Court (per hour)		$18 / $14 / $72 / $23
971	Parks and Recreation	450200	Gym Full Court (per hour)-Prime Time		$45 / $36 / $180 / $56
972	Parks and Recreation	450200	Gym Half Court (per hour)-Prime Time		$23 / $18 / $92 / $29
973	Parks and Recreation	450200	Lower Multipurpose Room 1 (open area)		$134 / $108 / $538 / $168
974	Parks and Recreation	450200	Classroom 1/Eagle		$31 / $25 / $125 / $38
975	Parks and Recreation	450200	Classroom 2		$43 / $35 / $173 / $54
976	Parks and Recreation	440040	Boxing Room (per month) (+) Adult/Youth		$15.00/$10.00
977	Parks and Recreation	440040	Boxing Room (per day) (+) Adult/Youth		$2.00/$1.00
978	Parks and Recreation	450200	Boxing Room		$36 / $29 / $144 / $45
979	Parks and Recreation	440040	Weight Room (per month) (+)		$10.00
980	Parks and Recreation	440040	Weight Room (per day) (+)		$3.00
981	Parks and Recreation	450200	Kitchen (per event)		$30.00
982	Parks and Recreation		**Carolina Recreation Center**		
983	Parks and Recreation	450200	Gym Full Court (per hour)		$35 / $28 / $140 / $44
984	Parks and Recreation	450200	Gym Half Court (per hour)		$18 / $14 / $72 / $23
985	Parks and Recreation	450200	Gym Full Court (per hour)-Prime Time		$45 / $36 / $180 / $56
986	Parks and Recreation	450200	Gym Half Court (per hour)-Prime Time		$23 / $18 / $92 / $29
987	Parks and Recreation	450200	Classroom 1		$11 / $8 / $43 / $13
988	Parks and Recreation	450200	Classroom 2		$22 / $17 / $86 / $26
989	Parks and Recreation	450200	Classroom A		$20 / $17 / $82 / $25
990	Parks and Recreation	450200	Multipurpose Room		$56 / $46 / $226 / $71
991	Parks and Recreation	440040	Boxing Room (per month) (+) Adult/Youth		$15.00/$10.00
992	Parks and Recreation	440040	Boxing Room (per day) (+) Adult/Youth		$2.00/$1.00
993	Parks and Recreation	450200	Boxing Room		$69 / $55 / $276 / $86
994	Parks and Recreation	440040	Weight Room (per month) (+)		$10.00
995	Parks and Recreation	440040	Weight Room (per day) (+)		$3.00
996	Parks and Recreation	450200	Kitchen (per event)		$30.00
997	Parks and Recreation		**Chihuahuita Neighborhood Center**		
998	Parks and Recreation	450200	Multipurpose Room		$35 / $28 / $139 / $43
999	Parks and Recreation	450040	Weight Room (per month) (+)		$6.00
1000	Parks and Recreation	440040	Weight Room (per month) (+)		$3.00
1001	Parks and Recreation	450200	Kitchen (per event)		$30.00
1002	Parks and Recreation		**Don Haskins Recreation Center**		
1003	Parks and Recreation	450200	Gym Full Court (per hour)		$45 / $36 / $180 / $56
1004	Parks and Recreation	450200	Gym Half Court (per hour)		$23 / $18 / $92 / $29
1005	Parks and Recreation	450200	Gym Full Court (per hour)-Prime Time		$55 / $44 / $220 / $69

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
1006	Parks and Recreation	450200	Gym Half Court (per hour)-Prime Time		$28 / $22 / $112 / $35
1007	Parks and Recreation	450200	Auxiliary Gym (per hour)		$25 / $20 / $100 / $31
1008	Parks and Recreation	450200	Auxiliary Gym Half Court (per hour)		$13 / $10 / $52 / $16
1009	Parks and Recreation	450200	Auxiliary Gym (per hour)-Prime Time		$35 / $28 / $140 / $44
1010	Parks and Recreation	450200	Auxiliary Gym Half Court (per hour)-Prime Time		$17 / $14 / $68 / $21
1011	Parks and Recreation	450200	Classroom 1		$12 / $10 / $48 / $14
1012	Parks and Recreation	440040	Weight Room (per month) (+)		$18.00
1013	Parks and Recreation	440040	Weight Room (per day) (+)		$4.00
1014	Parks and Recreation	450200	Kitchen (per event)		$30.00
1015	Parks and Recreation		**Galatzan Recreation Center**		
1016	Parks and Recreation	450200	Gym Full Court (per hour)		$35 / $28 / $140 / $44
1017	Parks and Recreation	450200	Gym Half Court (per hour)		$18 / $14 / $72 / $23
1018	Parks and Recreation	450200	Gym Full Court (per hour)-Prime Time		$45 / $36 / $180 / $56
1019	Parks and Recreation	450200	Gym Half Court (per hour)-Prime Time		$23 / $18 / $92 / $29
1020	Parks and Recreation	450200	Auxiliary Gym (per hour)		$15 / $12 / $60 / $19
1021	Parks and Recreation	450200	Auxiliary Gym Half Court (per hour)		$7 / $6 / $28 / $9
1022	Parks and Recreation	450200	Auxiliary Gym (per hour)-Prime Time		$25 / $20 / $100 / $31
1023	Parks and Recreation	450200	Auxiliary Gym Half Court (per hour)-Prime Time		$13 / $10 / $52 / $16
1024	Parks and Recreation	450200	Multipurpose Room		$66 / $53 / $264 / $83
1025	Parks and Recreation	450200	Dance Studio		$19 / $16 / $77 / $24
1026	Parks and Recreation	440040	Weight Room (per month) (+)		$10.00
1027	Parks and Recreation	440040	Weight Room (per day) (+)		$3.00
1028	Parks and Recreation		**Gary del Palacio Recreation Center**		
1029	Parks and Recreation	450200	Gym Full Court (per hour)		$45 / $36 / $180 / $56
1030	Parks and Recreation	450200	Gym Half Court (per hour)		$23 / $18 / $92 / $29
1031	Parks and Recreation	450200	Gym Full Court (per hour)-Prime Time		$55 / $44 / $220 / $69
1032	Parks and Recreation	450200	Gym Half Court (per hour)-Prime Time		$28 / $22 / $112 / $35
1033	Parks and Recreation	450200	Auxiliary Gym (per hour)		$25 / $20 / $100 / $31
1034	Parks and Recreation	450200	Auxiliary Gym Half Court (per hour)		$13 / $10 / $52 / $16
1035	Parks and Recreation	450200	Auxiliary Gym (per hour)-Prime Time		$35 / $28 / $140 / $44
1036	Parks and Recreation	450200	Auxiliary Gym Half Court (per hour)-Prime Time		$17 / $14 / $68 / $21
1037	Parks and Recreation	450200	Multipurpose Room		$37 / $30 / $148 / $46
1038	Parks and Recreation	450200	Dance Studio		$23 / $18 / $92 / $29
1039	Parks and Recreation	440040	Racquetball Court (per month)(+) Adult/Youth		$15.00/$10.00
1040	Parks and Recreation	440040	Racquetball Court (per hour)(+) Adult/Youth		$2.00/$1.00
1041	Parks and Recreation	440040	Weight Room (per month) (+)		$18.00
1042	Parks and Recreation	440040	Weight Room (per day) (+)		$4.00
1043	Parks and Recreation	440040	Kitchen (per event)		$30.00
1044	Parks and Recreation		**Leona Ford Washington Recreation Center**		
1045	Parks and Recreation	450200	Gym Full Court (per hour)		$15 / $12 / $60 / $19
1046	Parks and Recreation	450200	Gym Half Court (per hour)		$7 / $6 / $28 / $9
1047	Parks and Recreation	450200	Gym Full Court (per hour)-Prime Time		$25 / $20 / $100 / $31
1048	Parks and Recreation	450200	Gym Half Court (per hour)-Prime Time		$13 / $10 / $52 / $16
1049	Parks and Recreation	450200	Multipurpose Room-Hall		$59 / $47 / $235 / $73

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
1050	Parks and Recreation	440040	Weight Room (per month) (+)		$10.00
1051	Parks and Recreation	440040	Weight Room (per day) (+)		$3.00
1052	Parks and Recreation	450200	Kitchen (per event)		$30.00
1053	Parks and Recreation		Marty Robbins Recreation Center		
1054	Parks and Recreation	450200	Gym Full Court (per hour)		$45 / $36 / $180 / $56
1055	Parks and Recreation	450200	Gym Half Court (per hour)		$23 / $18 / $92 / $29
1056	Parks and Recreation	450200	Gym Full Court (per hour)-Prime Time		$55 / $44 / $220 / $69
1057	Parks and Recreation	450200	Gym Half Court (per hour)-Prime Time		$28 / $22 / $112 / $35
1058	Parks and Recreation	450200	Multi Purpose Room		$44 / $36 / $178 / $55
1059	Parks and Recreation	450200	Dance Studio		$23 / $18 / $91 / $39
1060	Parks and Recreation	440040	Weight Room (per month) (+)		$18.00
1061	Parks and Recreation	440040	Weight Room (per day) (+)		$4.00
1062	Parks and Recreation	450200	Kitchen (per event)		$30.00
1063	Parks and Recreation		Multipurpose Recreation Center		
1064	Parks and Recreation	450200	Gym Full Court (per hour)		$45 / $36 / $180 / $56
1065	Parks and Recreation	450200	Gym Half Court (per hour)		$23 / $18 / $92 / $29
1066	Parks and Recreation	450200	Gym Full Court (per hour)-Prime Time		$55 / $44 / $220 / $69
1067	Parks and Recreation	450200	Gym Half Court (per hour)-Prime Time		$28 / $22 / $112 / $35
1068	Parks and Recreation	450200	Ballroom		$139 / $111 / $554 / $174
1069	Parks and Recreation	450200	Dance Studio		$26 / $22 / $106 / $32
1070	Parks and Recreation	450200	Patio	Available for rental in conjunction with room rental - Flat Rate	$60 / $48 / $240 / $76
1071	Parks and Recreation	440040	Weight Room (per month) (+)		$10.00
1072	Parks and Recreation	440040	Weight Room (per day) (+)		$3.00
1073	Parks and Recreation	440040	Kitchen (per event)		$30.00
1074	Parks and Recreation		**Nolan Richardson Recreation Center**		
1075	Parks and Recreation	450200	Gym Full Court (per hour)		$35 / $28 / $140 / $44
1076	Parks and Recreation	450200	Gym Half Court (per hour)		$18 / $14 / $72 / $23
1077	Parks and Recreation	450200	Gym Full Court (per hour)-Prime Time		$45 / $36 / $180 / $56
1078	Parks and Recreation	450200	Gym Half Court (per hour)-Prime Time		$23 / $18 / $92 / $29
1079	Parks and Recreation	450200	Multipurpose Room		$42 / $34 / $168 / $53
1080	Parks and Recreation	450200	Patio	Available for rental in conjunction with room rental - Flat Rate	$60 / $48 / $240 / $76
1081	Parks and Recreation	440040	Weight Room (per month) (+)		$10.00
1082	Parks and Recreation	440040	Weight Room (per day) (+)		$3.00
1083	Parks and Recreation	450200	Kitchen (per event)		$30.00
1084	Parks and Recreation		**Pat O'Rourke Recreation Center**		
1085	Parks and Recreation	450200	Gym Full Court (per hour)		$35 / $28 / $140 / $44
1086	Parks and Recreation	450200	Gym Half Court (pre hour)		$18 / $14 / $72 / $23
1087	Parks and Recreation	450200	Gym Full Court (per day) prime time		$45 / $36 / $180 / $56
1088	Parks and Recreation	450200	Gym Half Court (per day) prime time		$23 / $18 / $92 / $29
1089	Parks and Recreation	450200	Multi Purpose Room 2A		$23 / $18 / $91 / $41
1090	Parks and Recreation	450200	Multi Purpose Room 2B		$22 / $17 / $86 / $26
1091	Parks and Recreation	450200	Multi Purpose Room 2C		$22 / $17 / $86 / $26
1092	Parks and Recreation	450200	Multi Purpose Room 2A and 2B		$44 / $36 / $178 / $55
1093	Parks and Recreation	450200	Multi Purpose Room 2B and 2C		$43 / $35 / $173 / $54

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
1094	Parks and Recreation	450200	Multi Purpose Room 2A, 2B, 2C		$66 / $53 / $264 / $83
1095	Parks and Recreation	450200	Multi Purpose Room		$30 / $24 / $120 / $37
1096	Parks and Recreation	450200	Activity Room		$16 / $12 / $62 / $20
1097	Parks and Recreation	450200	Dance Studio		$71 / $56 / $283 / $89
1098	Parks and Recreation	450200	Courtyard	Available for rental in conjunction with room rental - Flat Rate	$35 / $28 / $139 / $43
1099	Parks and Recreation	440040	Weight Room (per month) (+)		$18.00
1100	Parks and Recreation	440040	Weight Room (per day) (+)		$4.00
1101	Parks and Recreation		**Pavo Real Recreation Center**		
1102	Parks and Recreation	450200	Gym Full Court (per hour)		$35 / $28 / $140 / $44
1103	Parks and Recreation	450200	Gym Half Court (per hour)		$18 / $14 / $72 / $23
1104	Parks and Recreation	450200	Gym Full Court (per hour)-Prime Time		$45 / $36 / $180 / $56
1105	Parks and Recreation	450200	Gym Half Court (per hour)-Prime Time		$23 / $18 / $92 / $29
1106	Parks and Recreation	450200	Auxiliary Gym (per hour)		$15 / $12 / $60 / $19
1107	Parks and Recreation	450200	Auxiliary Gym Half Court (per hour)		$7 / $6 / $28 / $9
1108	Parks and Recreation	450200	Auxiliary Gym (per hour)-Prime Time		$25 / $20 / $100 / $31
1109	Parks and Recreation	450200	Auxiliary Gym (per hour)-Prime Time		$13 / $10 / $52 / $16
1110	Parks and Recreation	450200	Classroom 1		$12 / $10 / $48 / $14
1111	Parks and Recreation	450200	Classroom 2		$12 / $10 / $48 / $14
1112	Parks and Recreation	450200	Classroom 3		$22 / $17 / $86 / $26
1113	Parks and Recreation	450200	Dance Studio		$70 / $55 / $278 / $86
1114	Parks and Recreation	450200	Patio	Available for rental in conjunction with room rental - Flat Rate	$60 / $48 / $240 / $76
1115	Parks and Recreation	440040	Boxing Room (per month) (+) Adult/Youth		$15.00/$10.00
1116	Parks and Recreation	440040	Boxing Room (per day) (+) Adult/Youth		$2.00/$1.00
1117	Parks and Recreation	450200	Boxing Room		$69 / $55 / $276 / $86
1118	Parks and Recreation	440040	Racquetball Court (per month)(+) Adult/Youth		$15.00/$10.00
1119	Parks and Recreation	440040	Racquetball Court (per hour)(+) Adult/Youth		$2.00/$1.00
1120	Parks and Recreation	440040	Weight Room (per month) (+)		$18.00
1121	Parks and Recreation	440040	Weight Room (per hour) (+)		$4.00
1122	Parks and Recreation	450200	Kitchen (per event)		$30.00
1123	Parks and Recreation		**Rae Gilmore Recreation Center**		
1124	Parks and Recreation	450200	Multipurpose Room		$58 / $46 / $230 / $72
1125	Parks and Recreation	450200	Classroom 1		$10 / $7 / $38 / $12
1126	Parks and Recreation	450200	Patio	Available for rental in conjunction with room rental - Flat Rate	$60 / $48 / $240 / $76
1127	Parks and Recreation	440040	Weight Room (per month) (+)		$6.00
1128	Parks and Recreation	440040	Weight Room (per hour) (+)		$3.00
1129	Parks and Recreation	450200	Kitchen (per event)		$30.00
1130	Parks and Recreation		**San Juan Recreation Center**		
1131	Parks and Recreation	450200	Gym Full Court (per hour)		$35 / $28 / $140 / $44
1132	Parks and Recreation	450200	Gym Half Court (per hour)		$18 / $14 / $72 / $23
1133	Parks and Recreation	450200	Gym Full Court (per hour)-Prime Time		$45 / $36 / $180 / $56
1134	Parks and Recreation	450200	Gym Half Court (per hour)-Prime Time		$23 / $18 / $92 / $29
1135	Parks and Recreation	450200	Multipurpose Room		$26 / $22 / $106 / $32
1136	Parks and Recreation	450200	Classroom 1		$12 / $10 / $48 / $14
1137	Parks and Recreation	440040	Weight Room (per month) (+)		$10.00

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
1138	Parks and Recreation	440040	Weight Room (per day) (+)		$3.00
1139	Parks and Recreation	440040	Boxing Room (per month) (+) Adult/Youth		$15.00/$10.00
1140	Parks and Recreation	440040	Boxing Room (per day) (+) Adult/Youth		$2.00/$1.00
1141	Parks and Recreation	450200	Boxing Room		$69 / $55 / $276 / $86
1142	Parks and Recreation	450200	Kitchen (per event)		$30.00
1143	Parks and Recreation		**Seville Recreation Center**		
1144	Parks and Recreation	450200	Gym Full Court (per hour)		$15 / $12 / $60 / $19
1145	Parks and Recreation	450200	Gym Half Court (per hour)		$7 / $6 / $28 / $9
1146	Parks and Recreation	450200	Gym Full Court (per hour)-Prime Time		$25 / $20 / $100 / $31
1147	Parks and Recreation	450200	Gym Half Court (per hour)-Prime Time		$13 / $10 / $52 / $16
1148	Parks and Recreation	450200	Multipurpose Room		$12 / $10 / $48 / $14
1149	Parks and Recreation	450040	Weight Room (per month) (+)		$6.00
1150	Parks and Recreation	450040	Weight Room (per day) (+)		$3.00
1151	Parks and Recreation	450200	Kitchen (per event)		$30.00
1152	Parks and Recreation		**Veterans Recreation Center**		
1153	Parks and Recreation	450200	Gym Full Court (per hour)		$35 / $28 / $140 / $44
1154	Parks and Recreation	450200	Gym Half Court (per hour)		$18 / $14 / $72 / $23
1155	Parks and Recreation	450200	Gym Full Court (per hour)-Prime Time		$45 / $36 / $180 / $56
1156	Parks and Recreation	450200	Gym Half Court (per hour)-Prime Time		$23 / $18 / $92 / $29
1157	Parks and Recreation	450200	Auxiliary Gym (per hour)		$15 / $12 / $60 / $19
1158	Parks and Recreation	450200	Auxiliary Gym Half Court (per hour)		$7 / $6 / $28 / $9
1159	Parks and Recreation	450200	Auxiliary Gym (per hour)-Prime Time		$25 / $20 / $100 / $31
1160	Parks and Recreation	450200	Auxiliary Gym half court (per hour)-Prime Time		$13 / $10 / $52 / $16
1161	Parks and Recreation	450200	Classroom 5		$18 / $14 / $72 / $23
1162	Parks and Recreation	440040	Weight Room (per month) (+)		$18.00
1163	Parks and Recreation	440040	Weight Room (per day) (+)		$4.00
1164	Parks and Recreation	443020	Leisure Interest Class or Workshop	change	Direct Costs - (staff, supplies, contracts, equipment) plus 25% factor to recover leisure interest coordinator divided by number of expected participants plus $7.00 nonrefundable administrative fee, equals cost of class/workshop.
1165	Parks and Recreation	443010	Outdoor Recreation Activity or Program		Direct Costs - (staff, supplies, contracts, equipment) plus a 50% factor to recover program coordinator divided by number of expected participants plus $7.00 nonrefundable administrative fee, equals cost of activity/program.
1166	Parks and Recreation	443010	Trips/Excursions (Off Site)		Direct Costs - (staff, supplies, contracts, entry fees, vehicles, equipment) plus 50% factor to recover program coordinator divided by number of expected participants plus $7.00 nonrefundable administrative fee, equals cost of activity/program.
1167	Parks and Recreation	443010	Dances/Entertainment (On Site)		Direct Costs - (staff, supplies, contracts, equipment) plus 50% factor to recover program coordinator divided by number of expected participants equals cost of activity/program.

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
1168	Parks and Recreation		*Senior Centers*	(+) Indicates Per Person 1/2 hour increment @ 1/2 hourly rate Rates are per hour unless indicated Two hour minimum rental for facility use that is non-contiguous to public hour of operation.	Single fee listings are the General Admission or Flat Rate; Multiple fee listings are noted in the following order: Standard Rate; Non-Profit Rate; Commercial Rate; Non-Resident Rate
1169	Parks and Recreation		**Eastside Senior Center**		
1170	Parks and Recreation	450200	Multipurpose Room		$79 / $64 / $317 / $98
1171	Parks and Recreation	450200	Classroom 2		$20 / $17 / $82/ $25
1172	Parks and Recreation	450200	Arts and Crafts Room		$18 / $14 / $72 / $23
1173	Parks and Recreation	450200	Patio	Available for rental in conjunction with room rental - Flat Rate	$60 / $48 / $240 / $76
1174	Parks and Recreation	440040	Billiard Room (per year)		$30.00
1175	Parks and Recreation	440040	Billiard Room (per month) (+)		$10.00
1176	Parks and Recreation	440040	Billiard Room (per day) (+)		$2.00
1177	Parks and Recreation	440040	Weight Room (per month) (+)		$6.00
1178	Parks and Recreation	440040	Weight Room (per day) (+)		$3.00
1179	Parks and Recreation	450200	Kitchen (per event)		$30.00
1180	Parks and Recreation		**Father Martinez Senior Center**		
1181	Parks and Recreation	450200	Multipurpose Room		$146 / $118 / $586 / $182
1182	Parks and Recreation	450200	Classroom 2		$14 / $12 / $58 / $18
1183	Parks and Recreation	450200	Arts and Crafts Room		$23 / $18 / $90 / $29
1184	Parks and Recreation	450200	Dance Studio		$22 / $17 / $86 / $26
1185	Parks and Recreation	440040	Billiard Rooms #1 and #2 (per year)		$30.00
1186	Parks and Recreation	440040	Billiard Rooms #1 and #2 (per month) (+)		$10.00
1187	Parks and Recreation	440040	Billiard Rooms #1 and #2 (per day) (+)		$2.00
1188	Parks and Recreation	440040	Weight Room (per month) (+)		$6.00
1189	Parks and Recreation	440040	Weight Room (per day) (+)		$3.00
1190	Parks and Recreation	450200	Kitchen (per event)		$30.00
1191	Parks and Recreation		**Grandview Senior Center**		
1192	Parks and Recreation	450200	Multipurpose Room		$85 / $68 / $341 / $107
1193	Parks and Recreation	450200	Classroom 1		$19 / $16 / $77 / $24
1194	Parks and Recreation	450200	Classroom 2		$14 / $12 / $58 / $18
1195	Parks and Recreation	450200	Classroom 3		$10 / $7 / $38 / $12
1196	Parks and Recreation	440040	Billiard Room (per year)		$30.00
1197	Parks and Recreation	440040	Billiard Room (per month) (+)		$10.00
1198	Parks and Recreation	440040	Billiard Room (per day) (+)		$2.00
1199	Parks and Recreation	450200	Kitchen (per event)		$30.00
1200	Parks and Recreation		**Happiness Senior Center**		
1201	Parks and Recreation	450200	Multipurpose Room		$95 / $76 / $379 / $119
1202	Parks and Recreation	450200	Classroom 1		$13 / $11 / $53 / $17
1203	Parks and Recreation	450200	Classroom 2		$12 / $10 / $48 / $16
1204	Parks and Recreation	440040	Billiard Room (per year) (+)		$30.00
1205	Parks and Recreation	440040	Billiard Room (per month) (+)		$10.00
1206	Parks and Recreation	440040	Billiard Room (per day) (+)		$2.00
1207	Parks and Recreation	440040	Kitchen (per event)		$30.00
1208	Parks and Recreation		**Hilos de Plata Senior Center**		
1209	Parks and Recreation	450200	Multipurpose Room		$122 / $98 / $488 / $152

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
1210	Parks and Recreation	450200	Classroom 2		$17 / $13 / $67 / $20
1211	Parks and Recreation	450200	Arts and Crafts Room		$23 / $18 / $91 / $29
1212	Parks and Recreation	440040	Billiard Room (per year)		$30.00
1213	Parks and Recreation	440040	Billiard Room (per month) (+)		$10.00
1214	Parks and Recreation	440040	Billiard Room (per day) (+)		$2.00
1215	Parks and Recreation	440040	Weight Room (per month) (+)		$10.00
1216	Parks and Recreation	440040	Weight Room (per day) (+)		$3.00
1217	Parks and Recreation	450200	Kitchen (per event)		$30.00
1218	Parks and Recreation		**Memorial Senior Center**		
1219	Parks and Recreation	450200	Multipurpose Room		$68 / $55 / $274 / $85
1220	Parks and Recreation	450200	Classroom 2		$7 / $6 / $29 / $8
1221	Parks and Recreation	450200	Arts and Crafts Room		$25 / $20 / $101 / $31
1222	Parks and Recreation	440040	Billiard Room (per year)		$30.00
1223	Parks and Recreation	440040	Billiard Room (per month) (+)		$10.00
1224	Parks and Recreation	440040	Billiard Room (per day) (+)		$2.00
1225	Parks and Recreation	450200	Kitchen (per event)		$30.00
1226	Parks and Recreation		**Polly Harris Senior Center**		
1227	Parks and Recreation	450200	Multipurpose Room		$85 / $68 / $341 / $107
1228	Parks and Recreation	450200	Arts and Crafts Room		$17 / $13 / $67 / $20
1229	Parks and Recreation	440040	Billiard Room (per year)		$30.00
1230	Parks and Recreation	440040	Billiard Room (per month) (+)		$10.00
1231	Parks and Recreation	440040	Billiard Room (per day) (+)		$2.00
1232	Parks and Recreation	450200	Kitchen (per event)		$30.00
1233	Parks and Recreation		**San Juan Senior Center**		
1234	Parks and Recreation	450200	Multipurpose Room		$92 / $74 / $370 / $115
1235	Parks and Recreation	450200	Dance Studio		$29 / $23 / $115 / $36
1236	Parks and Recreation	450200	Placita		$60 / $48 / $240 / $76
1237	Parks and Recreation	440040	Billiard Room (per year)		$30.00
1238	Parks and Recreation	440040	Billiard Room (per month) (+)		$10.00
1239	Parks and Recreation	440040	Billiard Room (per day) (+)		$2.00
1240	Parks and Recreation	450200	Kitchen (per event)		$30.00
1241	Parks and Recreation		**South El Paso Senior Center**		
1242	Parks and Recreation	450200	Multipurpose Room		$154 / $122 / $714 / $192
1243	Parks and Recreation	450200	Classroom 2		$28 / $22 / $110 / $35
1244	Parks and Recreation	450200	Classroom 3		$22 / $17 / $86 / $26
1245	Parks and Recreation	450200	Classroom 4		$22 / $17 / $86 / $26
1246	Parks and Recreation	440040	Billiard Room (per year)		$30.00
1247	Parks and Recreation	440040	Billiard Room (per month) (+)		$10.00
1248	Parks and Recreation	440040	Billiard Room (per day) (+)		$2.00
1249	Parks and Recreation		**Wellington Chew Senior Center**		
1250	Parks and Recreation	450200	Multipurpose Room		$138 / $110 / $552 / $173
1251	Parks and Recreation	450200	Classroom 1		$17 / $13 / $67 / $20
1252	Parks and Recreation	450200	Classroom 2		$12 / $10 / $48 / $14
1253	Parks and Recreation	450200	Classroom 3		$21 / $17 / $86 / $26

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
1254	Parks and Recreation	440040	Billiard Room (per year)		$30.00
1255	Parks and Recreation	440040	Billiard Room (per month) (+)		$10.00
1256	Parks and Recreation	440040	Billiard Room (per day) (+)		$2.00
1257	Parks and Recreation	443020	Leisure Interest Class or Workshop		Direct Costs - (staff, supplies, contracts, equipment) plus 25% factor to recover leisure interest coordinator divided by number of expected participants plus $7.00 nonrefundable administrative fee, equals cost of class/workshop.
1258	Parks and Recreation	443010	Outdoor Recreation Activity or Program		Direct Costs - (staff, supplies, contracts, equipment) plus a 50% factor to recover program coordinator divided by number of expected participants plus $7.00 nonrefundable administrative fee, equals cost of activity/program.
1259	Parks and Recreation	443010	Trips/Excursions (Off Site)		Direct Costs - (staff, supplies, contracts, entry fees, vehicles, equipment) plus 50% factor to recover program coordinator divided by number of expected participants plus $7.00 nonrefundable administrative fee, equals cost of activity/program.
1260	Parks and Recreation	443010	Dances/Entertainment (On Site)		Direct Costs - (staff, supplies, contracts, equipment) plus 50% factor to recover program coordinator divided by number of expected participants equals cost of activity/program.
1261	Parks and Recreation		*Shelters: Arlington, Grandview, Lionel Forti, Marwood, Sunrise, Thomas Manor*		Single fee listings are the General Admission or Flat Rate; Multiple fee listings are noted in the following order: Standard Rate; Non-Profit Rate; Commercial Rate; Non-Resident Rate
1262	Parks and Recreation	450200	Per hour		$48 / $38 / $192 / $60
1263	Parks and Recreation	450200	All day		$288 / $230 / $1152 / $360
1264	Parks and Recreation	450200	Per hour - Prime time		$66 / $53 / $264 / $83
1265	Parks and Recreation	450200	All day - Prime time		$396 / $317 / $1584 / $494
1266	Parks and Recreation		*Reserves: Memorial*		Single fee listings are the General Admission or Flat Rate; Multiple fee listings are noted in the following order: Standard Rate; Non-Profit Rate; Commercial Rate; Non-Resident Rate
1267	Parks and Recreation	450200	Per hour		$44 / $35 / $175 / $55
1268	Parks and Recreation	450200	All day		$262/ $210 / $1050 / $327
1269	Parks and Recreation	450200	Per hour - Prime time		$56 / $45 / $225 / $70
1270	Parks and Recreation	450200	All day - Prime time		$375 / $300/ $1,500/ $469
1271	Parks and Recreation		*Pavilions: Veterans, Shawver, Pavo Real*		Single fee listings are the General Admission or Flat Rate; Multiple fee listings are noted in the following order: Standard Rate; Non-Profit Rate; Commercial Rate; Non-Resident Rate
1272	Parks and Recreation	450200	Per hour		$18 / $14 / $72 / $23
1273	Parks and Recreation	450200	All day		$108 / $86 / $432 / $136
1274	Parks and Recreation	450200	Per hour - Prime time		$24 / $19 / $96 / $30
1275	Parks and Recreation	450200	All day - Prime time		$144 / $115 / $576 / $180

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
1276	Parks and Recreation		*Plazas: Union Plaza, San Jacinto Plaza, Cleveland Square Plaza, Rambla*		Single fee listings are the General Admission or Flat Rate; Multiple fee listings are noted in the following order: Standard Rate; Non-Profit Rate; Commercial Rate; Non-Resident Rate
1277	Parks and Recreation	450200	Per hour Stage with electricity		$36 / $29 / $144 / $44
1278	Parks and Recreation	450200	All day Stage with electricity		$216 / $173 / $864 / $270
1279	Parks and Recreation	450200	Per hour Stage without electricity		$12 / $10 / $48 / $14
1280	Parks and Recreation	450200	All day Stage without electricity		$72 / $58 / $288 / $90
1281	Parks and Recreation	450200	Per hour - Prime time - Stage with electricity		$42 / $34 / $168 / $53
1282	Parks and Recreation	450200	All day - Prime time - Stage with electricity		$252 / $202 / $1008 / $314
1283	Parks and Recreation	450200	Per hour - Prime time - Stage w/o electricity		$24 / $19 / $96 / $30
1284	Parks and Recreation	450200	All day - Prime time - Stage w/o electricity		$144 / $115 / $576 / $180
1285	Parks and Recreation	450200	Additional electrical (Union Plaza only) (per event)		$96.00
1286	Parks and Recreation		*Rose Garden Site*		Single fee listings are the General Admission or Flat Rate; Multiple fee listings are noted in the following order: Standard Rate; Non-Profit Rate; Commercial Rate; Non-Resident Rate
1287	Parks and Recreation	450200	Per hour		$42 / $34 / $168 / $53
1288	Parks and Recreation	450200	Per hour - Prime time		$54 / $43 / $216 / $67
1289	Parks and Recreation		*Park Grounds , Greens, Squares*		Flat Rate
1290	Parks and Recreation	450200	Reserved use of outdoor park areas (per event) (per day)		$54.00
1291	Parks and Recreation	450200	Trainer/Instructor Permit (Non-exclusive; good for 6 months)		$54.00
1292	Parks and Recreation		*Aquatics*	(+) Indicates Per Person 1/2 hour increment @ 1/2 hourly rate Rates are per hour unless indicated	Single fee listings are the General Admission or Flat Rate; Multiple fee listings are noted in the following order: Standard Rate; Non-Profit Rate; Commercial Rate; Non-Resident Rate
1293	Parks and Recreation		Public Swim/Lap Swim		
1294	Parks and Recreation	440040	Youth (+)		$1.00
1295	Parks and Recreation	440040	Adult (+)		$2.00
1296	Parks and Recreation	440040	Senior (+)		$1.00
1297	Parks and Recreation		Multiple Admission Swim Card		
1298	Parks and Recreation	440040	Swim Passes		
1299	Parks and Recreation	440040	Swim Pass - Adults (+)	(30, 60 or 90 days)	$2.00 x 30/60/90 Admissions = $
1300	Parks and Recreation	440040	Swim Pass - Youth and Seniors (+)	(30, 60 or 90 days)	$1.00 x 30/60/90 Admissions = $
1301	Parks and Recreation	440040	Trial Fee for Water Aerobics		$5.00
1302	Parks and Recreation		*Organized Swim Teams*	(+) Indicates Per Person 1/2 hour increment @ 1/2 hourly rate Rates are per hour unless indicated	Single fee listings are the General Admission or Flat Rate; Multiple fee listings are noted in the following order: Standard Rate; Non-Profit Rate; Commercial Rate; Non-Resident Rate
1303	Parks and Recreation	450200	School Swim Teams (per hour)	With Inter-Local Agreement	$25.00
1304	Parks and Recreation	450200	Individual lane rental – 25 yd.		$8 / $6 / $32 / $10
1305	Parks and Recreation	450200	Individual lane rental – 50M		$10 / $8 / $40 / $12
1306	Parks and Recreation	450200	Swim Meets – 25 yd.		$55 / $44 / $220 / $69
1307	Parks and Recreation	450200	Swim Meets – 50M		$60 / $48 / $240 / $75
1308	Parks and Recreation	450200	Swim Meets – Starting System (per meet)		$25 / $20 / $100 / $31
1309	Parks and Recreation	450200	Swim Meets – Touch Pad (per meet)		$15 / $12 / $60 / $19

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
1310	Parks and Recreation	450200	Swim Meets – Colorado Timing System (per meet)		$300.00
1311	Parks and Recreation	443010	Swim Meets – Spectator Fee (+) Adult/Youth		$2.00/$1.00
1312	Parks and Recreation		*Public Pool Rentals*	(+) Indicates Per Person 1/2 hour increment @ 1/2 hourly rate Rates are per hour unless indicated Two hour minimum rental for facility use that is non-contiguous to public hours of operation.	Single fee listings are the General Admission or Flat Rate; Multiple fee listings are noted in the following order: Standard Rate; Non-Profit Rate; Commercial Rate; Non-Resident Rate
1313	Parks and Recreation	450200	Pool Rental – 25 yd.		$50 / $40 / $200 / $62
1314	Parks and Recreation	450200	Pool Rental – 50M		$80 / $64 / $320 / $100
1315	Parks and Recreation	450200	Armijo Water Leisure Pool		$50 / $40 / $200 / $62
1316	Parks and Recreation	450200	Armijo Water Leisure Pool – Prime Time		$60 / $48 / $240 / $75
1317	Parks and Recreation	450200	Armijo Lap Pool		$50 / $40 / $200 / $62
1318	Parks and Recreation	450200	Armijo Lap Pool – Prime Time		$60 / $48 / $240 / $75
1319	Parks and Recreation	450200	Gus and Goldie (per hour)		$35.00
1320	Parks and Recreation	450200	Lifeguard rate (per hour)		$15.00
1321	Parks and Recreation	450200	Pool Attendant (per hour)		$10.00
1322	Parks and Recreation		*Learn to Swim, Diving, Water Aerobics, Stroke, Junior Lifeguard Training, Water Safety Instructor Classes*		Direct Costs - (staff, supplies, equipment) plus 25% factor to recover aquatics coordinator divided by number of expected participants plus $7.00 nonrefundable administrative fee, plus Red Cross Materials equals cost of class.
1323	Parks and Recreation		*Daycare Services*		Resident/Non-Resident
1324	Parks and Recreation	443040	Full Day Daycare (per month) (more than 6 hours/day)		$315 / $395
1325	Parks and Recreation	443040	Half Day Daycare (per month) (up to 6 hours/day)		$210 / $265
1326	Parks and Recreation	443040	Preschool Program (per month) (9AM-1PM)		$165 / $205
1327	Parks and Recreation	443040	Registration fee (September–August) per child		$60 / $75
1328	Parks and Recreation	443040	Registration fee (June–August) per child		$15 / $20
1329	Parks and Recreation	443040	Late fee during operating hours every 15 minutes or portion thereof		$5.00
1330	Parks and Recreation	443040	Late fee after 6PM every 15 minutes or portion thereof		$10.00
1331	Parks and Recreation	443040	Daily rate		$15 / $20
1332	Parks and Recreation		*Event or Activity Fees*	(+) Indicates Per Person 1/2 hour increment @ 1/2 hourly rate Rates are per hour unless indicated	Flat Rate
1333	Parks and Recreation	443010	General Food Booth (per day)		$65.00
1334	Parks and Recreation	443010	General Vendor Booth (per day)		$45.00
1335	Parks and Recreation	443010	Art in the Park Food Vendor (per event)		$130.00
1336	Parks and Recreation	443010	Art in the Park Craft Vendor (per event)		$90.00
1337	Parks and Recreation	443010	Dia De Los Ninos Food Vendor (per event)		$130.00
1338	Parks and Recreation	443010	Holiday Parade Food Vendor (per event)		$130.00
1339	Parks and Recreation	443010	Holiday Parade Lights/Trinkets Vendor (per event)		$90.00
1340	Parks and Recreation	443010	Senior Games Registration, all individual events (+)		$45.00
1341	Parks and Recreation	443010	Senior Games, 2 individual events (+)		$15.00
1342	Parks and Recreation	443010	Senior Games, each additional individual event (+)		$5.00
1343	Parks and Recreation	443010	Senior Games Banquet - Player & Guest Tickets		$8.00
1344	Parks and Recreation	443010	Senior Games Additional T-Shirt		$10.00
1345	Parks and Recreation	443010	Senior Games, Basketball Team (per team - 5 player roster)		$30.00

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
1346	Parks and Recreation	443010	Senior Games, Basketball Team (per team - 10 player roster)		$60.00
1347	Parks and Recreation	443010	Senior Games, Volleyball team (per team - 8 player roster)		$45.00
1348	Parks and Recreation	443010	Holiday Parade (per entry <100 walking participants)		$50.00
1349	Parks and Recreation	443010	Holiday Parade (per entry 101-200 walking participants. 200 entry maximum)		$75.00
1350	Parks and Recreation	443010	Holiday Parade (per entry 1-3 vehicles)		$50.00
1351	Parks and Recreation	443010	Holiday Parade (per entry 4-6 vehicles)		$75.00
1352	Parks and Recreation		Family Camp Out Activities		Resident/Non-Resident
1353	Parks and Recreation	443010	Family Camp Out - Adults 18+ (per person)		$10 /$ 12
1354	Parks and Recreation	443010	Family Camp Out - Youth 17 and under (per person)		$5 / $6
1355	Parks and Recreation	443010	Community Special Event		Direct Costs - (staff, supplies, contracts, equipment) divided by number of expected participants plus $7.00 nonrefundable administrative fee equals cost of event.
1356	Parks and Recreation		*Skate Parks*	(+) Indicates Per Person 1/2 hour increment @ 1/2 hourly rate Rates are per hour unless indicated	Single fee listings are the General Admission or Flat Rate; Multiple fee listings are noted in the following order: Standard Rate; Non-Profit Rate; Commercial Rate; Non-Resident Rate
1357	Parks and Recreation		**Carolina, Mountain View, Northeast Regional, Westside Skate Parks,**		
1358	Parks and Recreation	450200	Per hour		$40 / $32 / $160 / $50
1359	Parks and Recreation	450200	All day (8 hours, add'l hours at hourly rate)		$240 / $192 / $960 / $300
1360	Parks and Recreation		**All other Skate Parks**		
1361	Parks and Recreation	450200	Per hour		$20 / $16 / $80 / $25
1362	Parks and Recreation	450200	All day (8 hours, add'l hours at hourly rate)		$120 / $96 / $480 / $150
1363	Parks and Recreation		***Sports Leagues & Tournaments***		
1364	Parks and Recreation	443070	Sports - Adults Leagues & Tournaments		Direct Costs - (Staff, supplies, equipment, field prep, officials, governing bodies) plus 50% factor to recover sports coordinator divided by number of expected teams plus $7.00 nonrefundable administrative fee, equals cost of league/tournament plus 20% of total cost.
1365	Parks and Recreation	443070	Sports - Youth Leagues & Tournaments		Direct Costs - (Staff, supplies, equipment, field prep, officials, governing bodies) plus 25% factor to recover sports coordinator divided by number of expected teams or players plus $7.00 nonrefundable administrative fee, equals cost of league/tournament plus 20% of total cost.
1366	Parks and Recreation		*Sports Centers*	(+) Indicates Per Person 1/2 hour increment @ 1/2 hourly rate Rates are per hour unless indicated Two hour minimum rental for facility use that is non-contiguous to public hours of operation.	Single fee listings are the General Admission or Flat Rate; Multiple fee listings are noted in the following order: Standard Rate; Non-Profit Rate; Commercial Rate; Non-Resident Rate
1367	Parks and Recreation		**Acosta Sports Center**		
1368	Parks and Recreation	450200	Gym Full Court (per hour)		$35 / $28 / $140 / $44
1369	Parks and Recreation	450200	Gym Half Court (per hour)		$18 / $14 / $72 / $23
1370	Parks and Recreation	450200	Gym Full Court (per hour)-Prime Time		$45 / $36 / $180 / $56
1371	Parks and Recreation	450200	Gym Half Court (per hour)-Prime Time		$23 / $18 / $92 / $29
1372	Parks and Recreation	450040	Racquetball Court (per month) (+) Adult/Youth		$15 / $10

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
1373	Parks and Recreation	450040	Racquetball Court (per month) (+) Adult/Youth		$2 / $1
1374	Parks and Recreation		**Nations Tobin Sports Center**		
1375	Parks and Recreation	450200	Small Rink Full Court (per hour)		$35 / $28 / $140 / $44
1376	Parks and Recreation	450200	Small Rink Half Court (per hour)		$18 / $14 / $72 / $23
1377	Parks and Recreation	450200	Small Rink Full Court (per hour)-Prime Time		$45 / $36 / $180 / $56
1378	Parks and Recreation	450200	Small Rink Half Court (per hour)-Prime Time		$23 / $18 / $92 / $29
1379	Parks and Recreation	440040	Boxing Room (per month) (+) Adult/Youth		$15 / $10
1380	Parks and Recreation	440040	Boxing Room (per day) (+) Adult/Youth		$2 / $1
1381	Parks and Recreation	450200	Boxing Room		$69 / $55 / $276 / $86
1382	Parks and Recreation	450200	In-Line Hockey Rink		$75 / $60 / $300 / $94
1383	Parks and Recreation		*Sports Administration*	(+) Indicates Per Person 1/2 hour increment @ 1/2 hourly rate Rates are per hour unless indicated	Flat Rate
1384	Parks and Recreation	443070	Player Fee – Independent Leagues–per player/per season		$10.00
1385	Parks and Recreation	443020	Parent Class Live Session–per family per year		$5.00
1386	Parks and Recreation	443020	Parent Class Video Session–per family per year		$15.00
1387	Parks and Recreation	450650	Background check (+) - Biennial		$40.00
1388	Parks and Recreation	450650	Youth Coach ID Cards – (+) Biennial		$5.00
1389	Parks and Recreation	450650	Player ID cards (+) Youth and Adult	Youth - annually; Adult (18 years and older) every 5 years.	$5.00
1390	Parks and Recreation	443010	Tournament Spectator Fee (+) Adult/Youth		$2.00 / $1.00
1391	Parks and Recreation	450650	Banner Program (per banner)	(up to 12 months) Outfield, gym and/or internet	$350.00
1392	Parks and Recreation	450650	Banner Program Renewal (per banner)	(up to 12 months) Outfield, gym and/or internet	$250.00
1393	Parks and Recreation	450650	Concessions – Small – per quarter		$150.00
1394	Parks and Recreation	450650	Concessions – Medium – per quarter		$300.00
1395	Parks and Recreation	450650	Concessions – Large – per quarter		$600.00
1396	Parks and Recreation		*Sports Field Practice Permits*		Flat Rate
1397	Parks and Recreation	450200	Practice Permit (per 90 minutes-without lights)		$10.00
1398	Parks and Recreation	450200	Sports Field Lighting - per hour, per field		$10.00
1399	Parks and Recreation		*Sports Field Rental Games, Tournaments, Other Events (non-game "only" fields)*		Single fee listings are the General Admission or Flat Rate; Multiple fee listings are noted in the following order: Standard Rate; Non-Profit Rate; Commercial Rate; Non-Resident Rate
1400	Parks and Recreation	450200	Single field (per day-without lights)		$75 / $60 / $300 / $94
1401	Parks and Recreation	450200	Single field (per hour-without lights)		$20 / $16 / $80 / $25
1402	Parks and Recreation	450200	Sports Field Lighting (per hour)(per field)		$10.00
1403	Parks and Recreation		*Sports Game Fields - Game "only" Fields*	*Not available for rental for practice activities - Permit Required*	Single fee listings are the General Admission or Flat Rate; Multiple fee listings are noted in the following order: Standard Rate; Non-Profit Rate; Commercial Rate; Non-Resident Rate
1404	Parks and Recreation		**Westside Sports Complex (13 flat fields)**		
1405	Parks and Recreation	450200	Field without lights		$24 / $19 / $96 / $30
1406	Parks and Recreation	450200	Field without lights (per day)		$120 / $96 / $480 / $150
1407	Parks and Recreation	450200	Full complex (per day)		$1,560 / $1,248 / $6,240 /$1,950
1408	Parks and Recreation		**Marty Robbins Sports Complex (4 plex diamond fields)**		
1409	Parks and Recreation	450200	Field without lights		$24 / $19 / $96 / $30
1410	Parks and Recreation	450200	Field without lights (per day)		$120 / $96 / $480 / $150

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
1411	Parks and Recreation	450200	Full complex (per day)		$480 / $384 / $1,920 / $600
1412	Parks and Recreation		**Northeast Regional Complex (4-plex diamond fields)**		
1413	Parks and Recreation	450200	Field without lights		$24 / $19 / $96 / $30
1414	Parks and Recreation	450200	Field without lights (per day)		$120 / $96 / $480 / $150
1415	Parks and Recreation	450200	Full complex (per day)		$480 / $384 / $1,920 / $600
1416	Parks and Recreation		**Northeast Regional Complex (3 flat fields)**		
1417	Parks and Recreation	450200	Field without lights		$24 / $19 / $96 / $30
1418	Parks and Recreation	450200	Field without lights (per day)		$120 / $96 / $480 / $150
1419	Parks and Recreation	450200	Full complex (per day)		$360 / $288 / $1,440 / $450
1420	Parks and Recreation		**Blackie Chesher Sports Complex (5-plex diamond fields)**		
1421	Parks and Recreation	450200	Field without lights		$24 / $19 / $96 / $30
1422	Parks and Recreation	450200	Field without lights (per day)		$120 / $96 / $480 / $150
1423	Parks and Recreation	450200	Full complex (per day)		$600 / $480 / $2,400 / $750
1424	Parks and Recreation		**Blackie Chesher Sports Complex (8-flat fields)**		
1425	Parks and Recreation	450200	Field without lights		$24 / $19 / $96 / $30
1426	Parks and Recreation	450200	Field without lights (per day)		$120 / $96 / $480 / $150
1427	Parks and Recreation	450200	Full complex (per day)		$720 /$576 / $2,880 / $900
1428	Parks and Recreation		**Blackie Chesher Sports Complex (Alex Gutierrez - 1 diamond field)**		
1429	Parks and Recreation	450200	Field without lights		$24 / $19 / $96 / $30
1430	Parks and Recreation	450200	Field without lights (per day)		$120 / $96 / $480 / $150
1431	Parks and Recreation	450200	Full complex (per day)		$120 / $96 / $480 / $150
1432	Parks and Recreation	450200	Sports Field Lighting (per hour)(per field)		$10.00
1433	Parks and Recreation		*Youth Development Programs*	(+) Indicates Per Person 1/2 hour increment @ 1/2 hourly rate Rates are per hour unless indicated	*Resident/Non-Resident*
1434	Parks and Recreation	443040	Club Rec Summer Program (per week) (+)		$40 / $50
1435	Parks and Recreation	443040	Club Rec Youth Leader Mentor Program (per week) (+)		$20 / $25
1436	Parks and Recreation	443040	Afterschool Program (per week) (+)		$5.00
1437	Parks and Recreation	443070	Youth "Mini" Sports (Ages 4-7) Activity or Program		Direct Costs - (staff, supplies, equipment, volunteers) divided by number of expected participants plus $7.00 non-refundable administrative fee, equals cost of activity/program.
1438	Parks and Recreation	443040	Youth Enrichment (Non-Sport) Activity or Program		Direct Costs - (staff, supplies, equipment) divided by number of expected participants plus $7.00 non-refundable administrative fee, equals cost of activity/program.
1439	Parks and Recreation	443010	Trips/Excursions (Off Site)		Direct Costs - (staff, supplies, contracts, entry fees, vehicles, equipment) plus 50% factor to recover program coordinator divided by number of expected participants plus $7.00 non-refundable administrative fee, equals cost of activity/program.
1440	Parks and Recreation	443010	Dances/Entertainment (On Site)		Direct Costs - (staff, supplies, contracts, equipment) plus 50% factor to recover program coordinator divided by number of expected participants equals cost of activity/program.
1441	Parks and Recreation		*Miscellaneous Fees*		Flat Rate
1442	Parks and Recreation	450200	Security Guard (per hour)	Also applied to outdoor park electric outlet access	$16.00

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
1443	Parks and Recreation	450200	Park Community Garden Application & Annual Permit		$50.00
1444	Parks and Recreation	450200	Shelter or Center Cleaning charge (per cleaning, per event, per rental per day)		$50.00
1445	Parks and Recreation	450200	Recreation Staff Labor Rate	Per hour, per staff member	$15.00
1446	Parks and Recreation	450200	Gym rental for other than sports use (add to gym rate – per hour) Category A		$80.00
1447	Parks and Recreation	450200	Gym rental for other than sports use (add to gym rate – per hour) Category B		$60.00
1448	Parks and Recreation	450200	Gym rental for other than sports use (add to gym rate – per hour) Category C		$40.00
1449	Parks and Recreation	450200	Gym rental for other than sports use (add to gym rate – per hour) Category D		$30.00
1450	Parks and Recreation	450200	Locker Rental at Senior Centers (per month, excludes swimming pools)		$2.00
1451	Parks and Recreation	450200	Activity/Player Card Replacement	Per Card	$5.00
1452	Parks and Recreation	Various	Senior Discount	50% Discount, ages 60+ years old - applies only to Leisure Interest Classes, Racquetball Courts, Weight Room, Billiards, Boxing (Monthly/Yearly fees only)	50% Discount
1453	Parks and Recreation	Various	Multiple Child Program Discount	10% Discount each child from same household (17 years or under) registering for leisure class, or mini-sports program. Does not apply to Daycare and Afterschool.	10% Discount
1454	Parks and Recreation	Various	Non-Resident Premium	25% premium for non-residents applies to all programs requiring individual registration.	25% Increase
1455	Parks and Recreation	443020	Trial usage fee for Leisure Instruction Class	Per Class (1 Time Trial)	$5.00
1456	Parks and Recreation	450650	Ceramics - Firing (per month unlimited pieces)		$6.00
1457	Parks and Recreation	443010	Rummage Sale/Craft Fair	Per space not to exceed 10' x 10', per day	$5.00
1458	Parks and Recreation	443010	Senior Center Arts & Crafts Sales	Per space not to exceed 10' x 10', per day	$5.00
1459	Parks and Recreation	443010	Senior Tournaments (billiards, horseshoe, huachas, etc.)	Per player, per event	$2.00
1460	Parks and Recreation	450200	Catered/commercial food sales-Indoor Facilities - (Kitchen for warming, no prep)	Per Event	$50.00
1461	Parks and Recreation	450200	Administration Fee (per permit or registered activity)		$7.00
1462	Parks and Recreation	450200	Portable Restroom Fee	League, Tournaments and Special Events	$150/mth
1463	Parks and Recreation	450200	Portable Restroom Fee (ADA)	League, Tournaments and Special Events	$190/mth
1464	Parks and Recreation	450200	Cleaning Restroom Fee	Tournaments and Special Events	$12/hour
1465	Parks and Recreation	441310	Amplification Fee	4 or more days in advance of event	$15.00
1466	Parks and Recreation	441310	Amplification Fee	3 or less day in advance of event	$30.00
1467	Zoo	440010	General Admission	Ages: Under 3 years old (must be accompanied by an adult)	Free
1468	Zoo	440010	General Admission	Ages: 3 years old and up to 12 years old (must be accompanied by an adult)	$7.50
1469	Zoo	440010	General Admission	Ages: 13 years old and up to 59 years old	$12.00
1470	Zoo	440010	General Admission	Seniors 60 years old and older	$9.00
1471	Zoo	440010	General Admission	Active Duty Military Personnel & Spouse with Valid Military ID	$9.00
1472	Zoo	440010	Reservation School Group Admission - Grade 12 and under	Advance reservation & completed application required. Monday-Sunday, except for City Holiday or Zoo Special Event. School groups include: Public or private: Licensed child daycare, pre-kindergarten, kindergarten, primary, secondary and special education through grade twelve, and home school groups. Minimum # of students may apply.	$5.00
1473	Zoo	440010	Reservation School Group Admission - Universities/Colleges	Advance reservation & completed application required. Monday-Sunday, except for City Holiday or Zoo Special Event. School groups include: Higher learning groups (universities/community colleges). Minimum # of students may apply.	$7.50
1474	Zoo	440010	Reservation School Group Admission - Chaperones (required for any School Group)	Adult Chaperones (18 years of age or over) Ratio: 1 chaperone per 5 Headstart, Pre-K, & Kinder; 1 chaperone per 1 Special Education Student; 1 chaperone per 10 students of any other age group or upon discretion of the director.	$7.50
1475	Zoo	440010	Advanced Bulk Ticket Purchases for Specified Zoo Partners (blocks of 250)	Ages: 3 years old and up to 12 years old. Blocks of 250 tickets (any combination of tickets for any age group).	Up to 20% discount (from regular admission price)
1476	Zoo	440010	Advanced Bulk Ticket Purchases for Specified Zoo Partners (blocks of 250)	Ages: 13 years old or older. Blocks of 250 tickets (any combination of tickets for any age group).	Up to 20% discount (from regular admission price)
1477	Zoo	440010	Advanced Bulk Ticket Purchases for Specified Zoo Partners for birthday parties (blocks of 50)	Ages: 3 years old or older. Discounted tickets for different birthday party packages offered through the Concessionaire.	20% up to 50% discount (from regular admission price)

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1478	Zoo	450200	Facility Rental-Birthday Parties through SSA - during regular zoo hours.	Designated outdoor areas - catering required by Taste of the Wild (SSA). Includes tables & chairs for 50 people (10 tables & 50 chairs) and set up & tear down.	$100/3 hours, each additional hour $50.00
1479	Zoo	443020	Special Program	Animal Encounter w/Birthday Party Package through Taste of the Wild Catering - Flat Fee. Up to 50 people maximum.	$75.00
1480	Zoo	450200	Facility Rental Day Events/Picnics through SSA - during regular zoo hours	Designated rental areas - catering required by Taste of the Wild (SSA). Packages by number of guests, seating for 150 guests included; additional tables & chairs rentals available through SSA. Does not include admission, required in order to access the exhibits. Note: Seating in Discovery Centers is limited to 50 people or less.	$200/3 hours: 1-199 guests $300/3 hours: 200-299 guests $400/3 hours: 400+ guests
1481	Zoo	450200	Facility rental after hour events through SSA	Designated rental areas - catering required by Taste of the Wild (SSA). Rental of animal exhibits after hours is available. Seating in Discovery Centers is limited to 50 or less. Costs per person is to cover staff time for set up/tear down, restocking of supplies (restroom/trash), and site use.	Recovery costs per person $10.00 - $20.00
1482	Zoo	450200	Facility Rental - Hunt Family Desert Spring splash pad - after hours only	Available in conjunction with after hours facility rental through SSA. Maximum of 3 hours.	$195 per hour
1483	Zoo	450200	Facility Rental - Foster Tree House Playground - after hours only	Available in conjunction with after hours facility rental through SSA. Maximum of 3 hours.	$345/2 hours; One additional hour maximum $150
1484	Zoo	450200	Facility rental with animal exhibit(s) - after hours in conjunction with after hour event.	Designated zoo open areas - includes area & one animal staff member (per area). Additional staff/security may be required. List of animals and times based upon availability. Request for specific animal may incur additional staff time fee. Catering through Taste of the Wild Catering (SSA) is required . No outside food/beverage permitted. Animal exhibit rentals are only applicable for events after normal business hours for a maximum of a 2 hour viewing period; animal exhibit rental availability may vary due to weather restrictions, daylight and seasons.	$500 per hour
1485	Zoo	450200	Facility rental - sampling	Includes 10 X 10 outdoor space, one table, two chairs. Does not include zoo staff assistance. Additional needs will be charged as per fee schedule. Indoor rental space will be charged as outlined in fee schedule. Sampling item approval required by Zoo Director.	Low Season (September-February)- $500 for 4 hours; High Season (March - August) $1,000 for 4 hours.
1486	Zoo	450200	Facility Rental - Portrait Photography	Wedding/engagement/family portraits/graduation/quinceanera or other portraiture of individuals by professional photographer/videographers or by amateurs acting in the role of a professional. If additional staff member is required applicable fees apply ; admission ticket not included	$50.00/per hour
1487	Zoo	450200	Facility Rental - Commercial-Film/Photos	Any type of film or still photography for commercial purposes (movies, DVD's, publications, etc that will gain profit). Minimum of 2 security guards required; admission tickets not included; does not include required staff or security time. Staff/security fees will be charged as outlined in fee schedule and as required by Zoo Director; Film/video/photos allowed from public areas only; rental space needed by crew will be charged as outlined in fee schedule. Date and time must be approved 3 weeks prior. Crew size as determined by Zoo Director.	$300 per hour
1488	Zoo	450200	Equipment	Individual Chairs	$0.75 each
1489	Zoo	450200	Equipment	Tables (30"x 72")	$8.00 each
1490	Zoo	450200	Services/event fee	Additional Staff Required by the Zoo	$45.00/hr.
1491	Zoo	450200	Services/event fee	Security as required by the Zoo	$30.00/hr. Supervisor, $25.00/hr. dispatcher, guard $22.00/hr.
1492	Zoo	440050	Parking Fee Revenue	For use of Zoo parking lot, fee per available space or vehicle	$3.00
1493	Zoo	443010	Adventure Program	10% Discount on Adventure and Animal Encounter Programs to El Paso Zoological Society Members	10% Discount to Zoological Society Members
1494	Zoo	443010	Adventure Program	Behind the scene tour: minimum/maximum # of people applicable & ages (admission ticket not included but required).	$20.00 per person
1495	Zoo	443010	Adventure Program	Teacher workshop I (TEKs): minimum/maximum # of people applicable (workshop only; does not include access to Zoo)	$10.00 per person
1496	Zoo	443010	Adventure Program	Public Workshop - EPWU Discovery Center: minimum/maximum # of people applicable (workshop only does not include access to Zoo)	$5.00 per person
1497	Zoo	443010	Adventure Program	Public Workshop - EPWU Discovery Center only (Includes training materials):minimum/maximum # of people applicable (workshop only; does not include access to Zoo).	$10.00 per person
1498	Zoo	443010	Adventure Program	Night Time at the Zoo Tour (2 hours): minimum/maximum # of people applicable. Adult chaperones (if required must be 18 years of age or over) . Ratio: 1 adult for every 10 minors/youth.	$15.00 per person
1499	Zoo	443010	Adventure Program	Sleepover - ages: 7 years and over. Youths 17 and under must be accompanied by a paid adult. Ratio: 1 adult for every 10 minors/youth. Minimum/maximum # of people applicable.	$40.00 per person
1500	Zoo	443010	Adventure Program	Organized Groups Sleepover - ages: 7 years and over. Youths 17 and under must be accompanied by a paid adult. Ratio: 1 adult for every 10 minors/youth. 15 people or less.	Flat Fee $450.00
1501	Zoo	443010	Adventure Program	Animal Produce Hunt - minimum/maximum # of people applicable (purchase of an admission ticket required). Ages 7+.	$5.00 per person

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1502	Zoo	443010	Adventure Program	Badge Programs (workshop only; does not include access to the Zoo). Minimum/maximum # of people applicable. Ages 5+	$15.00 per person
1503	Zoo	443010	Adventure Program	Badge Programs (workshop only; does not include access to the Zoo). 15 people or less. Ages 5+	Flat Fee $225.00
1504	Zoo	443010	Adventure Program	Veterinary Career Program - 2 hour program for High School students in a veterinarian program. (Clinic workshop only)	$20.00
1505	Zoo	443010	Adventure Program	Breakfast with the Animals - Ages 13 years and older (includes admission ticket). Minimum 10 people - maximum TBD by program/space.	$28.00 per person
1506	Zoo	443010	Adventure Program	Breakfast with the Animals - Children ages 12 years and under (price includes admission ticket). Minimum 10 people - maximum TBD by program/space.	$20.00 per person
1507	Zoo	443010	Adventure Program	Various Camps - STARR related curriculum based. Ages 11 years old up to 13 years of age. 1 week 3 hours a day. Minimum/maximum # of people applicable.	$100.00 per week/$20.00 day
1508	Zoo	443010	Adventure Program	Giraffe Animal Feeding - per item (Admission ticket required)	$3.00
1509	Zoo	443010	Group Program	Deluxe Elephant Encounter (includes admission ticket). Maximum of 5 people. Ages 7+	$200.00
1510	Zoo	443010	Adventure Program	Group Reservation Program - Classroom curriculum based. 4 years of age and older. Minimum/maximum # of people applicable.	$3.00
1511	Zoo	443010	Adventure Program	Zoo at the School / Institution (offsite) - 10 to 40 students	$110 first program, $70 each additional program
1512	MCAD-Art Museum	443030	Membership fees- Art Museum	Senior Citizen	$20.00
1513	MCAD-Art Museum	443030	Membership fees- Art Museum	Artist / Teacher	$25.00
1514	MCAD-Art Museum	443030	Membership fees- Art Museum	Student	$20.00
1515	MCAD-Art Museum	443030	Membership fees- Art Museum	Individual	$30.00
1516	MCAD-Art Museum	443030	Membership fees- Art Museum	Family	$60.00
1517	MCAD-Art Museum	443030	Membership fees- Art Museum	Active Duty Military-Individual	$25.00
1518	MCAD-Art Museum	443030	Membership fees- Art Museum	Active Duty Military-Family	$55.00
1519	MCAD-Art Museum	443030	Membership fees- Art Museum	Contributors	$100.00
1520	MCAD-Art Museum	443030	Membership fees- Art Museum	Supporters Circle	$250.00
1521	MCAD-Art Museum	443030	Membership fees- Art Museum	Collectors Circle	$500.00
1522	MCAD-Art Museum	443030	Membership fees- Art Museum	Sponsors Circle	$1,000.00
1523	MCAD-Art Museum	443030	Membership fees- Art Museum	Donors Circle	$2,500.00
1524	MCAD-Art Museum	443030	Membership fees- Art Museum	Founder	$1,000.00
1525	MCAD-Art Museum	443030	Membership fees- Art Museum	Executive	$2,500.00
1526	MCAD-Art Museum	443030	Membership fees- Art Museum	President	$5,000.00
1527	MCAD-Art Museum	443030	Membership fees- Art Museum	Collector's Club Membership - Single	$250.00
1528	MCAD-Art Museum	443030	Membership fees- Art Museum	Collector's Club Membership - Couple Membership	$400.00
1529	MCAD-Art Museum	450200	Outside caterer fee	Vendor fee to use museum	15% of Caterers fee
1530	MCAD-Art Museum	450200	Facility rental fees	Entire Museum	$10,000.00
1531	MCAD-Art Museum	450200	Facility rental fees	Wedding receptions/ceremonies/Bar mitzvahs/Hallmark Birthdays (15,16): includes Lobby, Gateway, Cont II, Insurance Podium/Microphone, risers (no dancing)	$5,000 flat fee
1532	MCAD-Art Museum	450200	Facility rental fees	Rogers Grand Lobby	$750 for up to 4 hrs./$1,250 for up to 8 hrs.
1533	MCAD-Art Museum	450200	Facility rental fees	2nd Floor lobby/Mezzanine	$750 for up to 4 hrs./$1,250 for up to 8 hrs.
1534	MCAD-Art Museum	450200	Facility rental fees	Gateway Gallery	$1,750 for up to 4 hrs./$3,250 for up to 8 hrs.
1535	MCAD-Art Museum	450200	Facility rental fees	Contemporary II	$1,750 for up to 4 hrs./$3,250 for up to 8 hrs.
1536	MCAD-Art Museum	450200	Facility rental fees		$625.00 for up to 2 hours
1537	MCAD-Art Museum	450200	Facility rental fees	Theater/Auditorium	$1,250 for up to 4 hrs./$1,750 for up to 8 hrs.
1538	MCAD-Art Museum	450200	Facility rental fees	Larry Francis Board Room	$500 for up to 4 hrs./$750 for up to 8 hrs.
1539	MCAD-Art Museum	450200	Facility rental fees	Lecture/Executive Dining Room	$500 for up to 4 hrs./$750 for up to 8 hrs.
1540	MCAD-Art Museum	450200	Facility rental fees	Library	$500 for up to 4 hrs./$750 for up to 8 hrs.
1541	MCAD-Art Museum	450200	Facility rental fees	Classrooms (each)	$500 for up to 4 hrs./$750 for up to 8 hrs.
1542	MCAD-Art Museum	450200	Facility rental fees	Outdoor Seating Area	$1,750 for up to 4 hrs./$3,250 for up to 8 hrs.
1543	MCAD-Art Museum	450210	Facility object rental fees	Museum Décor- vases, fabric, lighting (on site only)	$50 per hour
1544	MCAD-Art Museum	443020	Book-bunch session fees	Members & non-members	Members free/non-members $10.00
1545	MCAD-Art Museum	450200	Facility object rentals	Chairs	$2.00 each
1546	MCAD-Art Museum	450210	Facility object rentals	Easels	$7.00 each

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1547	MCAD-Art Museum	450210	Facility object rentals	Tables (8', 6', 48" round)	$10.00 each
1548	MCAD-Art Museum	450210	Facility object rentals	Café Tables (36" square black , 30 available)	$10.00 each
1549	MCAD-Art Museum	450210	Facility object rentals	Seminar Tables (2'x6', 7 available)	$12.00 each
1550	MCAD-Art Museum	450210	Facility object rentals	Podium/sound system	$50.00
1551	MCAD-Art Museum	450210	Facility object rentals	Riser (4' x 5' 1/2"; 2 available)	$25.00 each
1552	MCAD-Art Museum	450210	Facility object rentals	Slide Projector	$25.00 each
1553	MCAD-Art Museum	450210	Facility object rentals	TV/VCR	$25.00
1554	MCAD-Art Museum	450210	Facility object rentals	Tent (20' x 40')	$300.00
1555	MCAD-Art Museum	450210	Facility object rentals	Piano	$300.00
1556	MCAD-Art Museum	450210	Facility object rentals	Security Officer	$30.00 per hour
1557	MCAD-Art Museum	450210	Facility object rentals	Audio Visual Operator	$30.00 per hour
1558	MCAD-Art Museum	450210	Facility object rentals	Event staff (each)	$30.00 per hour
1559	MCAD-Art Museum	450210	Exhibition rental fees	Permanent Collection/Curated In-house	$1,500 minimum - $10,000 maximum
1560	MCAD-Art Museum	450210	One time use copyright release for photography	Copyright	Up to $75.00 per image
1561	MCAD-Art Museum	450210	Object loan fee	Permanent Collection Lending	Up to $100.00 per work of art
1562	MCAD-Art Museum	443020	Lectures (High Art High Noon)	Members & non-members	$5.00 members / $10.00 non-members
1563	MCAD-Art Museum	450650	Teacher Workshops Fees	Program Registration	3hr-$35.00 / 4hr-$40.00 / 5hr-$45.00
1564	MCAD-Art Museum	440000	Exhibition fees	Entry fees (Adults) - Non member	$10.00
1565	MCAD-Art Museum	440000	Exhibition fees	Entry fees (members)	$5.00
1566	MCAD-Art Museum	443020	Art classes fees*	4-day Summer Art Camps (ages 6 to 12)	$60.00 members / $75.00 non members
1567	MCAD-Art Museum	443020	Art classes fees*	4-day Summer Art Camps-clay (ages 6 to 12)	$70.00 members / $86.00 non members
1568	MCAD-Art Museum	443020	Art classes fees*	8 -day Summer Art Camps-clay (ages 6 to 12)	$135.00 members / $170.00 non members
1569	MCAD-Art Museum	443020	Art classes fees*	8 session Kids Classes (ages 6 to 14)	$65.00 members / $80.00 non members
1570	MCAD-Art Museum	443020	Art classes fees*	8 session Kids Classes-clay (ages 6 to 14)	$75.00 members / $95.00 non members
1571	MCAD-Art Museum	443020	Art classes fees*	8 session Adult Classes (ages 15 and above)	$65.00 members / $80.00 non members
1572	MCAD-Art Museum	443020	Art classes fees*	8 session Adult Classes-clay (ages 15 and above)	$75.00 members / $95.00 non members
1573	MCAD-Art Museum	443020	Art classes fees*	4 session Parent/Child classes	$38.00 members/$46.00 non-members
1574	MCAD-Art Museum	443020	Art classes fees*	6 Session Adult Classes - (ages 15 and above)	$47.00 members/$59.00 non-members
1575	MCAD-Art Museum	443020	Art classes fees*	6 Session Youth Classes - (ages 6 to 18)	$38.00 members/$46.00 non-members
1576	MCAD-Art Museum	443020	Art classes fees*	1-day Family Workshops (ages 3 and above)	$10.00 members ($25.00 max.)/$12.00 non-members ($30.00 max.)
1577	MCAD-Art Museum	443020	Art classes fees*	1-day Youth Workshops (ages 6 to 12)	$30.00 members /$38.00 non-members
1578	MCAD-Art Museum	443020	Art classes fees*	1-day Adult Workshops (ages 15 and above) Batik Technique	$45.00 members /$55.00 non-members
1579	MCAD-Art Museum	443020	Art classes fees*	1-day Adult Workshops (ages 15 and above)	$30.00 members /$38.00 non-members
1580	MCAD-Art Museum	443020	Art classes fees*	Open Studio/Class	Up to $100.00/Session
1581	MCAD-Art Museum	443020	Art classes fees*	Artist Workshop (Artist as students)	Up to $1,000.00/Session
1582	MCAD-Art Museum	443020	Art classes fees*	Independent Study	Up to $100.00/Session
1583	MCAD-Art Museum	443020	Art classes fees*	6 Session Adult Classes - Clay (ages 15 and Up)	$60.00 members / $75.00 non members
1584	MCAD-Art Museum	443020	Art classes fees*	6 Session Youth Classes - Clay (ages 6 to 14 years)	$60.00 members / $75.00 non members
1585	MCAD-Art Museum	443020	Art classes fees*	8 Day Summer Art Camps (ages 6-14 years)	$120.00 members / $150.00 non members
1586	MCAD-Art Museum	443020	Art classes fees*	1 Session Pre-K and Adult (ages 3 to 5 years old)	$10.00 members ($15.00 max) / $15.00 non members ($20.00 max)
1587	MCAD-Art Museum		Art classes fees*		Free for members/$5.00 non-members
1588	MCAD-Art Museum	443020	Art classes fees*	1 Day Supervised Lunch (ages 6 to 14 years), Lunch not Included	$3.00 members / $5.00 non members
1589	MCAD-Art Museum	443020	Third Thursdays	Adult Programming	$7 for members/$10 non- members
1590	MCAD-Art Museum	443020	Look & Dos	Special programming	$10 for members/$15 for non-members
1591	MCAD-History Museum	443030	Membership fees- History Museum	Student	$15.00
1592	MCAD-History Museum	443030	Membership fees- History Museum	Teacher/Military/Senior	$20.00
1593	MCAD-History Museum	443030	Membership fees- History Museum	Military Family active duty	$35.00
1594	MCAD-History Museum	443030	Membership fees- History Museum	Individual	$25.00
1595	MCAD-History Museum	443030	Membership fees- History Museum	Family	$50.00
1596	MCAD-History Museum	443030	Membership fees- History Museum	Ambassador	$100.00
1597	MCAD-History Museum	443030	Membership fees- History Museum	Advocate	$250.00
1598	MCAD-History Museum	443030	Membership fees- History Museum	Contributor	$500.00

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
1599	MCAD-History Museum	443030	Membership fees- History Museum	Provider	$1,000.00
1600	MCAD-History Museum	443030	Membership fees- History Museum	Corporate	$1,000.00
1601	MCAD-History Museum	443030	Membership fees- History Museum	Supporter	$2,500.00
1602	MCAD-History Museum	443030	Membership fees- History Museum	Champion	$5,000.00
1603	MCAD-History Museum	443030	Membership fees- History Museum	Patron	$10,000.00
1604	MCAD-History Museum	443030	Membership fees- History Museum	Benefactors Circle	$20,000.00
1605	MCAD-History Museum	450200	Facility Rental Fees	1st floor orientation theatre	$150 for up to 4 hrs./$275 for up to 8 hrs.
1606	MCAD-History Museum	450200	Facility Rental Fees	1st floor seminar room	$150 for up to 4 hrs./$275 for up to 8 hrs.
1607	MCAD-History Museum	450200	Facility Rental Fees	1st floor activity classroom	$100 for up to 4 hrs./$175 for up to 8 hrs.
1608	MCAD-History Museum	450200	Facility Rental Fees	1st Floor Lobby	$500 for up to 4 hrs./$950 for up to 8 hrs.
1609	MCAD-History Museum	450200	Facility Rental Fees	2nd floor board room	$150 for up to 4 hrs./$275 for up to 8 hrs.
1610	MCAD-History Museum	450200	Facility Rental Fees	2nd floor lecture room (activity classroom)	$100 for up to 4 hrs./$175 for up to 8 hrs.
1611	MCAD-History Museum	450200	Facility Rental Fees	2nd Floor lobby	$500 for up to 4 hrs./$950 for up to 8 hrs.
1612	MCAD-History Museum	450200	Facility Rental Fees	Outdoor Garden Terrace	$500 for up to 4 hrs./$950 for up to 8 hrs.
1613	MCAD-History Museum	450200	Facility Rental Fees	Entire 1st Floor	$5,000 for up to 4 hrs./$8,500 for up to 8 hrs.
1614	MCAD-History Museum	450200	Facility Rental Fees	Entire 2nd Floor	$5,000 for up to 4 hrs./$8,500 for up to 8 hrs.
1615	MCAD-History Museum	450200	Facility Rental Fees	Entire Museum.	$10,000 for up to 4 hrs./$15,000 for up to 8 hrs.
1616	MCAD-History Museum	450210	Facility Object Rental Fees	Chairs	$2.00 each
1617	MCAD-History Museum	450210	Facility Object Rental Fees	Table (5' rectangular)	$10.00 per table
1618	MCAD-History Museum	450210	Facility Object Rental Fees	Tables (round)	$12.00 per table
1619	MCAD-History Museum	450210	Facility Object Rental Fees	Table Cloths	$6.00 per table cloth
1620	MCAD-History Museum	450210	Facility Object Rental Fees	Outdoor heater	$35 for up to 4 hrs./$50 for up to 8 hrs.
1621	MCAD-History Museum	450210	Facility Object Rental Fees	Tent (10' x 10')	$25.00
1622	MCAD-History Museum	450210	Facility Object Rental Fees	Check-In Table	$10.00
1623	MCAD-History Museum	450210	Facility Object Rental Fees	Podium/lectern	$12.00 each
1624	MCAD-History Museum	450210	Facility Object Rental Fees	Sound system	$50.00
1625	MCAD-History Museum	450210	Facility Object Rental Fees	Overhead Projector	$25.00
1626	MCAD-History Museum	450210	Facility Object Rental Fees	Electronic media projector	$25.00
1627	MCAD-History Museum	450210	Facility Object Rental Fees	TV/VCR	$25.00
1628	MCAD-History Museum	450210	Facility Object Rental Fees	Security Officer (each)	$30.00/hour per officer
1629	MCAD-History Museum	450210	Facility Object Rental Fees	Audio/Video Operator (each)	$30.00/hour per operator
1630	MCAD-History Museum	450210	Facility Object Rental Fees	Event staff (each)	$30.00/hour per staff person
1631	MCAD-History Museum	443020	Instructional Fees	4 Day History Camps (all) (Ages 6-12)	$55.00 members / $70.00 non members
1632	MCAD-History Museum	443020	Instructional Fees	8 session Adult Classes (ages 15 and above)	$62.00 members / $77.00 non members
1633	MCAD-History Museum	443020	Instructional Fees	8 Session Adult Classes with take home project (ages 15 and above)	$72.00 members / $90.00 non members
1634	MCAD-History Museum	443020	Instructional Fees	4 Session Parent/Child Craft Classes	$38.00 members / $46.00 non members
1635	MCAD-History Museum	443020	Instructional Fees	6 Session Adult Classes - (ages 15 and above)	$47.00 members / $59.00 non members
1636	MCAD-History Museum	443020	Instructional Fees	6 Session Youth Classes with take home project (ages 6-18)	$38.00 members / $46.00 non members
1637	MCAD-History Museum	443020	Instructional Fees	1-Day Adult Workshop with take home project (4 hr.)	$45.00 members / $55.00 non members
1638	MCAD-History Museum	443020	Instructional Fees	1-Day 4 hr. Youth Workshop with take home project (4 hr.)	$30.00 members / $38.00 non members
1639	MCAD-History Museum	443020	Instructional Fees	1-Day 2 hr. Youth Workshop with take home project (2 hr.)	$15.00 for members / $19.00 for non-members
1640	MCAD-History Museum	443020	Instructional Fees	Special programming	$5.00 for members/$10.00 for non-members
1641	MCAD-History Museum	443020	Instructional Fees	Event fees - for special adult classes (18 and older)	$10.00 for members/$20.00 for non-members

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
1642	MCAD-History Museum	443020	Instructional Fees	Event Fees - Museum Special Event Fees (per Person)	Members - $5.00 for up to 4 hrs./$10.00 for up to 8 hrs. Non-members - $10.00 for up to 4 hrs./$20.00 for up to 8 hrs.
1643	MCAD-History Museum	443020	Instructional Fees	Tour Fees -Special hands on programs for school groups	$2.00 per student plus cost of program materials
1644	MCAD-History Museum	443020	Instructional Fees	Tour Fees -Special history tours of El Paso	Members - $25.00 for up to 4 hrs./$50.00 for up to 8 hrs. Non-members - $40.00 for up to 4 hrs./$80.00 for up to 8 hrs.
1645	MCAD-History Museum	443020	Instructional Fees	Tour Fees - Special history tours outside of El Paso County	Cost plus 15% administration costs
1646	MCAD-History Museum	450210	Exhibition rental fees	Permanent Collection/Curated In-house	$500 min to $10,000 max
1647	MCAD-History Museum	450210	Exhibition rental fees	One time use copyright releases for photography	Up to $75.00 per image
1648	MCAD-History Museum	443030	Event Fees	Fees for lectures	$5.00 for members/$10.00 for non-members
1649	MCAD-History Museum	443010	Event Fees	Special event with Lecturer/entertainment	Cost plus 15% administration costs
1650	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	Teacher/Military/Senior	$20.00
1651	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	Student	$15.00
1652	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	Individual	$25.00
1653	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	Family	$40.00
1654	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	Military Family	$35.00
1655	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	Folsom	$100.00
1656	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	Clovis	$250.00
1657	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	Keystone	$500.00
1658	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	El Paso Polychrome	$5,000.00
1659	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	Chupadero Black on White	$1,000.00
1660	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	Gila Polychrome	$10,000.00
1661	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	Mimbres Black on White	$50,000.00
1662	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	Chert (Corporate circle)	$1,000.00
1663	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	Flint (Corporate circle)	$5,000.00
1664	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	Chalcedony (Corporate Circle)	$10,000.00
1665	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	Obsidian (Corporate Circle)	$50,000.00
1666	MCAD-Archeology Museum	450200	Facility Rental Fees	Entire Museum.	$500 for up to 4 hrs./$1200 for up to 8 hrs.
1667	MCAD-Archeology Museum	450200	Facility Rental Fees	Auditorium Gallery	$150 for up to 4 hrs./$350 for up to 8 hrs.
1668	MCAD-Archeology Museum	450200	Facility Rental Fees	Gazebo	$100 for up to 4 hrs./$200 for up to 8 hrs.
1669	MCAD-Archeology Museum	450200	Facility Object Rental Fees	Security Officer (each)	$30.00/hour
1670	MCAD-Archeology Museum	450200	Facility Object Rental Fees	Audio Visual Operator (each)	$30.00/hour
1671	MCAD-Archeology Museum	450200	Facility Object Rental Fees	Event staff (each)	$30.00/hour
1672	MCAD-Archeology Museum	443020	Instructional Fees	Camp Fees for all camps (per child up to age to 14)	Up to $55.00 for members/up to $70.00 for non-members
1673	MCAD Archeology		Instructional Fees	Camp Fees for all camps (per child up to age to 14)	Up to $55.00 for members/up to $70.00 for non-members
1674	MCAD-Archeology Museum	443020	Instructional Fees	Parent/child workshop (1 parent and up to 2 children)	Up to $25.00 for members/Up to $35.00 non-members
1675	MCAD-Archeology Museum	443020	Instructional Fees	Child workshop (ages 6-17)	Up to $20.00 for members/Up to $35.00 non-members
1676	MCAD-Archeology Museum	443020	Instructional Fees	Adult workshops (ages 18 and older)	Up to $50.00 for members plus materials cost/Up to $75.00 for non-members plus materials cost
1677	MCAD-Archeology Museum	443020	Instructional Fees	Conference Fees	$30.00 + material fee per person-pre registration/$40.00 + material fee per person at the door/$25.00 + material fee for students w/ID
1678	MCAD-Archeology Museum	443010	Event Fees	Museum special events fees (per person)	Members up to $50.00/Non members up to $85.00
1679	MCAD-Archeology Museum	443010	Instructional Fees	Creative workshops	Up to $25.00 for up to 4 hours for members, up to $40.00 for up to 4 hours for non-members

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
1680	MCAD-Archeology Museum	443010	Tour Fees	Archeological tours - in El Paso County	$50.00 for up to 8 hours and $25.00 for up to 4 hours for members; $80.00 for up to 8 hours and $40.00 for up to 4 hours for non-members
1681	MCAD-Archeology Museum	443010	Tour Fees	Archeological tours - outside of El Paso	Cost + 15% administration costs
1682	MCAD-Archeology Museum; MCAD-History Museum	443010	Event Fees	Vendor fees for onsite commercial vendors	Up to $15.00 members/Up to $20.00 non-members
1683	MCAD-Archeology Museum; MCAD-History Museum	443020	Instructional Fees	One Day Camp Fee (per child up to age of 14)	Up to $15.00 members/Up to $20.00 non-members
1684	MCAD-Archeology Museum; MCAD-History Museum	450210	Object loan fee	Permanent Collection Lending	Up to $100.00 per object
1685	MCAD-Archeology Museum; MCAD-History Museum	450210	Exhibit furniture loan fee	Display Cases + Bonnets Lending	$35.00 per display case + bonnet (glass cap)
1686	MCAD-Cultural Affairs Division	450650	Miscellaneous non-operating revenues	Vendor booth fees for cultural and heritage tourism events	Up to $200.00 per booth for food, arts & crafts vendors
1687	MCAD-Cultural Affairs Division	443010	Event Fees	Admission Fees to special art, culture and heritage events, competitions and/or programs	$1.00 to $100.00 per person
1688	MCAD-Museums Division	450650	Miscellaneous non-operating revenues	Object loan fee- Non-profit institution (US) with 6 months notice	First object - $150.00 per object/per venue; each additional object - $50.00/venue; with less than six months notice
1689	MCAD-Museums Division	450650	Miscellaneous non-operating revenues	Object loan fee- Non-profit institution (US) without 6 months notice	First object - $2500.00 per object/per venue; each additional object - $150.00/venue
1690	MCAD-Museums Division	450650	Miscellaneous non-operating revenues	Object loan fee- Non-profit institution (Foreign) with 9 months notice	First object - $300.00 per object/per venue; each additional object - $200.00/venue
1691	MCAD-Museums Division	450650	Miscellaneous non-operating revenues	Object loan fee- Non-profit institution (Foreign) without 9 months notice	First object - $400.00 per object/per venue; each additional object - $300.00/venue
1692	MCAD-Museums Division	450650	Miscellaneous non-operating revenues	Object loan fee- For-profit institution (US) with a minimum of 6 months notice	First object - $500.00 per object/per venue; each additional object - $400.00/venue
1693	MCAD-Museums Division	450650	Miscellaneous non-operating revenues	Object loan fee- For-profit institution (US) with less than 6 months notice	First object - $750.00 per object/per venue; each additional object - $650.00/venue
1694	MCAD-Museums Division	450650	Miscellaneous non-operating revenues	Object loan fee- For-profit institution (foreign) with 9 months notice	First object - $1,500.00 per object/per venue; each additional object - $1,400.00/venue
1695	MCAD-Museums Division	450650	Miscellaneous non-operating revenues	Object loan fee- For-profit institution (foreign) without 9 months notice	First object - $2,500.00 per object/per venue; each additional object - $2,400.00/venue
1696	MCAD-Museums Division	450650	Miscellaneous non-operating revenues	Fees for exhibitions organized by the El Paso Museum of Art, El Paso Museum of Archaeology or El Paso Museum of History	Up to 10 objects - $5,000: 11-20 objects - $7,500; 21-30 objects- $10,000: and so forth at a rate of $2,500 per additional 10 objects
1697	MCAD-Museums Division	450650	Miscellaneous non-operating revenues	Fees for extended loans (over one year)	$100 per object/per year up to $5,001
1698	Aviation	441220	FTZ Transaction Fees	Transaction Fee	$15.00
1699	Aviation	441220	FTZ Transaction Fees	High Volume Admissions 0-150	$15.00
1700	Aviation	441220	FTZ Transaction Fees	High Volume Admissions 151-300	$12.00
1701	Aviation	441220	FTZ Transaction Fees	High Volume Admissions > 301	$10.00
1702	Aviation	441220	FTZ Transaction Fees	Blanket Admission	$100.00
1703	Aviation	441220	FTZ Transaction Fees	Training Seminar	$100.00
1704	Aviation	441220	FTZ Transaction Fees	Weekly Transportation and Exportation	$30.00
1705	Aviation	441220	FTZ Transaction Fees	Weekly Entry	$30.00
1706	Aviation	441220	FTZ Transaction Fees	Direct Delivery Admission, Daily cumulative 214	$75.00
1707	Aviation	441220	FTZ Transaction Fees	Direct Delivery Admission, Subsequent 214	$15.00
1708	Aviation	441220	FTZ Transaction Fees	Cartage Document Fee	$15.00
1709	Aviation	441220	FTZ Transaction Fees	Application Fee, Subzone	$10,000.00
1710	Aviation	441220	FTZ Transaction Fees	Application Fee, New General Purpose Site (Minor Boundary Modification)	$3,000.00
1711	Aviation	441220	FTZ Transaction Fees	Application Fee, Expansion Site (Magnet)	$5,000.00
1712	Aviation	441220	FTZ Transaction Permit	Activation Fee, General Purpose Site	$2,000.00
1713	Aviation	441220	FTZ Transaction Permit	Activation, Sub-Zone Fee	$5,000.00
1714	Aviation	441220	FTZ Transaction Permit	Alteration Request	$100.00
1715	Aviation	441220	FTZ Transaction Permit	Perishables Storage Fee	Per day: $5/hour for first 6 hours; $24/day for 6 hours or more, capped at 24 hours.
1716	Aviation	441220	FTZ Transaction Permit	Annual Subzone Fee, per Site in GP Zone	$15,000.00
1717	Aviation	441220	FTZ Transaction Permit	Annual Subzone Fee, per Site outside GP Zone	$20,000.00
1718	Aviation	403046	Customer Facility Charge	Fee imposed by the City of El Paso and collected by On-Airport Car Rental Concessionaires on a per transaction day basis.	$3.50 per transaction day

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
1719	Aviation	430110	Aircraft Parking (Dead Storage)	Under 80,000 lbs.	$30.00/day
1720	Aviation	430110	Aircraft Parking (Dead Storage)	Over 80,000 lbs.	$100.00/day
1721	Aviation	430100	Fuel Flowage Fees	Fuel Flowage Fees	$0.08 per gallon
1722	Aviation	430220	Annual Shuttle Service Permit	Application	$150.00 per vehicle
1723	Aviation	430200	Off-Airport Rental Car Permit	Off-Airport Rental Car Permit	10% gross receipts
1724	Aviation	430220	Annual Taxicab Permit	Annual Taxicab Permit	$250.00 per vehicle or $20.83/mo.
1725	Aviation	430360	Cost Recovery Rates	SIDA Badge Issue	$110.00
1726	Aviation	430360	Cost Recovery Rates	AOA Badge Issue	$45.00
1727	Aviation	430360	Cost Recovery Rates	SIDA and AOA Badge Renewal	$35.00
1728	Aviation	430360	Cost Recovery Rates	Reimbursement for Lost Not Returned Badges	$110.00
1729	Aviation	430050, 430060, 430070	Cost Recovery Rates	Landing Fee (Signatory)	$1.96 per 1000 lbs. GLW
1730	Aviation	430050, 430060, 430070	Cost Recovery Rates	Landing Fee (Non-Signatory)	$2.45 per 1000 lbs. GLW
1731	Aviation	430130	Cost Recovery Rates	Terminal Rental (Signatory)	$43.85 sq. ft. /yr.
1732	Aviation	430130	Cost Recovery Rates	Terminal Rental (Non-Signatory)	$54.81 sq. ft. /yr.
1733	Aviation	430130	Cost Recovery Rates	Daily Terminal Rental Rate (Non-Signatory) - Terminal Rate (Non-Signatory) divided by 360 days X Number of Rented Square Feet = Daily Terminal Rental Rate	$0.152 sq. ft. /day
1734	Aviation	430310	Cost Recovery Rates	Electricity Surcharge / Telecommunication Charge	$3.00 sq. ft. /yr.
1735	Aviation	430260	Cost Recovery Rates	City-Owned Loading Bridge (per year preferentially assigned)	$14,400.00
1736	Aviation	430090	Cost Recovery Rates	Apron Use Fee (arrival or departure)	$6.40 per use
1737	Aviation	430260	Cost Recovery Rates	City-Owned Loading Bridge Charge per Turn Around	$125.00
1738	Aviation	430260	Cost Recovery Rates	Equipment Parking Rentals (per preferentially assigned)	$2.50 sq.ft./yr.
1739	Aviation	430300	Cost Recovery Rates	Security Screening Fee Per Enplaned Passenger	$0.11
1740	Aviation	430300	Cost Recovery Rates	International Arrivals Area Charge per Deplaned International Passenger	$2.00
1741	Aviation	405067	Cost Recovery Rates	Administrative Charge for Work Completed by the El Paso International Airport.	Work completed by El Paso International Airport on behalf of airport tenants will be assessed an administrative charge of $40.00 when the costs for such work exceeds $100.00.
1742	Aviation	430340	T-Hangar, Tie-Down and Heavy Aircraft Parking	T-Hangars: Single Hangars of Normal Configuration	$110.00/mo.
1743	Aviation	430340	T-Hangar, Tie-Down and Heavy Aircraft Parking	End Single Hangars w/add. Storage Space	$125.00/mo.
1744	Aviation	430340	T-Hangar, Tie-Down and Heavy Aircraft Parking	Double Hangar	$220.00/mo.
1745	Aviation	430330	T-Hangar, Tie-Down and Heavy Aircraft Parking	Tie-Down Space	$20.00/mo.
1746	Aviation	430110	T-Hangar, Tie-Down and Heavy Aircraft Parking	Heavy Aircraft Parking	$20.00/day; $400.00/mo. Max.
1747	Aviation	430040	Public Parking Short Term (ST)	ST 0 – 10 min.	Free
1748	Aviation	430040	Public Parking Short Term (ST)	ST 11 min – 1 hr.	$1.00
1749	Aviation	430040	Public Parking Short Term (ST)	ST Each Additional Hour	$1.00
1750	Aviation	430040	Public Parking Short Term (ST)	ST Max each 24 hrs.	$15.00
1751	Aviation	430040	Public Parking Long Term (LT)	LT 0 – 10 min	Free
1752	Aviation	430040	Public Parking Long Term (LT)	LT 11 min. - 1 hr.	$1.00
1753	Aviation	430040	Public Parking Long Term (LT)	LT Each Additional Hour	$1.00
1754	Aviation	430040	Public Parking Long Term (LT)	LT Max. each 24 hrs.	$5.00
1755	Aviation	430040	Oversized Vehicle Parking Fee	Fee for parking of oversized vehicles such as motor homes, buses, utility vehicles, etc.	Double the otherwise applicable Public Parking Short Term & Long Term Parking Fee
1756	Aviation	430040	Premium Parking Fee	Reserved Parking Space	$20.00 per day
1757	Public Health		**Food**		
1758	Public Health	441380	Meat Establishment Warehouse, Food Processing Plant	Under Direct Supervision of an authorized Federal and State inspection agency, No Other Food Activities.	$158.00
1759	Public Health	441380	Temporary Establishment	Unexposed Food	$53.00

FY 2015 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
1760	Public Health	441380	Recurrent Establishment	Unexposed Food	$131.00
1761	Public Health	441380	Seasonal Establishment	Unexposed Food	$79.00
1762	Public Health	441380	Temporary Establishment	Exposed Food	$79.00
1763	Public Health	441380	Recurrent Establishment	Exposed Food	$263.00
1764	Public Health	441380	Seasonal Establishment	Exposed Food	$158.00
1765	Public Health	441380	Home Child Care Facility	12 or less	$79.00
1766	Public Health	441380	Day Care Center	More Than 12 Recipients	$170.00
1767	Public Health	441380	Charitable/Non-Profit Organization	Exempt from permit and license fees.	EXEMPT
1768	Public Health	441380	Mobile Food Establishment	Unexposed Food	$105.00
1769	Public Health	441380	Mobile Food Establishment	Exposed Food	$158.00
1770	Public Health	441380	Food Product Establishment	Under 200 Square Feet Prepackaged And No Potentially Hazardous Food	$79.00
1771	Public Health	441380	Food Service Establishment Food Product Establishment	Under 3,000 Square Feet	$170.00
1772	Public Health	441380	Food Service Establishment Food Product Establishment	3,001 To 6,000 Square Feet	$340.00
1773	Public Health	441380	Food Service Establishment Food Product Establishment	6,001 To 9,000 Square Feet	$510.00
1774	Public Health	441380	Food Service Establishment Food Product Establishment	9,001 Or More Square Feet	$680.00
1775	Public Health	441380	Outdoor Market	Outdoor produce sales	$158.00
1776	Public Health	441380	Each Vendor	Fee per vendor for outdoor market	$11.00
1777	Public Health	441380	Adult Foster Care Home/Private Care Home	4 Or Less Care Recipients	$79.00
1778	Public Health	441380	Personal Care Home	5-8 Care Recipients	$105.00
1779	Public Health	441380	Personal Care Home	9-18 Care Recipients	$158.00
1780	Public Health	443060	Booklets	Chapter 9.12	$5.00
1781	Public Health	443060	Booklets	Texas Food Establishment Rules	$10.00
1782	Public Health	411090	Plan Review	Under 3,000 Square Feet	$105.00
1783	Public Health	411090	Plan Review	3,001 To 6,000 Square Feet	$158.00
1784	Public Health	411090	Plan Review	6,001 To 9,000 Square Feet	$210.00
1785	Public Health	411090	Plan Review	More Than 9,000 Square Feet	$263.00
1786	Public Health	431180	Site Assessment	Under 200 Sq. Ft-No Potentially Hazardous Food, Mobile, Recurrent, Outdoor Market, Home Day Care, Adult, Foster Or Personal Care. Meat establishment/warehouse/food processing plant under direct supervision of an authorized Federal or State inspection agency.	$47.00
1787	Public Health	431180	Site Assessment	Under 3,000 Square Feet	$105.00
1788	Public Health	431180	Site Assessment	3,001 To 6,000 Square Feet	$158.00
1789	Public Health	431180	Site Assessment	6,001 To 9,000 Square Feet	$210.00
1790	Public Health	431180	Site Assessment	More Than 9,000 Square Feet	$263.00
1791	Public Health	441190	Re-Inspection Fee	Requested within 24 hours	$85.00
1792	Public Health	441190	Re-Inspection Fee	Requested within 24-48 hours	$110.00
1793	Public Health	441190	Re-Inspection Fee	Requested within 48-72 hours	$150.00
1794	Public Health	441190	Re-Inspection Fee	Requested within 72-96 hours	$200.00
1795	Public Health	441190	Re-Inspection Fee	Requested after 96 hours	$300 plus an additional $100 for each 24 hours period thereafter
1796	Public Health	441380	Food Establishment Permit	Duplicate	$15.00
1797	Public Health	441390	Food Handler/Manager	Duplicate	$15.00
1798	Public Health	431190	Hazard Analysis And Critical Control Point	Three Times The License Amount Based On Type Of Food Establishment	VARIES
1799	Public Health	443060	Signs	Ground Meat	$1.00
1800	Public Health	443060	Signs	Hand wash	$1.00
1801	Public Health	443060	Signs	Oyster	$1.00
1802	Public Health	443060	Signs	Buffet	$1.00
1803	Public Health	443060	Signs	Smoking	$1.00
1804	Public Health	443060	Signs	Food Safety (Restrooms)	$1.00
1805	Public Health	441530	Application Annual Processing Fee		$53.00
1806	Public Health	441540	Condemnation Fee	Under 500 Lbs.	N/C
1807	Public Health	441540	Condemnation Fee	501 Lbs. To 1000 Lbs.	$53.00
1808	Public Health	441540	Condemnation Fee	1001 To 3000 Lbs.	$105.00
1809	Public Health	441540	Condemnation Fee	3001 To 5000 Lbs.	$210.00
1810	Public Health	441540	Condemnation Fee	5001 To 10,000 Lbs.	$315.00
1811	Public Health	441540	Condemnation Fee	10,001 To 25,000 Lbs.	$420.00
1812	Public Health	441540	Condemnation Fee	25,001 To 40,000 Lbs.	$525.00
1813	Public Health	441540	Condemnation Fee	Over 40,000 Lbs.	$630.00
1814	Public Health	441550	Fire/Accident Investigation	Per Inspector (With A Minimum One (1) Hour Charge	$53.00
1815	Public Health	441090	HACCP Plan Review	Originating Establishment (Preparation)	$53.00
1816	Public Health	441090	HACCP Plan Review	Receiving Establishment (Ready-To-Eat)	$26.00
1817	Public Health	443060	Mobile Food Establishment	Sticker	$10.00
1818	Public Health	441560	Temporary Expedited Services (Application Submitted Less Than 72 hours Prior to Start of Event.	Unexposed Food	$105.00
1819	Public Health	441560	Temporary Expedited Services (Application Submitted Less Than 72 hours Prior to Start of Event.	Exposed Food	$158.00
1820	Public Health	441390	Food Handler Identification Card	Id Card	$32.00
1821	Public Health	441390	Food Protection Management Certification	Certification	$70.00
1822	Public Health	441390	FPMC Records Management/Official Id Card	Id Card-Replacement	$1.00
1823	Public Health	441390	Food Safety Course	Course	$21.00
1824	Public Health	450630	Public Information	Food Management Class Pamphlets	VARIES

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
1825	Public Health	441390	Food Handler Records Management/Official ID Card	Food Handler Records, Management/Official ID Card	$15.00
1826	Public Health	431180	Requested Routine Inspection for Central Preparation Facility	For Central Preparation Facility	$100.00
1827	Public Health	441530	Application Fee	Health and Sanitary Application Processing Fee (Sack Lunch Daycares w/o Food Permits)	$52.00
1828	Public Health	431180	Inspection Fee	Health and Sanitary Site Visit (Sack Lunch Daycares w/o Food Permits)	$47.00
1829	Public Health	441190	Reinstatement of Suspended Permit Fee	(50% of the license amount based on type of establishment)	VARIES
1830	Public Health	441550	After Hours Inspection Fee, Fire/Accident Inspection Fee or Food Condemnation/retention Fee Over 500# (5:00 pm to 8:00 am Monday to Friday; All Day Saturday, Sunday, and City Holidays)	Per Hour Inspector (With a Minimum one (1) Hour Charge or Any Portion Thereof.	$85.00
1831	Public Health	441190	Receipt	Duplicate	$10.00
1832	Public Health	441190	Class	Blood Borne Pathogens And Aseptic Techniques	$45.00
1833	Public Health			Reduced fees for Dental, STD, TB Clinic Self-Pay Patients will be based in accordance with the US Department of Health and Human Services. The Sliding Fee Scale is available at the Department of Public Health for review and discounted fees will be charged after required documentation is received and eligibility determination by department personnel is made.	Medical related fees are set in accordance with Medicaid rates.
1834	Public Health		**DENTAL**		
1835	Public Health	431310	Initial Oral Exam	Initial Oral Exam	$45.00
1836	Public Health	431310	Oral Periodic Oral Exam	Oral Periodic Oral Exam	$37.00
1837	Public Health	431310	Emergency Oral Exam	Emergency Oral Exam	$25.00
1838	Public Health	431310	Oral Exam 6 Mos. Old.	Oral Exam 6 Mos. Old.	$181.00
1839	Public Health	431310	Intraoral-Complete Series	Intraoral-Complete Series	$90.00
1840	Public Health	431310	Int/Oral-Periapical 1st Film	Int/Oral-Periapical 1st Film	$16.00
1841	Public Health	431310	Int/Oral-Periapical each add	Int/Oral-Periapical each add	$15.00
1842	Public Health	431310	Intraoral Occlusal Film	Intraoral Occlusal Film	$13.00
1843	Public Health	431310	Bitewings Two Films	Bitewings Two Films	$30.00
1844	Public Health	431310	Bitewings Four Films	Bitewings Four Films	$44.00
1845	Public Health	431310	Panoramic Film	Panoramic Film	$81.00
1846	Public Health	431310	Adult/Prophy	Adult/Prophy	$70.00
1847	Public Health	431310	Child/Prophy	Child/Prophy	$47.00
1848	Public Health	431310	Child/Fluoride	Child/Fluoride	$19.00
1849	Public Health	431310	Adult/Fluoride	Adult/Fluoride	$19.00
1850	Public Health	431310	Oral Hygiene Instruction	Oral Hygiene Instruction	$16.00
1851	Public Health	431310	Sealant per Tooth	Sealant per Tooth	$36.00
1852	Public Health	431310	Space Maint/Fixed Unilat	Space Maint/Fixed Unilat	$200.00
1853	Public Health	431310	Recementation of Space Maintainer	Recementation of Space Maintainer	$23.00
1854	Public Health	431310	AMAL. PRIM (1S)	AMAL. PRIM (1S)	$77.00
1855	Public Health	431310	AMAL. PERM (1S)	AMAL. PERM (1S)	$82.00
1856	Public Health	431310	AMAL. PRIM (2S)	AMAL. PRIM (2S)	$104.00
1857	Public Health	431310	AMAL. PERM (2S)	AMAL. PERM (2S)	$109.00
1858	Public Health	431310	AMAL. PRIM (3S)	AMAL. PRIM (3S)	$113.00
1859	Public Health	431310	AMAL. PERM (3S)	AMAL. PERM (3S)	$139.00
1860	Public Health	431310	AMAL. PRIM (4)	AMAL. PRIM (4)	$77.00
1861	Public Health	431310	RESIN, ANTE (1S)	RESIN, ANTE (1S)	$99.00
1862	Public Health	431310	RESIN, ANTE (2S)	RESIN, ANTE (2S)	$131.00
1863	Public Health	431310	RESIN, ANTE (3S)	RESIN, ANTE (3S)	$172.00
1864	Public Health	431310	RESIN, ANTE (4+S)	RESIN, ANTE (4+S)	$213.00
1865	Public Health	431310	RESIN One Surface Post/Primary	RESIN One Surface Post/Primary	$96.00
1866	Public Health	431310	Resin One Surface Perm	Resin One Surface Perm	$105.00
1867	Public Health	431310	Resin Two Surface/Primary	Resin Two Surface/Primary	$124.00
1868	Public Health	431310	Resin Two Surface Perm	Resin Two Surface Perm	$138.00
1869	Public Health	431310	Resin Three Post Prim	Resin Three Post Prim	$109.00
1870	Public Health	431310	Resin Three Perm	Resin Three Perm	$126.00
1871	Public Health	431310	Re-cement Crown	Re-cement Crown	$25.00
1872	Public Health	431310	SSC/Primary	SSC/Primary	$195.00
1873	Public Health	431310	SSC/Permanent	SSC/Permanent	$203.00
1874	Public Health	431310	Sedative Fill Temp	Sedative Fill Temp	$46.00
1875	Public Health	431310	Pulp Cap - Direct	Pulp Cap - Direct	$20.00
1876	Public Health	431310	Pulp Cap - Indirect	Pulp Cap - Indirect	$38.00
1877	Public Health	431310	Therapeutic Pulp	Therapeutic Pulp	$110.00
1878	Public Health	431310	Pulpal Therapy (Restorable Filling)	Pulpal Therapy (Resorbable Filling)	$55.00
1879	Public Health	431310	1 RT Canal	2 RT Canal	$445.00
1880	Public Health	431310	2 PT Canal	3 PT Canal	$516.00
1881	Public Health	431310	Three or More Canals, Molar	Three or More Canals, Molar	$780.00
1882	Public Health	431310	Gingivectomy per Quadrant	Gingivectomy per Quadrant	$203.00
1883	Public Health	431310	Gingivectomy per Rooth	Gingivectomy per Rooth	$63.00
1884	Public Health	431310	Provisional Splinting - Introcoronal	Provisional Splinting - Introcoronal	$78.00
1885	Public Health	431310	Provisional Splinting	Provisional Splinting	$125.00
1886	Public Health	431310	Extraction Single Tooth	Extraction Single Tooth	$84.00
1887	Public Health	431310	Surg. Extraction	Surg. Extraction	$129.00
1888	Public Health	431310	Suture of Small Wound	Suture of Small Wound	$94.00
1889	Public Health	431310	Excision of Pericoronal Gingiva	Excision of Pericoronal Gingiva	$55.00
1890	Public Health	431310	Local Anesthesia Not in Conj.	Local Anesthesia Not in Conj.	$16.00

Line No.	Department	Account	Fee Description	Detail 2015 Adopted	FY2015 Adopted Fees
1891	Public Health	431310	Analgesia, Anxiolysis, Inhalation	Analgesia, Anxiolysis, Inhalation	$35.00
1892	Public Health	431310	Occlusal Adjustment - Limited	Occlusal Adjustment - Limited	$47.00
1893	Public Health	431310	Pallative Threat (Emg)	Palliative Threat (Emg)	$23.00
1894	Public Health	431310	Reattach tooth fragment, edge	Reattach tooth fragment, edge	$113.00
1895	Public Health	431310	Restorative foundation-indirect	Restorative foundation-indirect	$113.00
1896	Public Health		**IMMUNIZATIONS**		
1897	Public Health	431360	Children's Vaccines	Per Vaccine	$10.00
1898	Public Health	431360	Adult Vaccines - State stock	Per Vaccine	$20.00
1899	Public Health	431270	Adult Vaccines - Private stock	Per Vaccine	Cost of vaccine + $25.00
1900	Public Health		**LABORATORY**		
1901	Public Health	431330	QuantiFERON TB Iss Tha10	QuantiFERON TB Gold	$88.00
1902	Public Health	431330	QuantiFERON TB Iss Tha10 or More	QuantiFERON TB Gold	$88.00
1903	Public Health	431370	RPR	RPR	$7.00
1904	Public Health	431370	TPPA	TPPA	$15.00
1905	Public Health	431330	Specimen Concentration	Specimen Concentration	$12.00
1906	Public Health	431330	Mycobacteria Culture	Mycobacteria Culture	$19.00
1907	Public Health	431330	Mycobacteria ID Biochem	Mycobacteria ID Biochem	$19.00
1908	Public Health	431330	Mycobacteria ID HPLC	Mycobacteria ID HPLC	$22.00
1909	Public Health	431330	Mycobacteria Drug Susceptibility, Each Drug	Mycobacteria Drug Susceptibility, Each Drug	$10.00
1910	Public Health	431370	Smear Gram stain	Smear Gram stain	$7.00
1911	Public Health	431330	Smear acid-fast stain	Smear acid-fast stain	$9.00
1912	Public Health	431370	Smear wet mount	Smear wet mount	$7.00
1913	Public Health	431370	Chlamydia DNA amp probe	Chlamydia DNA amp probe	$62.00
1914	Public Health	431370	AFB ID genetic probe	AFB ID genetic probe	$35.00
1915	Public Health	431370	AFB ID genetic probe	AFB ID genetic probe	$35.00
1916	Public Health	403133	Rabies Testing	Rabies Testing	$40.00
1917	Public Health	431370	N. Gonorrhea DNA amp probe	N. Gonorrhea DNA amp probe	$62.00
1918	Public Health	431380	Potable Water Testing up to 9 samples	Potable Water testing	$23.00
1919	Public Health	431380	Potable Water testing 10 up to 19 samples	Potable Water testing	$21.00
1920	Public Health	431380	Potable Water testing 20 or more samples	Potable Water testing	$19.00
1921	Public Health	431380	Potable and Recreational Water Testing	Potable Water testing	$40.00
1922	Public Health	431380	Recreational Water Testing	Potable Water testing	$18.00
1923	Public Health	431330	Mycology	Mycology	$30.00
1924	Public Health	431370	HIV-1/HIV-2 single assay	HIV-1/HIV-2 single assay	$24.00
1925	Public Health	431370	Multi-Spot	Multi-Spot	$39.00
1926	Public Health	431330	Shipping and Handling	Ship Specimen to DSHS for additional testing	$60.00
1927	Public Health		**STD PROGRAM**		
1928	Public Health	431370	99204-Exam (minimum fee)	STD/Exam Counseling	$25.00
1929	Public Health	431370	99204-Exam (median fee)	STD/Exam Counseling	$35.00
1930	Public Health	431370	99204-Exam (maximum fee)	STD/Exam Counseling	$55.00
1931	Public Health	431370	Medications	Medications for patients-2 or more drugs-private stock	$10.00
1932	Public Health	431370	Medications	Medications for patients-1 drug-private stock	$5.00
1933	Public Health	431370		STD Follow Up	$10.00
1934	Public Health	431370		Liquid Nitrogen Treatment	$15.00
1935	Public Health		**TUBERCULOSIS PROGRAM**		
1936	Public Health	431230		TB Skin Test	$9.00
1937	Public Health	431230		Testing/treatment related to mycobacterium disease other than TB.	
1938	Public Health		***CLASS***		
1939	Public Health	431230	99204-New Patient-Initial Office Visit Seen by Nurse	New patient - initial office visit seen by nurse moderate complexity - 45 minutes in duration.	$159.00
1940	Public Health	431230	99205-New Patient--Initial Office Visit--Seen by Physician	Initial exam level 7, non-physical and physical service and prescribes medication (initial treatment).	$198.00
1941	Public Health	431230	99213-Established Patient--15 Minutes Duration-Physician	Physical exam, level 8 non-physical and physical service and prescribed medications.	$70.00
1942	Public Health	431230	99214-Established patient-30 Minutes Duration-Physician	Physical exam level 7, non-physical and physical service and prescribed medication.	$103.00
1943	Public Health	431230	99212-Follow Up Visit-Est. Pat-Nurse-15 Minutes	Follow-up exam level 1, non-physical service only.	$41.00
1944	Public Health	431230	**DOT/DOPT EXAMINATION**		
1945	Public Health	431230	99211-DOT-DOPT-Office Visit-15 Minutes-Administer Meds	DOT-DOPT- Office visit -- 15 minutes in duration-administer medications.	$20.00
1946	Public Health		**EDUCATION**		
1947	Public Health	450650		CPR Classes	$30.00
1948	Public Health	450650		Blood borne Pathogen Class	$30.00
1949	EPMH/EPMARCH	443010	Event Fees	Admission Fees to special art, culture and heritage events, competitions and/or programs and exhibits	Up to $50.00 for up to 8 hours for nonprofit organizations; up to $100.00 for up to 8 hours for for-profit organizations
1950	Purchasing & Strategic Sourcing	441680	Hire El Paso First	Hire El Paso First	$150 for a three year period

SCHEDULE D
Ordinance 8064 Appendix "A"

Job Classification Title	Job Code/Grades
Accessibility Coordinator	10930 PM 125
Accessibility Specialist	10940 GS 52
Accountant	12230 PM 125
Accounting Manager	12210 PM 130
Accounting/Payroll Clerk	
Accounting/Payroll Specialist	12250 GS 50
Administrative Analyst	11150 PM 128
Administrative Assistant	11110 GS 52
Affordable Housing Finance Coordinator	10645 PM 132
Aging Services Coordinator	10640 PM 126
Airfield Maintenance Supervisor	18325 GS 55
Airport Assistant Operations Officer	14120 PM 123
Airport Facilities Maintenance Superintendent	14060 PM 129
Airport Labor Supervisor	18360 GS 52
Airport Operations Superintendent	14070 PM 131
Airport Operations Supervisor	14090 PM 126
Airport Program Coordinator	14110 PM 132
Airport Security Coordinator	14080 PM 129
Animal Services Attendant	22380 GS 46
Animal Services Manager	22315 PM 130
Animal Services Officer	22350 GS 51
Animal Services Operations Supervisor	22321 GS 57
Animal Services Shift Supervisor	22320 GS 55
Animal Training and Enrichment Coordinator	16600 GS 53
Aquatics Supervisor	16130 PM 123
Aquatics Systems Manager	16480 GS 53
Archaeology Museum Education Curator	15233 PM 125
Archeology Museum Curator	15243 PM 127
Architect	13120 PM 130
Architectural Intern	13130 PM 124
Archives & Records Analyst	11040 PM 123
Archives & Records Manager	11030 PM 128
Art Museum Assistant Curator	15260 PM 124
Art Museum Assistant Education Curator	15250 PM 123
Art Museum Curator	15240 PM 127
Art Museum Registrar	15080 PM 123

SCHEDULE D
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Job Classification Title	Job Code/Grades
Art Museum Senior Curator	15235 PM 129
Art Museum Senior Education Curator	15210 PM 126
Arts Programs & Education Specialist	15120 PM 124
Assistant Fire Marshall	73430 FS 6
Assistant Library Branch Manager	15510 PM 127
Assistant Municipal Clerk	19115 PM 133
Assistant Trans-Pecos Systems Coordinator	15620 PM 127
Associate Accountant	12240 PM 122
Associate Code Compliance Officer	17330 GS 47
Associate Hydrogeologist	13250 PM 126
Associate Ombudsman	11335 PM 125
Associate Veterinarian	16515 PM 133
Audit Supervisor	12075 PM 133
Auditor	12090 PM 125
Benefit Specialist	12106 GS 52
Benefits Supervisor	12095 PM 130
Breastfeeding Coordinator	22180 PM 125
Budget & Management Analyst	12160 PM 125
Budget & Services Coordinator	12170 PM 127
Budget Specialist	12180 GS 53
Building Combination Inspector	17225 GS 55
Building Combination Inspector Supervisor	17215 GS 57
Building Inspector	17220 GS 53
Building Inspector Supervisor	17210 GS 55
Building Plans Examiner	17350 GS 57
Business & Customer Service Assistant Manager	11320 PM 130
Business & Financial Manager	12065 PM 132
Buyer	10340 GS 54
Capital Projects Inspector	17285 GS 52
Carpenter	18710 GS 49
Cashier	12480 GS 43
CDBG Contract Administrator	10650 PM 127
Certified Firefighter Trainee	19030 GS 50
Certified Paramedic-Fire Trainee	19070 GS 54
Certified Police Trainee	19050 GS 54
Chemist	13220 PM 125

SCHEDULE D
Ordinance 8064 Appendix "A"

Job Classification Title	Job Code/Grades
Chief Building Inspector	17130 PM 127
Chief Construction Inspector	13040 PM 126
Chief Plans Examiner	17340 PM 132
Civil Engineer	13310 PM 132
Civil Engineer Associate	13320 PM 128
Clinical Assistant	22130 GS 46
Coach Operator	14420 GS 49
Coach Operator Trainee	14460 GS 43
Coach Operator Trainer	14410 GS 51
Code Compliance Manager	17300 PM 130
Code Compliance Officer	17320 GS 51
Code Compliance Supervisor	17310 GS 55
Code Field Operations Supervisor	17305 GS 57
Coin Sorter Operator	12530 GS 43
Collections Supervisor	12430 GS 51
Collectively Bargained Payroll Clerk	12255 GS 47
Communication Dispatcher	11420 GS 50
Communication Dispatcher Supervisor	11410 GS 52
Communications Assistant Manager	19620 PM 129
Community Center Supervisor	16110 PM 125
Community Health Preparedness Coordinator	22255 PM 132
Community Health Preparedness Planner	22260 PM 125
Community Service Aide Breastfeeding Counselor	22190 GS 45
Construction Inspector Trainee	17290 GS 47
Consumer Affairs Officer	11340 PM 126
Contracts Development Coordinator	20130 PM 128
Court Liason Supervisor	19360 GS 45
Crime Analyst	19320 PM 125
Criminal Intelligence Liaison	19330 PM 123
Cultural Funding & Technical Assistant Coordinator	15130 PM 125
Custodial Services Supervisor	18330 GS 49
Custodial Shift Leader	18350 GS 45
Custodial Supervisor	18340 GS 47
Customer Relations & Billing Supervisor	11350 GS 52
Customer Relations Clerk	11370 GS 45
Customer Relations Representative	11360 GS 48

SCHEDULE D
Ordinance 8064 Appendix "A"

Job Classification Title	Job Code/Grades
Dental Assistant	22220 GS 46
Dental Hygienist	22210 GS 57
Department Administrative Manager	11140 PM 129
Departmental Data Management Specialist	11085 GS 50
Departmental Data Management Supervisor	11080 GS 55
Departmental Human Resources Manager	10510 PM 132
Deputy City Clerk	11020 PM 126
Deputy Court Clerk	19160 GS 46
Desalination Plant Superintendent	20880 PM 129
Disbursements Supervisor	12420 GS 52
Document Center Specialist	11070 GS 44
Document Center Supervisor	11050 GS 51
Economic Program Analyst	10030 PM 126
Education & Graphics Specialist	11060 PM 122
Electrical Engineer	13360 PM 132
Electrical Engineering Associate	13370 PM 128
Electrical Inspector	17240 GS 53
Electrical Inspector Supervisor	17230 GS 55
Electrical Plans Examiner	17370 GS 57
Electrician	18630 GS 54
Electrician Supervisor	18620 GS 56
Electronics Lead Technician	18640 GS 55
Electronics Technician	18650 GS 53
Energy Coordinator	13080 PM 128
Energy Resources Manager	13075 PM 132
Engineering Aide	13840 GS 46
Engineering Associate	13810 PM 126
Engineering Lead Technician	13815 GS 56
Engineering Senior Technician	13820 GS 54
Engineering Technician	13830 GS 51
Environmental Engineer	13410 PM 132
Environmental Engineer Associate	13420 PM 128
Environmental Field Technician	13835 GS 48
Environmental Review Specialist	10355 PM 122
Environmental Scientist	13430 PM 126
Environmental Senior Field Technician	13825 GS 52

SCHEDULE D
Ordinance 8064 Appendix "A"

Job Classification Title	Job Code/Grades
Environmental Senior Scientist	13415 PM 130
Environmental Staff Scientist	13435 PM 124
Envrionmental Planner	10200 PM 128
Epidemiologist	22200 PM 131
Equipment Operator	18430 GS 48
Events Coordinator	15050 GS 49
Facilities Maintenance Chief	18315 GS 56
Facilities Maintenance Lead Worker	18520 GS 50
Facilities Maintenance Superintendent	18310 PM 130
Facilities Maintenance Supervisor	18320 GS 55
Facilities Maintenance Worker	18530 GS 47
Financial Systems Coordinator	12060 PM 126
Fire Administrative Chief	73460 FS 7
Fire Assistant Chief	73480 FS 9
Fire Battalion Chief	73390 FS 6
Fire Captain	73380 FS 5
Fire Deputy Chief	73470 FS 8
Fire Division Chief	73420 FS 6
Fire Lieutenant	73370 FS 4
Fire Maintenance Superintendent	73410 FS 7
Fire Marshall	73440 FS 8
Fire Medic	76070 FS 1
Fire Medical Lieutenant	76030 FS 4
Fire Paramedic	76040 FS 2
Fire Suppression Technician	73330 FS 2
Fire Suppression Technician II	73290 FS 3
Fire Training Chief	73450 FS 7
Firefighter	73320 FS 1
Firefighter Trainee	19040 GS 48
Fixed Route Assistant Superintendent	14230 PM 132
Fleet & Building Maintenance Superintendent	20280 PM 131
Fleet Body Repair Lead Technician	18200 GS 54
Fleet Body Repair Technician	18210 GS 52
Fleet Body Shop Supervisor	18040 GS 56
Fleet Maintenance Chief	18020 GS 58
Fleet Maintenance Lead Technician	18110 GS 54

SCHEDULE D
Ordinance 8064 Appendix "A"

Job Classification Title	Job Code/Grades
Fleet Maintenance Supervisor	18030 GS 56
Fleet Maintenance Technician	18120 GS 52
Fleet Maintenance Technician Trainee	18140 GS 46
Fleet Maintenance Trainer Supervisor	11715 GS 57
Fleet Service Worker	18220 GS 45
Fleet Services Assistant	18230 GS 43
Fleet Services Coordinator	18060 GS 52
Food Safety Associate Inspector	22480 GS 47
Food Safety Inspector	22470 GS 51
Food Safety Inspector Supervisor	22460 GS 55
Food Safety Program Manager	22450 PM 130
Food Safety Specialist	22400 PM 122
Foreign Trade Zone Coordinator	10025 PM 128
General Service Worker	18570 GS 43
General Services Lead Worker	18560 GS 46
General Services Supervisor	18510 GS 52
Graffiti Abatement Program Coordinator	17660 PM 123
Grant Planner	10720 PM 125
Grant Services Coordinator	10735 PM 125
Graphics Technician	11065 GS 50
Groundskeeper	18550 GS 45
Groundskeeping Equipment Technician	18130 GS 48
Health Education Supervisor	22240 PM 127
Health Training & Promotions Manager	22230 PM 132
Heavy Equipment Operator	18420 GS 51
Heavy Equipment Supervisor	18410 GS 55
Help Desk Specialist	11620 GS 45
Historic Preservation Officer	15100 PM 130
History Museum Curator	15245 PM 127
History Museum Senior Curator	15225 PM 127
History Museum Senior Education Curator	15215 PM 126
Housing Construction Specialist	10820 GS 54
Housing Construction Supervisor	10660 GS 56
Housing Program Relocation Officer	10830 PM 123
Housing Program Relocation Representative	10840 GS 48
Housing Program Specialist	10810 PM 124

SCHEDULE D
Ordinance 8064 Appendix "A"

Job Classification Title	Job Code/Grades
Human Resources Analyst	10530 PM 125
Human Resources Business Partner	10515 PM 130
Human Resources Manager	10430 PM 134
Human Resources Specialist	10550 GS 52
Hydrogeologist	13240 PM 131
Industrial Electrician	18610 GS 55
Industrial Engineer	13510 PM 132
Industrial Engineering Associate	13520 PM 128
Information and Referral 211 Specialist	11400 GS 46
Instrumentation & Control Lead Technician	20873 GS 56
Instrumentation & Control Technician	20875 GS 54
Instrumentation Control Assistant Superintendent	20870 PM 125
Instrumentation Control Superintendent	20860 PM 127
Instrumentation Control Supervisor	20850 GS 57
International Bridges Operations Manager	12400 PM 130
Inventory Coder	11570 GS 43
Irrigation Technician	18780 GS 48
Laboratory Services Manager	20520 PM 132
Land & Contract Administrator	10370 PM 126
Land & Contract Specialist	10390 GS 51
Land Management Superintendent	16045 PM 132
Landscape Architect	13121 PM 128
Landscape Inspector	17280 GS 53
Landscape Plans Examiner	17380 GS 57
Latent Print Examiner	19470 GS 53
Latent Print Examiner Supervisor	19455 PM 126
Lead Auditor	12080 PM 130
Lead Budget & Management Analyst	12140 PM 131
Lead Epidemiologist	22205 PM 133
Lead Human Resources Specialist	10540 GS 56
Lead Maintenance Mechanic	18740 GS 54
Lead Planner	10130 PM 130
Lead Solid Waste Truck Driver	17825 GS 51
Legal/Contract Secretary	11115 GS 51
Library Acquisitions Specialist	15555 GS 52
Library Assistant	15580 GS 43

SCHEDULE D
Ordinance 8064 Appendix "A"

Job Classification Title	Job Code/Grades
Library Branch Manager	15640 PM 129
Library Head Cataloger	15440 PM 128
Library Head of General Reference	15430 PM 130
Library Information Senior Specialist	15560 GS 49
Library Information Specialist	15570 GS 46
Library Literacy Coordinator	15650 PM 125
Library Services Supervisor	15550 GS 52
Library Technical Services Manager	15540 PM 130
Library Youth Services Coordinator	15530 PM 128
Licensed Coach Operator Trainee	14450 GS 42
Licensed Vocational Nurse	22110 GS 57
Loan Account & Collection Specialist	10850 GS 47
Locksmith	18720 GS 46
Machinist	18730 GS 48
Maintenance Mechanic	18750 GS 51
Maintenance Service Ticket Writer	18050 GS 46
Marketing & Customer Relations Coordinator	10050 PM 126
Marketing and Cultural Tourism Coordinator	15150 PM 124
Materials Specialist	11530 GS 47
Materials Supervisor	11520 GS 54
Mechanical & Plumbing Inspector Supervisor	17250 GS 55
Mechanical & Plumbing Plans Examiner	17360 GS 56
Mechanical Engineer	13560 PM 132
Mechanical Engineering Associate	13570 PM 128
Mechanical Inspector	17270 GS 52
Medical Assistant	22120 GS 48
Microbiologist	13225 PM 125
Microbiology Supervisor	13228 PM 130
Municipal Court Hearing Officer	19120 PM 126
Municipal Court Sentencing Coordinator	19130 PM 124
Museum Development Coordinator	15060 PM 125
Museum Education Curator	15230 PM 125
Museum Exhibits Curator	15270 PM 124
Museum Manager	15040 PM 132
Museum Operations Assistant	15320 GS 44
Museum Preparator	15070 PM 123

SCHEDULE D
Ordinance 8064 Appendix "A"

Job Classification Title	Job Code/Grades
Museum Senior Curator	15220 PM 127
Museum Store Manager	15310 PM 123
Neighborhood Relations Coordinator	10730 PM 124
Neighborhood Service Coordinator	10700 PM 130
Nurse Supervisor	22100 PM 130
Nursing Program Manager	22080 PM 133
Nutrition Services Manager	22140 PM 133
Nutritionist	22170 PM 125
Office Assistant	11250 GS 43
Office Manager	11210 GS 54
Office Supervisor	11220 GS 49
Ombudsman	11330 PM 128
Open Space, Trails and Parks Coordinator	16065 PM 126
Operations Assistant	17640 GS 53
Operations Supervisor	17630 GS 57
Paratransit Assistant Superintendent	14240 PM 128
Park Area Supervisor	16320 GS 55
Park User Representative	16240 GS 49
Parking and Traffic Controller	19525 GS 48
Parking Enforcement Controller	19530 GS 47
Parking Meter Service Supervisor	12510 GS 49
Parking Meter Service Worker	12520 GS 46
Pavement Coordinator	17627 PM 126
Photographic Laboratory Senior Technician	19440 GS 53
Photographic Laboratory Technician	19450 GS 50
Planner	10150 PM 125
Planning Specialist	10170 GS 49
Planning Technician	10190 GS 43
Plumber	18760 GS 52
Plumbing Inspector	17260 GS 53
Police Administrative Services Division Manager	19220 PM 129
Police Assistant Chief	75670 P8
Police Budget Coordinator	19230 PM 126
Police Commander	75630 P6
Police Deputy Chief	75660 P7
Police Detective	75510 P2-P3

SCHEDULE D
Ordinance 8064 Appendix "A"

Job Classification Title	Job Code/Grades
Police Interagency Program Coordinator	19340 PM 122
Police Lieutenant	75620 P5
Police Officer	75420 P1
Police Records Specialist	19250 GS 47
Police Records Supervisor	19260 GS 53
Police Records Unit Supervisor	19240 GS 51
Police Sergeant	75610 P4
Police Toxicologist	19310 PM 127
Police Trainee	19060 GS 54
Police Training Manager	19350 PM 128
Pretreatment Assistant Manager	13270 PM 125
Pretreatment Engineering Associate	13740 PM 128
Pretreatment Inspector	20940 GS 51
Pretreatment Inspector Supervisor	20930 GS 54
Pretreatment Manager	13730 PM 132
Printing & Equipment Operator	11090 GS 46
Procurement Analyst	10330 PM 126
Project Compliance Specialist	10350 PM 122
Property & Evidence Specialist	19430 GS 48
Property & Evidence Supervisor	19410 GS 52
Property and Disposition Specialist	19420 GS 50
Property Control Officer	11560 GS 50
Public Affairs Officer	10040 PM 132
Public Arts Program Coordinator	15110 PM 124
Public Health Aide	22300 GS 45
Public Health Nurse	22090 PM 128
Public Health Program Manager	22265 PM 132
Public Health Specialist	22290 PM 123
Public Health Supervisor	22270 PM 128
Public Health Technician	22070 GS 52
Public Safety - Public Information Officer	19370 PM 127
Public Safety Call Taker	19760 GS 51
Public Safety Communications Specialist	19780 GS 50
Public Safety Communicator	19750 GS 54
Public Safety Communicator Trainee	19755 GS 51
Public Safety Dispatcher-Police	19740 GS 51

SCHEDULE D
Ordinance 8064 Appendix "A"

Job Classification Title	Job Code/Grades
Public Safety Report Taker	19770 GS 45
Public Safety Shift Supervisor	19730 GS 57
Public Services Librarian	15520 PM 125
Purchasing Agent	10335 PM 129
Purchasing Clerk	10360 GS 47
Quality Control Chemist	13260 PM 131
Rate Analyst	20430 PM 128
Recreation & Sports Coordinator	16070 PM 126
Recreation Division Supervisor	16050 PM 129
Recreation Leader	16230 GS 42
Recreation Program Supervisor	16120 PM 122
Recreation Specialist	16210 GS 47
Regional Library Branch Manager	15630 PM 130
Research Assistant	11180 PM 122
Resurfacing Inspector	17650 GS 47
Return to Work Specialist	12105 PM 124
Revenue Processing Supervisor	12330 GS 54
Right of Way Agent	10380 PM 125
Risk Management Analyst	12100 PM 129
Roofer	18770 GS 47
Safety Engineer	23010 PM 132
Safety Specialist	11730 PM 124
Safety Technician	11740 GS 48
Sanitarian	24030 PM 125
Sanitarian Specialist	24040 PM 123
Sanitary Services Manager	24000 PM 134
Sanitary Services Supervisor	24010 PM 128
Secretary	11130 GS 46
Senior Accountant	12220 PM 128
Senior Accounting/Payroll Specialist	12245 GS 52
Senior Animal Services Attendant	22370 GS 48
Senior Animal Services Officer	22340 GS 53
Senior Auditor	12085 PM 128
Senior Budget & Management Analyst	12150 PM 129
Senior Cashier	12470 GS 45
Senior Chemist	13210 PM 129

SCHEDULE D
Ordinance 8064 Appendix "A"

Job Classification Title	Job Code/Grades
Senior Code Compliance Officer	17315 GS 53
Senior Crime Analyst	19315 PM 128
Senior Deputy Court Clerk	19150 GS 51
Senior Grant Planner	10710 PM 128
Senior Graphics Technician	11055 PM 123
Senior Human Resources Analyst	10520 PM 128
Senior Human Resources Specialist	10545 GS 54
Senior Latent Print Examiner	19460 PM 123
Senior Microbiologist	13226 PM 128
Senior Nutritionist	22150 PM 127
Senior Office Assistant	11230 GS 45
Senior Planner	10140 PM 128
Senior Planning Technician	10180 GS 46
Senior Plans Examiner	17343 PM 125
Senior Public Health Specialist	22280 PM 124
Senior Purchasing Agent	10325 PM 131
Senior Recreation Leader	16220 GS 43
Senior Safety Specialist	20450 PM 126
Senior Secretary	11120 GS 49
Senior Service Planner	14255 PM 127
Senior Toll Collector	12450 GS 45
Senior Zoo Keeper	16580 GS 49
Service & Security Worker	18525 GS 43
Shuttle Coach Operator	14440 GS 45
Sign Language Interpreter	10935 PM 128
Solid Waste Division Supervisor	17810 GS 54
Solid Waste Landfill Supervisor	17740 GS 55
Solid Waste Operations Coordinator	17738 PM 122
Solid Waste Operations Manager	17735 PM 132
Solid Waste Route Supervisor	17820 GS 44
Solid Waste Superintendent	17730 GS 56
Solid Waste Truck Driver	17830 GS 49
Solid Waste Truck Driver Trainee	17840 GS 43
Southwest Librarian	15450 PM 127
Sports Manager	16090 PM 130
Stores Clerk	11550 GS 45

SCHEDULE D
Ordinance 8064 Appendix "A"

Job Classification Title	Job Code/Grades
Tax Accounts Supervisor	12340 GS 54
Technical Services and Systems Librarian	15545 PM 128
Tire Repairer	18240 GS 43
Toll Collections Supervisor	12440 GS 54
Toll Collector	12460 GS 42
Tow Truck Operator	19540 GS 45
Trades Helper	18540 GS 45
Traffic Control Installation Supervisor	17510 GS 53
Traffic Control Planner	13630 PM 126
Traffic Control Specialist	13640 GS 52
Traffic Engineer	13610 PM 132
Traffic Engineer Associate	13620 PM 128
Traffic Signal Division Supervisor	17420 GS 57
Traffic Signal Maintenance Supervisor	17440 GS 56
Traffic Signs & Markings Division Supervisor	17430 GS 56
Traffic Signs & Markings Technician	17515 GS 48
Traffic Signs & Markings Worker	17520 GS 46
Traffic Signs and Markings Plans Examiner	17390 GS 55
Training & Development Coordinator	10440 PM 127
Training & Public Programs Manager	11700 PM 132
Training Specialist	11710 PM 126
Training Technician	11720 GS 47
Transit Call Center Supervisor	14245 GS 55
Transit Customer Service Representative	14320 GS 44
Transit Customer Service Supervisor	14300 GS 51
Transit Data Specialist	14335 GS 51
Transit Fleet Service Supervisor	14310 GS 52
Transit Planning & Program Coordinator	14210 PM 132
Transit Quality Control Inspector	14360 GS 51
Transit Safety Manager	14345 PM 132
Transit Safety Officer	14350 PM 128
Transit Schedule Writer	14340 GS 51
Transit Scheduler	14315 GS 51
Transit Stock Controller	11510 PM 123
Transit Supervisor	14250 GS 53
Trans-Pecos Library System Coordinator	15610 PM 130

SCHEDULE D
Ordinance 8064 Appendix "A"

Job Classification Title	Job Code/Grades
Transportation Manager	17625 PM 132
Transportation Planner	10220 PM 127
Transportation Services Supervisor	14100 GS 52
Truck Driver	18440 GS 45
Utility Central Control Operator	20840 GS 52
Utility Central Control Supervisor	20830 GS 54
Utility Construction Supervisor	21060 GS 54
Utility Customer Service Supervisor	20610 GS 53
Utility Engineer	13710 PM 132
Utility Engineering Associate	13720 PM 128
Utility Equipment Operator Trainee	18450 GS 43
Utility Field Customer Service Inspector	20630 GS 49
Utility Field Customer Service Supervisor	20620 GS 51
Utility Field Customer Service Worker	20640 GS 48
Utility Laboratory Aide	20560 GS 42
Utility Laboratory Sampler	20555 GS 48
Utility Laboratory Technician	20550 GS 50
Utility Meter Reader	20660 GS 46
Utility Meter Reader Supervisor	20650 GS 50
Utility Meter Repair Supervisor	20670 GS 51
Utility Meter Repairer	20690 GS 47
Utility Meter Senior Repairer	20680 GS 49
Utility Pipe Layer	21050 GS 46
Utility Plant Technician	20770 GS 49
Utility Reclamation Plant Superintendent	20920 PM 129
Utility Safety & Claims Supervisor	20440 PM 129
Utility Sample Specialist	20530 GS 53
Vehicle for Hire Inspector	19520 GS 48
Vehicle for Hire Supervisor	19510 GS 50
Veterinary Assistant	16530 GS 49
Veterinary Technician	16520 GS 54
Victim Services Advocate	19380 GS 54
Volunteer Program Coordinator	10910 PM 125
Volunteer Program Specialist	10920 PM 122
Volunteer Services Specialist	10670 GS 50
Warrant Supervisor	19140 GS 52

SCHEDULE D
Ordinance 8064 Appendix "A"

Job Classification Title	Job Code/Grades
Wastewater Collection Maintenance Superintendent	21025 GS 57
Wastewater Collection Maintenance Supervisor	21030 GS 54
Wastewater Construction Superintendent	21020 GS 57
Wastewater Lead Service Worker	21130 GS 47
Wastewater Lift Station Maintenance Supervisor	21040 GS 55
Wastewater Lift Station Superintendent	20910 GS 57
Wastewater Plant Assistant Superintendent	20740 GS 55
Wastewater Plant Senior Technician	20760 GS 52
Wastewater Plant Superintendent	20720 PM 128
Wastewater Service Worker Supervisor	21110 GS 52
Water Conservation Education Specialist	20320 PM 124
Water Conservation Technician	20330 GS 49
Water Distribution Superintendent	21010 PM 130
Water Lead Service Worker	21120 GS 48
Water Operations Control Analyst	20580 PM 129
Water Plant Assistant Superintendent	20730 GS 55
Water Plant Senior Technician	20750 GS 52
Water Plant Superintendent	20710 PM 128
Water Production Assistant Superintendent	20820 GS 55
Water Production Superintendent	20810 PM 128
Water Service Worker Supervisor	21100 GS 52
Water Services Inspector	21140 GS 50
Welder	18790 GS 52
Well Maintenance Supervisor	21070 GS 54
WIC Services Manager	22050 PM 130
Zoning Board Of Adjustment Secretary	17355 GS 53
Zoo Animal Curator	16430 PM 129
Zoo Area Supervisor	16560 GS 51
Zoo Collection Supervisor	16550 GS 53
Zoo Commissary Lead Technician	16535 GS 46
Zoo Commissary Supervisor	16540 GS 52
Zoo Commissary Technician	16545 GS 43
Zoo Education Curator	16440 PM 125
Zoo Education Specialist	16445 PM 123
Zoo Exhibit Technician	16450 GS 51
Zoo Facilities Supervisor	16470 GS 50

SCHEDULE D
Ordinance 8064 Appendix "A"

Job Classification Title	Job Code/Grades
Zoo Keeper	16590 GS 47
Zoo Parks Operations Manager	16460 PM 130
Zoo Registrar	16610 GS 53

SCHEDULE E
Information Technology Services
Contractual Services
FY 2015 Services Renewals for Services $3,000 or Above

USER DEPT	DEPT ID	ACCOUNT	PROGRAM	ACCT DESCRIPTION	ESTIMATED PRICE	VENDOR	DESCRIPTION
CITYWIDE	15240	522020	P1506	Data Processing Contract	$ 87,250	Microsoft	Microsoft Premier Support
CITYWIDE	15240	522020	P1506	Data Processing Contract	1,790,732	SHI Government Solutions	Microsoft Enterprise License Maintenance
CITYWIDE	15240	522020	P1506	Data Processing Contract	40,745	PC Mall	Maintenance of Adobe Master Collection
CITYWIDE	15240	522020	P1506	Data Processing Contract	70,099	Professional Document Systems of TX	Document Managing Maintenance & Support
CITYWIDE	15240	522020	P1506	Data Processing Contract	130,300	Environmental Systems Research Institute (ESRI)	ARCGIS Annual Services & Support
CITYWIDE	15240	522020	P1506	Data Processing Contract	460,000	Accela	Maintenance and Support
CITYWIDE	15240	522020	P1506	Data Processing Contract	39,677	Azteca Systems	Cityworks Maintenance & Support
CITYWIDE	15240	522020	P1506	Data Processing Contract	36,842	NetBrain	Enterprise Workstation Software License, Operating Maintenance & Technical Support
CITYWIDE	15240	522020	P1506	Data Processing Contract	150,000	Riverbed	Redundancy and Systems Monitoring
CITYWIDE	15240	522020	P1506	Data Processing Contract	21,250	Microtel	MicroCall System - Telephone Monitoring Software
CITYWIDE	15240	522020	P1506	Data Processing Contract	15,000	Project Management Case System	Project Management Case System Maintenance & Support
CITYWIDE	15240	522020	P1506	Data Processing Contract	64,436	Transtelco	Fiber Optics Maintenance & Support
CITYWIDE	15240	522020	P1506	Data Processing Contract	11,000	1-800-DIGG-TESS	Texas Excavation Safety Maintenance & Support
CITYWIDE	15240	522020	P1506	Data Processing Contract	23,480	SHI-Government Solutions	VMWare ThinApp Suite and VMWare Production Support Subscription
CITYWIDE	15240	522020	P1506	Data Processing Contract	513,381	Hewlett Packard	Maintenance & Support for HP POD
CITYWIDE	15240	522020	P1506	Data Processing Contract	10,000	USEND IT	Annual Maintenance & Licenses Support
CITYWIDE	15240	522020	P1506	Data Processing Contract	87,352	Sigma (Veritas)	NetBackup Standard Client, Enterprise Client, Server Enterprise License.
CITYWIDE	15240	522020	P1506	Data Processing Contract	6,895	Dell Computer	Boxtone Software Maintenance & Support
CITYWIDE	15240	522020	P1506	Data Processing Contract	64,843	Sigma Solutions	Cisco IronPort Anti-Spam - 5000 Mailboxes
CITYWIDE	15240	522020	P1506	Data Processing Contract	20,000	Zoho Corp	Admin and Manager Annual Subscription fee for 4000 Domain Users
CITYWIDE	15240	522020	P1506	Data Processing Contract	11,912	CheckPoint	Dell Tape Media for LTO3 400/800 GB and Dell tape 400/800 GB LTO Ultrium 3 Tape
CITYWIDE	15240	522020	P1506	Data Processing Contract	11,859	Dell	Nexpose Technical Support and Upgrades and TX Nexpose Subscription License
CITYWIDE	15240	522020	P1506	Data Processing Contract	8,855	SHI Government Solutions	Dotimage Document Imaging Maintenance for Atalosoft Server
CITYWIDE	15240	522020	P1506	Data Processing Contract	680,097	Oracle	PeopleSoft Enterprise Licensing - Financials/HRMS
CITYWIDE	15240	522020	P1506	Data Processing Contract	88,000	Dell	Dell Hardware Maintenance for Tape Backup/Servers
CITYWIDE	15240	522020	P1506	Data Processing Contract	20,800	SHI Government Solutions	Maintenance & Support Sitecore
CITYWIDE	15240	522150	P1506	Data Processing Contract	74,188	HPS LLC.	Maintenance & Support Library Equipment
				Total:	**$ 4,538,993**		
CITYWIDE	15240	522150	P1506	Outside Contracts	15,000	John Hargrove Consulting	Maintenance & Support of Towers
CITYWIDE	15240	522150	P1506	Outside Contracts	334,566	AVAYA	Legacy Systems and Support
CITYWIDE	15240	522150	P1506	Outside Contracts	22,000	AVAYA	Legacy phone Maintenance & Support
CITYWIDE	15240	522150	P1506	Outside Contracts	20,000	Netbrain	Netbrain Maintenance & Support
CITYWIDE	15240	522150	P1506	Outside Contracts	15,000	Stackseeker	Monitoring Software Maintenance
CITYWIDE	15240	522150	P1506	Outside Contracts	80,000	Cascade	Network Analysis Monitoring Software
CITYWIDE	15240	522150	P1506	Outside Contracts	75,000	Advanced Security Contractors	City Security Camera - Repairs to Cameras & Gates Citywide
CITYWIDE	15240	522150	P1506	Outside Contracts	75,000	Integrated Technology & Design	City Security Camera - Repairs to Cameras & Gates Citywide
CITYWIDE	15240	522150	P1506	Outside Contracts	13,878	INX LLC	Professional Services - Voice and Data Configurations
CITYWIDE	15240	522150	P1506	Outside Contracts	145,000	Transtelco	Fiber Optic Maintenance & Support Citywide
CITYWIDE	15240	522150	P1506	Outside Contracts	25,000	RF Engineer	Support Services for Public Safety Towers
CITYWIDE	15240	522150	P1506	Outside Contracts	3,000	Association of Public Safety Communications Officials	Frequency Data Coordination Services for FCC Application
				Total:	**$ 823,444**		
CITYWIDE	15240	522290	P1506	Outside Maint. Contracts	$ 350,000	Cisco	Cisco Maintenance for NEXUS Software
CITYWIDE	15240	522290	P1506	Outside Maint. Contracts	15,000	RTC, Inc.	Maintenance Service of 450 MHz System
CITYWIDE	15240	522290	P1506	Outside Maint. Contracts	7,800	RTC, Inc.	Maintenance for County 911 District's Zetron Paging System
CITYWIDE	15240	522290	P1506	Outside Maint. Contracts	80,000	Solid Systems CAD Services	Maintenance & Support for City Servers
CITYWIDE	15240	522290	P1506	Outside Maint. Contracts	30,000	SHI Government Solutions	Content Management System (CMS) Annual Maintenance
CITYWIDE	15240	522290	P1506	Outside Maint. Contracts	353,633	Motorola	Maintenance & Support Maintenance for P-25 Radio System
				Total:	**$ 836,433**		

SCHEDULE E
Information Technology Services
Contractual Services
FY 2015 Services Renewals for Services $3,000 or Above

USER DEPT	DEPT ID	ACCOUNT	PROGRAM	ACCT DESCRIPTION	ESTIMATED PRICE	VENDOR	DESCRIPTION
Development Services	15240	522020	P1506	Data Processing Contract	23,395	Selectron	Voice Permits- Maintenance & Support
Development Services	15240	522020	P1506	Data Processing Contract	6,859	ACF Technologies	Core Global-Q-Flow Customer Services Software
Development Services	15240	522020	P1506	Data Processing Contract	5,767	Wonder Ware	Core OneStep License Maintenance for 5 Workstations
				Total:	**$ 36,021**		
Transportation	15240	522150	P1503	Data Processing Contract	9000	Holman's Handheld GPS Maintenance	Maintenance and Support for TopCon
Transportation	15240	522150	P1504	Data Processing Contract	45,000	Freeons Application	Citizen Mobile Reporting Application
Transportation	15240	522150	P1506	Data Processing Contract	36,070	X-Tools Pro	Computer Software Maintenance
Transportation	15240	522150	P1506	Data Processing Contract	22,869	ESRI	Maintenance of ArcView Licenses
Transportation	15240	522150	P1506	Data Processing Contract	11,230	Trafficeware	Maintenance of Traffic v8 Single Licenses
Transportation	15240	522150	P1506	Data Processing Contract	45,000	Miovis	Traffic Data Analysis
Transportation	15240	522150	P1506	Data Processing Contract	4,000	Environmental Systems Research Institute (ESRI)	Autocad Civil 3D
Transportation	15240	522150	P1506	Data Processing Contract	11,970	Alamo	VP5 min track gps
Transportation	15240	522150	P1506	Data Processing Contract	9,810	ESRI	Maintenance of Autocad Licenses
Transportation	15240	522150	P1506	Data Processing Contract	7,110	Transoft Solutions	Maintenance & Support for Parkcad
				Total:	**$ 77,890**		
Engineering	15240	522150	P1506	Data Processing Contract	7,920	Wonder Ware	Maintenance & Support for Departmental Deposits, 20 Annual Licenses
Engineering	15240	522150	P1506	Data Processing Contract	4,602	J-Mar Associates	Maintenance of Map Room Scanner Plotter
Engineering	15240	522150	P1506	Data Processing Contract	26,000	GTIS	LCP Tracker Prevailing Renewal of Wage Module
				Total:	**$ 38,522**		
Fire	15240	522150	P1506	Data Processing Contract	69,825	Tiburon	Software Support & Maintenance For Fire (FMIS) 24/7
Fire	15240	522150	P1506	Data Processing Contract	32,500	Zoll	Zoll Rescue Net Maintenance for EMS Software
Fire	15240	522150	P1507	Data Processing Contract	180,000	Everbridge	Mass Notification System Renewal ***Removed per Fire***
Fire	15240	522150	P1506	Data Processing Contract	15,219	ESI Acquisition Inc.	WebEOC Software Maintenance and Support
Fire	15240	522150	P1506	Data Processing Contract	113,505	Insight Public Sector Inmotion	Apps OCM Maintenance & Support
Fire	15240	522150	P1506	Data Processing Contract	47,736	Target Sol-CE Tracking	Maintenance of Annual User Licenses
				Total:	**$ 458,785**		
FS	15240	522150	P1506	Data Processing Contract	19,000	Traker Division of C2 LLC	Traker Portfolio Accounting and Reporting Software
FS	15240	522150	P1506	Data Processing Contract	65,025	ECIVIS	Research Module for Community, Knowledge Base for Grant Subscription
				Total:	**$ 84,025**		
General Services	15240	522150	P1504	Data Processing Contract	4500	Mainstar	Application Maintenance Support
General Services	15240	522150	P1505	Data Processing Contract	6000	Parks and Management Maintenance	Parks Management Software
General Services	15240	522150	P1506	Data Processing Contract	6,045	Mainstar	Software Maintenance & Support
General Services	15240	522150	P1506	Data Processing Contract	19,800	Magellean Consulting-MAPS	Software Maintenance & Support
				Total:	**$ 25,845**		
Health Dept	15240	522150	P1506	Data Processing Contract	$ 3,850	Dentrix	Licensing and Maintenance Support
				Total:	**$ 3,850**		
Human Resources	15240	522150	P1506	Data Processing Contract	5,289	Economic Research Institute	Professional Assessors Software Renewal
Human Resources	15240	522150	P1506	Data Processing Contract	36,000	GovernmentJobs.com	NeoGov Licenses Renewal
Human Resources	15240	522150	P1506	Data Processing Contract	4,500	GovernmentJobs.com	NeoGov TMS Licenses Renewal
Human Resources	15240	522150	P1506	Data Processing Contract	289,746	Kronos	Maintenance For Time Keeping System, Clocks & Knowledge Pass
				Total:	**$ 335,535**		

SCHEDULE E
Information Technology Services
Contractual Services
FY 2015 Services Renewals for Services $3,000 or Above

USER DEPT	DEPT ID	ACCOUNT	PROGRAM	ACCT DESCRIPTION	ESTIMATED PRICE	VENDOR	DESCRIPTION
Library	15240	522150	P1506	Data Processing Contract	134,100	Siris/Dynix	Software & Maintenance Support
Library	15240	522150	P1506	Data Processing Contract	32,173	3M Services Contact	Self Check Software Maintenance
Library	15240	522150	P1506	Data Processing Contract	74,188	Trustwave	Licenses for Internet Filtering
Library	15240	522150	P1506	Data Processing Contract	11,071	PC Time & Print mngmt	Filter Subscription and 486 Licenses
				Total:	**$ 251,532**		
City Attorneys	15240	522150	P1506	Data Processing Contract	8,773	West Publishing Corp	Pro Law Licenses and Maintenance 39 licenses
				Total:	**$ 8,773**		
Municipal Clerk	15240	522150	P1506	Data Processing Contract	3,531	Mathew Bender and Co.	Maintenance City of El Paso Code Formatting Service Fee
				Total:	**$ 3,531**		
Police	15240	522150	P1506	Data Processing Contract	67,304	Advanced Security System	Maintenance & Support for Access Control & Security Camera System
Police	15240	522150	P1506	Data Processing Contract	39,850	Analysis Central Systems	Maintenance & Support; PROS and DCOPS
Police	15240	522150	P1506	Data Processing Contract	3,000	CI Technologies	Annual Maintenance for IA Pro Software for Internal Affairs/Professional Standards Unit Software
Police	15240	522150	P1506	Data Processing Contract	19,300	Citrix	Maintenance & Support for XenDesktop
Police	15240	522150	P1506	Data Processing Contract	9,800	County of El Paso	JIMS License and Maintenance 10 licenses.
Police	15240	522150	P1506	Data Processing Contract	42,000	CompuDyne (Tiburon)	Software Support & Maintenance (MDT & TLETS interface)
Police	15240	522150	P1506	Data Processing Contract	100,131	Intergraph Corporation	Interlocal Maintenance & Support Agreement w/County, City 80% County 20%)
Police	15240	522150	P1506	Data Processing Contract	4,349	Intergraph Corporation	Maintenance & Support for Pawn Interface System
Police	15240	522150	P1506	Data Processing Contract	6,722	Intergraph Corporation	Maintenance & Support for APS Citation Interface with ILEADS
Police	15240	522150	P1506	Data Processing Contract	16,650	Orion	Maintenance & Support for Pawn Interface System
Police	15240	522150	P1506	Data Processing Contract	166,903	Sagem Morpho	Maintenance & Support for AFIS - Fingerprinting System
Police	15240	522150	P1506	Data Processing Contract	10,200	Solid Systems CAD Service (SSCS)	NetApp Maintenance & Support for Hardware
Police	15240	522150	P1506	Data Processing Contract	9,500	SHI Government Solutions	EA Tech/Server Support
Police	15240	522150	P1506	Data Processing Contract	8,715	Justice Tax LMS	Maintenance & Support
Police	15240	522150	P1506	Data Processing Contract	36,540	L1 Identity Life Scan	Maintenance & Support
Police	15240	522150	P1506	Data Processing Contract	10,314	Meridian Lms	Maintenance & Support
Police	15240	522150	P1506	Data Processing Contract	6,166	Noritsu Am Digital Photo Processor Support	Maintenance & Support
				Total:	**$ 557,444**		
City Managers	15240	522150	P1506	Data Processing Contract	23,400	SHI-SiteCore	Content Management System Support & Maintenance Email Services
				Total:	**$ 23,400**		

3.3

CITY CLERK DEPT.
2014 JUL 28 PM 2:14

ORDINANCE NO. 018229

AN ORDINANCE LEVYING 2015 TAXES

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF EL PASO:

SECTION 1: That ad valorem taxes for the tax year ending December 31, 2014 to fund the City's budgetary requirements for the fiscal year ending August 31, 2015, be and are hereby levied on all property, real personal, and mixed, subject to taxation by the City, at the rate of 0.699784 of one percent of the assessed value of said property as hereinafter set forth:

A. For General Purposes:
For the General Fund and for the purpose of defraying current municipal expenses of the City of El Paso not otherwise provided for, 0.460937 of one percent.

B. For Special Purposes:
To pay the interest on and provide a Sinking Fund to redeem bonds a total Levy for Special Purposes 0.238847 of one percent.

THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S RATE.

THE TAX RATE WILL EFFECTIVELY BE RAISED BY 0.26 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A $100,000 HOME BY APPROXIMATELY $1.17.

SECTION 2: Occupational Tax:
There is hereby levied on every person, firm, association or corporation pursuing within the limits of the City of El Paso any occupation taxes by the State of Texas as authorized by City Council an annual tax equal to one-half of the occupation tax levied by the State of Texas thereon.

PASSED AND APPROVED this _____ day of August, 2014.

CITY OF EL PASO

Oscar Leeser
Mayor

ATTEST:

Richarda Duffy Momsen
City Clerk

APPROVED AS TO FORM:

Matthew K. Behrens
Assistant City Attorney

APPROVED AS TO CONTENT:

Lynly G. Leeper, Chief Budget Officer
City Manager's Office

018229

ORDINANCE NO. _____

14-1056-015/#260687_2/2015 ORDINANCE LEVYING TAX/MKB

Glossary of Acronyms

The following acronyms can be found throughout the City of El Paso's FY 2015 Adopted Budget, and are provided here as a reference guide. More detailed definitions can be found in the following Glossary of Terms.

ACH – Automated Clearing House
AED – Automated External Defibrillator
ALS – Advanced Life Support
APTA – American Public Transportation Association
ARRIBA - Advanced Retraining & Redevelopment Initiative in Border Areas
AVI – Automatic Vehicle Identification Program
AVL – Automated Vehicle Locator
BOAC – El Paso Bond Overview Advisory Committee
BLS – Basic Life Support
BTOP – Broadband Technology Opportunities Program
CAFR – Comprehensive Annual Financial Report
CBP – Customs and Border Protection
CDBG – Community Development Block Grant
CFO – Chief Financial Officer
CFC – Costumer Facility Charges
CHP – Cooling, Heating, & Plumbing
CIP – Capital Improvement Program
CMP – Congestion Mitigation Plan
CMAQ – Congestion Mitigation and Air Quality Improvement Program
CNG – Compressed Natural Gas
CO – Certificate of Obligation
COPS – Community Oriented Policing Services
CRRMA – Camino Real Regional Mobility Authority
CVB – Convention & Visitors Bureau
CWIP – Construction Work in Progress
DDC – Downtown Development Corporation (see LGC)
DSHS – Department of State Health Services (Formerly called TDH – Texas Department of Health)
DSRIP – Delivery System Reform Incentive Payment
EPCC – El Paso Community College
EPIA – El Paso International Airport
EPWU – El Paso Water Utilities
ERP – Enterprise Resource Planning
EX – Exempt employee
EZ – El Paso Empowerment Zone
FAA – Federal Aviation Administration
FGP – Foster Grandparent Program
FHWA – Federal Highway Administration
FTA – Federal Transit Administration
FTE – Full-Time Equivalent
FTZ – Foreign Trade Zone
FY – Fiscal Year
GAAP – Generally Accepted Accounting Principles
GASB – Governmental Accounting Standards Board
GFOA – Government Finance Officers Association
GMP – Gross Metropolitan Product
GO/GOB – General Obligation (Bonds)
GS – General Service worker
HIV - Human Immunodeficiency Virus
HOT – Hotel/Motel Tax
HR – Human Resources
HUD – Housing and Urban Development
IPED – Institute for Policy and Economic Development at University of Texas at El Paso
IDC – Indirect Cost
IFL – Integrated Forensic Laboratories
IT – Information Technology
LED – Light emitting diode
LGC – Local Government Corporation (see DDC)
LHD – Local Health Department
LID – Low Impact Development
LIFT – Living Independently Facilitated by Transportation – Sun Metro Paratransit
LP Gas – Liquefied Petroleum Gas
M&O – Maintenance and Operations
MCT – Mobile Computer Terminal
MPO – Metropolitan Planning Organization
MSA – Metropolitan Statistical Area
MTP – Metropolitan Transportation Plan
MVSF – Municipal Vehicle Storage Facility
NAFTA – North American Free Trade Act
NIMS – National Incident Management System
NMSU – New Mexico State University
NTMP – Neighborhood Traffic Management Program
PC – Personal Computer
PEG – Public, Educational and Governmental Access Broadcasting
PFC – Passenger Facility Charge
PID – Public Improvement District
PM – Professional/Managerial
PPE – Personal Protective Equipment
PSB – Public Service Board
REDCO – El Paso Regional Economic Development Corporation
RFID – Radio Frequency Identification
ROW – Right-Of-Way
RSVP – Retired Senior Volunteer Program
RTS – Rapid Transit System
SCBA - Self-Contained Breathing Apparatus
SIB – State Infrastructure Bank
SWM – Solid Waste Management
TAP – Tuition Assistance Program
TB – Tuberculosis
TCLEOSE - Texas Commission on Law Enforcement Officer Standards and Education
TIRZ – Tax Increment Reinvestment Zone
TPB – Transportation Policy Board
TPR – Technology Purchase Request
TRZ – Transportation Reinvestment Zone
TSA – Transportation Security Administration
TTI – Texas Transportation Institute
TTUHSC – Texas Tech University Health Sciences Center
TXDOT – Texas Department of Transportation
UASI – Urban Areas Security Initiative
USAR – Urban Search and Rescue
UTEP – University of Texas at El Paso
VIVIDS – Vehicle Imaging Video Detection System
VOIP – Voice over Internet Protocol
WIC – Short title for, "The Special Supplemental Nutrition Program for Women, Infants and Children"
ZIB – Zaragoza International Bridge

211 - A phone number staffed by the City of El Paso's Public Health Department that provides free health and human service information and referrals to individuals and families within the community.

311 - A toll-free, non-emergency number. Dialing 311 from anywhere within the city of El Paso will provide direct access to a representative who can provide information or process requests for City services.

380 TAX REBATE AGREEMENT - This agreement refers to Section 380.001(a) of the Texas Local Government Code. The agreement provides that the City Council of the City of El Paso, Texas, "may establish and provide for the administration of one or more programs, including programs for making loans and grants of public money and providing personnel and services of the municipality, to promote state or local economic development and to stimulate business and commercial activity in the municipality."

ACCOUNT - A record of debit and credit entries that shows the effect of transactions and other events involving a particular item or concern.

ACCRUAL BASIS - The basis of accounting recognizing income when earned and expenses when incurred.

ACTIVITY BASED COSTING - A costing model that identifies the cost pools, or activity centers, in an organization and assigns costs to products and services (cost drivers) based on the number of events or transactions involved in the process of providing a product or service.

ACTUAL - Denotes revenue and expenditure ledger results for operations normally for a specific fiscal year.

AD VALOREM - The central appraisal district sends certified values to the tax assessor, who determines the tax rate to be imposed on the property. "Ad-valorem" is used frequently to refer to such property values.

ADOPTED - Denotes City Council approved revenue and expenditure estimates for a fiscal year.

ADVANCED LIFE SUPPORT (ALS) - A set of life-saving protocols and skills that extend basic life support to further support the circulation and provide an open airway and adequate ventilation (breathing). These protocols would include interventions such as advanced airway, intravenous therapy, and administration of medications.

AERIALS/QUINTS - A fire service apparatus that serves the dual purpose of a fire engine and a ladder truck. A "quint" refers to the five functions that a quint provides: pump, water tank, fire hose, aerial device, and ground ladders.

AGENCY FUNDS - A repository for funds held by the City as an agent for individuals, private organizations, and/or other governmental units.

ALL FUNDS - A summation of governmental, proprietary and fiduciary funds.

ALLIANCE OF INFORMATION & REFERAL SYSTEMS - A professional association for over 1,200 community Information and referral providers and Information and Referral/Assistance providers, primarily in the United States and Canada. This nonprofit was incorporated in 1973 to improve access to human services for individuals, families, and communities.

APPROPRIATION - A budgetary authorization granted by the City Council or appropriate executive staff that allows staff to incur obligations for purposes specified in the budget.

ARBITRAGE - The excess profit earned from the investment of tax-exempt bond proceeds in higher-yielding taxable securities.

ADVANCED RETRAINING & REDEVELOPMENT INITIATIVE IN BORDER AREAS (ARRIBA) - A City of El Paso economic and workforce development initiative aimed to help meet regional workforce shortages in hard to fill, high demand occupations. ARRIBA, Inc. is contracted to provide long term, high skilled training and case management services to eligible El Paso City residents.

ARTICULATED BUSES - Single-decker buses comprising two rigid parts linked together by a pivoting joint. This arrangement allows a longer legal length and thus a higher passenger capacity than rigid single-decker buses, while still allowing the bus to be turned within the confines of the roadway.

ASSESSED VALUATION - A valuation set upon real estate or other property by the Central Appraisal District as a basis for levying taxes.

ASSET MANAGEMENT SYSTEM - Any system that monitors and maintains things of value to an entity or group. A systematic process of operating, maintaining, upgrading, and disposing of assets cost-effectively. It may apply to both tangible assets such as buildings and to intangible assets such as intellectual property.

AUTOMATED CLEARING HOUSE (ACH) - An electronic network used for financial transactions that processes large volumes of credit and debit transactions, such as direct deposit payroll, vendor payments, and bill payments.

AUTOMATIC VEHICLE IDENTIFICATION (AVI) PROGRAM - A program that allows participating patrons to have their bridge tolls deducted automatically from their account when crossing the Stanton and Zaragoza International Bridges, which connect El Paso, Texas, and Juarez, Mexico. When patrons open an AVI account they are issued a barcode, which is used instead of cash at the Zaragoza or Stanton toll booths.

AUTOMATED VEHICLE LOCATOR (AVL) - A technology system installed on city vehicles to help track them in order to monitor and optimize system performance as well as improve security.

BALANCED BUDGET - A budget in which planned expenditures can be met by current income from taxation and other government receipts within a fiscal year.

BALLET FOLKLORICO - Colorful Mexican ethnic dances that spotlight Mexico's regions, history, and culture.

BASIS OF ACCOUNTING - Accounting rules concerned with when to record financial transactions and, hence, what really constitutes a transaction. There are three bases of accounting: cash, accrual, and modified accrual.

Cash accounting is an accounting method where income is recorded during the period it is received, and the expenses in the period they are actually paid.

Accrual accounting is an accounting method in which income is recognized when earned and expenses when incurred.

Modified accrual accounting is an accounting method in which income is recognized in the period it becomes available and measurable, and expenses are recognized in the period they are incurred.

BENCHMARK – A statistic/measurement that serves as a standard by which others may be measured or judged.

BLUE RIBBON COMMITTEE - An independent and exclusive commission of non-partisan statesmen and experts formed to investigate important governmental issues.

BLUE SEAL CERTIFICATION - The Blue Seal illustrates that an individual has applied reasonable effort in the study of, and possesses a respectable knowledge of one or more business topics.

BOND - A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.

BOND, CERTIFICATES OF OBLIGATION - Legal debt instruments used to finance capital improvement projects. Certificates are backed by the full faith and credit of the governmental entity and are fully payable from a property tax levy. They differ from general obligation debt in that they are approved by the City Council and are not voter approved.

BOND, GENERAL OBLIGATION - A bond secured by the "full faith and credit" of a governmental entity and is fully payable from a property tax levy. This type of debt requires approval by voters in a special election.

BOND PROCEEDS - Funds derived from the sale of bonds for the acquisition of capital equipment and the construction of capital facilities.

BONDS, REVENUE - A type of debt issued for the construction of major capital facilities, where principal and interest on that debt are paid from revenue generated by earnings of a specific entity or program.

BROADBAND TECHNOLOGY OPPORTUNITIES PROGRAM (BTOP) - A federally funded program created to promote the development and adoption of broadband throughout the United States, particularly in unserved and underserved areas.

BUDGET - A financial plan consisting of an estimate of proposed expenditures and their purpose for a given period and the proposed means of financing them.

BUDGET MESSAGE - A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body and the general public.

CAMINO REAL REGIONAL MOBILITY AUTHORITY (CRRMA) - Created in 2007, the CRRMA is a local transportation agency tasked with the development of mobility solutions in the El Paso region.

CAPITAL ASSET - Any purchase that has a value of $5,000 or above and an original useful life of more than one year. Examples include tangible assets such as land, buildings, and equipment and intangible assets such as easements and software.

CAPITAL EXPENDITURE - Any purchase of an asset with a value less than $5,000 and whose useful life is less than one year.

CAPITAL BUDGET - A financial plan of proposed capital expenditures and the means of financing them for a specific fiscal period.

CAPITAL IMPROVEMENT PROGRAM (CIP) - A multi-year planning instrument separate from the Annual Budget that identifies: (a) all capital improvements that are proposed to be undertaken during a future five-year fiscal period; (b) the cost estimate for each improvement; (c) the method of financing each improvement; and (d) the recommended time schedule for each project.

CAPITAL IMPROVEMENT PROJECT - Any project which has a value exceeding $50,000 included within a Capital Improvement Program. These projects typically include the purchase of land, design, engineering and construction of building infrastructure items such as streets, bridges, drainage, street lighting, libraries, recreation facilities, bus transfer centers, etc.

CAPITAL OUTLAY - Expenditures for the acquisition of equipment (including heavy equipment, machinery, and rolling stock) using capital funding sources.

CHARACTER - Appropriation classified by type (e.g. personal services, contractual services, materials and supplies, and capital).

CLASS C MISDEMEANORS - A relatively minor criminal act in the U.S. It is generally punishable by a fine only, ranging from $0 up to $500.

CLASSIFICATION - Categorization of the City's staffing positions.

CO - Bonds, Certificate of Obligation – See definition of "Certificate of Obligation".

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) - Funds provided to the City of El Paso by the United States Department of Housing and Urban Development (HUD) to develop viable urban communities by providing decent housing and a suitable living environment and expanding economic opportunities, principally for persons of low and moderate income.

COMMUNITY POLICING - Philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR) - A report that provides detailed information on the financial position and results of operations of the City as measured and reported by the financial activity of its various funds. The CAFR is divided into an introductory section, financial section, and a statistical section.

CONGESTION MITIGATION & AIR QUALITY (CMAQ) IMPROVEMENT PROGRAM - Federal-Aid program for approved State improvements in transportation, traffic control, alternative vehicle fuels, and other air quality improvement measures.

CONSUMER DRIVEN HEALTH PLAN (CDHP) - A high deductible health benefit option offered in conjunction with a health savings account (HSA) to City of El Paso eligible employees. The high deductible can be offset through voluntary employee contributions into a pre-tax savings account (HSA) to cover health care expenses.

CONSUMER PRICE INDEX - Measures changes in price level of consumer goods and services purchased by households.

CONTRACTUAL SERVICES - Services normally acquired through a 3rd-party contract for professional services such as consulting, outside counsel, billing and collections, plus others such as janitorial, security, etc.

COOLING, HEATING, AND PLUMBING (CHP) PERMITS - Permits issued by Development Services to contractors who are licensed in the State of Texas.

CORE SERVICES - The City departments' key lines of business. Core services produce the primary deliverables of a department.

CORRIDORS - Texas Department of Transportation rights-of-way. Sun Metro has developed four corridors to meet mobility needs and encourage transit supportive land use. They are located on Mesa, Alameda, Dyer, and Montana.

COST - The monetary value of effort, material, resources, time and utilities consumed, risks incurred, and missed opportunity in the production and delivery of a good or service.

COST OF LIVING INDEX - An index that measures the change in the minimum expenditures that would be incurred by a utility maximizing consumer, whose preferences or tastes remain unchanged, in order to maintaining a given level of utility (or standard of living or welfare).

CUSTOMER FACILITY CHARGE (CFC) - Fees levied on all rental car contracts issued by car rental operators at the airport.

DEBT SERVICE - Sometimes referred to as the Sinking Fund, it is a payment of interest and principal on an obligation resulting from the issuance of bonds.

DEFICIT - The amount by which a government's spending exceeds its income over a particular period of time.

DELINQUENT TAXES - Taxes remaining unpaid on and after the date on which a penalty for non-payment is attached.

DEPARTMENT OF STATE HEALTH SERVICES (DSHS) - Current name for what was formerly called TDH – Texas Department of Health.

DIVISION - An organizational unit within a department's structure representing the major functional divisions of work.

EASEMENT - A right given to another person or entity to trespass upon land that person or entity does not own.

EFFECTIVE TAX RATE - Tax rate that when applied to the current year taxable assessed valuation would produce the same total tax revenue as the previous year, after adjustments required by state law.

EL PASO EMPOWERMENT ZONE (EZ) - A federally recognized, distressed geographic area in need of sustainable community development as defined by the U.S. Department of Housing and Urban Development (HUD) for economic development activities which assist EZ residents to obtain or retain a job and to help businesses establish or expand into the Empowerment Zone.

EL PASO REGIONAL ECONOMIC DEVELOPMENT CORPORATION (REDCO) - A local nonprofit organization responsible for recruiting new business and industry to the region.

ENCUMBRANCES - Obligations, in the form of purchase orders, that are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise extinguished. Requisitions are considered pre-encumbrances.

ENPLANEMENT - Occurs when a passenger boards a commercial aircraft.

ENTERPRISE FUNDS - To account for operations financed and operated in a manner similar to private business enterprises; where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public be financed or recovered primarily through user charges.

EL PASO INDEPENDENT SCHOOL DISTRICT (EPISD) - The El Paso Independent School District is the largest district in the Texas Education Agency's Educational Service Center - Region 19. EPISD serves over 64,000 students across 94 campuses, and is the tenth largest district in Texas.

EPIDEMIOLOGY - Branch of medicine that deals with the study of the causes, distribution, and control of disease in populations.

EXPECTED OUTCOMES – These are quantified results or impacts of government actions that are likely or probable to occur.

EXPENDITURE - The act of spending cash for goods and services in a governmental fund; money paid out.

FEDERAL AVIATION ADMINISTRATION (FAA) – This is an agency of the United States Department of Transportation that has authority to regulate and oversee all aspects of civil aviation in the U.S.

FEDERAL AVIATION ADMINISTRATION (FAA) 14 CODE OF FEDERAL REGULATIONS PART 139 CERTIFICATION - The Federal Aviation Administration issues operating certificates to airports that: (1) serve scheduled and unscheduled air carrier aircraft with more than 30 seats; and (2) serve scheduled air carrier operations in aircraft with more than 9 seats but less than 31 seats. Airport operating certificates serve to ensure safety in air

transportation. To obtain a certificate, an airport must agree to certain operational and safety standards and provide for such things as firefighting and rescue equipment. These requirements vary depending on the size of the airport and the type of flights available.

FEDERAL HIGHWAY ADMINISTRATION (FHWA) - Carries out the Federal highway programs in partnership with the State and local agencies to meet the Nation's transportation needs.

FEDERAL TRANSIT ADMINISTRATION (FTA) - An agency within the United States Department of Transportation (DOT) that provides financial and technical assistance to local public transit systems.

FIDUCIARY FUND - Any fund held by a governmental unit in a fiduciary capacity, such as agent or trustee.

FIRST-TIME HOMEBYUER ASSISTANCE PROGRAM - A federally funded program to assist low- to moderate-income individuals and families in achieving their goal of homeownership, as well as to promote affordability. Assistance is provided in the form of a Principal Reduction Program and/or a Down Payment and Closing Cost Program. Each program consists of a loan and/or deferred payment "silent" second priority loans known as "gap" financing, toward the purchase price, down payment, and closing costs of affordable housing units that will be occupied by the homebuyers.

FISCAL YEAR (FY) – A fiscal year is a twelve-month period of time to which the Annual Budget applies and at the end of which a governmental unit determines its financial position and the results of its operations. The City of El Paso's fiscal year begins on September 1 and ends on August 31.

FIXED ASSETS - Assets that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

FOSTER GRANDPARENT PROGRAM (FGP) - A federally funded program that provides stipend volunteer opportunities to low- and moderate-income adults, 55 years of age or older. The program provides recruitment, training, and placement for volunteers to work with special or exceptional needs children in schools or non-profit agencies or organizations.

FRANCHISE FEES - User fees charged by the City for use of public rights-of-way by utility companies. The fee is typically a percentage of the gross revenues of a utility company.

FOREIGN TRADE ZONE (FTZ) - An isolated, enclosed and policed area operated as a public utility, in or adjacent to a port of entry, furnished with facilities for loading, unloading, handling, storing, manipulating, manufacturing, and exhibiting goods and for reshipping them by land, water, or air.

FULL-TIME EQUIVALENT (FTE) POSITION(S) - A staff position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a summer lifeguard working for four months, or 624 hours, would be equivalent to 0.3 of a full-time position.

FUNCTION - A classification of appropriations or expenditures on the basis of the principal purpose for which they are programmed, e.g., street sweeping, building maintenance, etc.

FUND - An independent fiscal and accounting entity with a self-balancing set of trial balance accounts recording cash and/or other assets, together with all related liabilities, for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations.

FUND BALANCE - The net worth of a fund, measured by total assets minus total liabilities.
Non spendable fund balance—amounts that are not in a spendable form (such as inventory) or are required to be maintained intact (such as the corpus of an endowment fund);
Restricted fund balance—amounts constrained to specific purposes by their providers (such as grantors, bondholders, and higher levels of government), through constitutional provisions, or by enabling legislation;
Committed fund balance—amounts constrained to specific purposes by a government itself, using its highest level of decision-making authority; to be reported as committed, amounts
cannot be used for any other purpose unless the government takes the same highest-level action to remove or change the constraint; *Assigned fund balance*—amounts a government *intends* to use for a specific purpose; intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority; and
Unassigned fund balance—amounts that are available for any purpose; these amounts are reported only in the general fund.

FUND TYPE - All funds are classified into eight generic fund types: General, Special Revenue, Debt Service, Capital Projects, Enterprise, Internal Service, and Agency funds.

GENERAL FUND - The primary government fund which accounts for all general purpose transactions of the city that do not require a special type of fund.

GENERAL GOVERNMENT - Refers to a group of activities associated with the administrative functions of the city such as: Finance, Budget and Management, Planning, Legal, City Clerk, Municipal Court, Personnel, and Purchasing.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) - Uniform minimum set of standards of and guidelines used for financial accounting and reporting. Adherence to GAAP assures that financial reports of all state and local governments, regardless of jurisdictional legal provisions and customs, contain the same types of financial statements and disclosures, for the same categories and types of funds and account groups, based on the same measurement and classification criteria.

GO - General Obligation (Bonds) - See BOND, GENERAL OBLIGATION.

GOAL - A general statement of direction, purpose or intent based on the department/division's purpose/function. A goal is general and timeless; that is, it is not concerned with a special achievement in a specific time period.

GOVERNMENT ACCOUNTING STANDARDS BOARD (GASB) STATEMENT 45 - An accounting and financial reporting provision requiring government employers to measure and report the liabilities associated with postemployment benefits other than pension (OPEB). Such benefits may include post-retirement medical, pharmacy, dental, vision, life, long-term disability and long-term care benefits that are not associated with a pension plan.

GOVERNMENTAL FUND - A classification used by the Governmental Accounting Standards Board (GASB) to refer to all funds other than Proprietary and Fiduciary funds. The General Fund, Special Revenue, Capital Project, and Debt Service are the types of funds referred to as "governmental funds."

GRANT - A grant is an award of funding or materials or equipment by the federal government, social organizations, etc., with no expectation of reimbursement. The contribution is usually made to aid in the support of a specified function but can also be for general purposes and typically requires a matching contribution from the recipient.

GRANT MATCH - City costs or in-kind services required to match federal or state grants.

GROSS METROPOLITAN PRODUCT (GMP) - The market value of all final goods and services produced within a metropolitan area in a given period of time.

HEALTH SAVINGS ACCOUNT (HSA) - Voluntary employee contributions into a pre-tax savings account to cover health care expenses.

HOME INVESTMENT PARTNERSHIPS PROGRAM - Funds provided to the City of El Paso by the United States Department of Housing and Urban Development (HUD) to provide incentives to develop and support safe and decent housing, affordable rental housing and home ownership affordability. This initiative is accomplished through the rehabilitation of existing housing, purchase of existing homes, construction of new housing, and tenant-based rental assistance for low-income households.

HOTEL/MOTEL TAX - Tax imposed on a person who pays for a room or space in a hotel costing $15 or more each day. Local hotel taxes apply to sleeping rooms costing $2 or more each day. The tax covers hotels, motels and bed and breakfasts, as well as condominiums, apartments and houses rented for less than 30 consecutive days.

INFRASTRUCTURE - The basic installations and facilities upon which the continuance and growth of a community rely, such as roads, schools, power plants, and transportation and communication systems.

INTERNAL SERVICE FUND - A fund established to finance and account for services and commodities furnished by a designated department or agency to other departments and agencies within a single governmental unit, or to other governmental units. Amounts expended by the fund are restored either from operating earnings or by transfers from other funds, so that the original fund capital is kept intact.

JOB CODE/GRADE - Code number and salary grade assigned to positions within the City's Classification and Compensation Plan.

LIGHT EMITTING DIODE (LED) - LED is a type of light source used by the City's Department of Transportation to replace lamps/bulbs with red, yellow, and green indicators on all traffic signal vehicle and pedestrian assemblies within the City limits. LEDs are used to reduce energy costs, improve roadway visibility, and reduce accidents.

LIVING INDEPENDENTLY FACILITATED BY TRANSPORTATION (LIFT) - Sun Metro's paratransit service for ADA paratransit-eligible clients, providing origin to destination (curb to curb), on-demand transportation using small buses equipped with

hydraulic mobility device lifts and tie downs; as well as contracting with private operators using regular passenger vehicles.

LP GAS - Liquefied Petroleum (LP) Gas.

MAINTENANCE AND OPERATIONS (M&O) - The revenue generated by the portion of the tax rate that is applied to fund operations and maintenance. (See Tax Rate).

MAJOR FUND - A fund whose revenues, expenditures, assets, or liabilities are at least ten percent of the corresponding totals for all governmental or enterprise funds and at least five percent of the aggregate amount for all governmental and enterprise funds.

MANAGING FOR RESULTS - An integrated management system which focuses people, resources and organizations on results for customers. It emphasizes an organizational culture where the language, beliefs and behaviors are focused on results for customers.

MAQUILADORA (OR MAQUILA) - A factory that imports materials and equipment on a duty-free and tariff-free basis for assembly or manufacturing and then re-exports the assembled product usually back to the originating country.

MATERIALS & SUPPLIES - Expendable items consumed by operating activities. Examples include office supplies, repair and replacement parts for equipment, books, and gasoline.

METROPOLITAN PLANNING ORGANIZATION (MPO) - A federally mandated policy-making organization of local government representatives and government transportation authorities created to ensure government-funded transportation projects and programs are based on continuing, cooperative, and comprehensive planning. An MPO is required for urbanized areas with a population greater than 50,000.

METROPOLITAIN STATISTICAL AREA (MSA) - An MSA is a U.S. Government classification for a free-standing urban population center with a population in the urban center of at least 50,000 residents and a total MSA population of 100,000 or more. The El Paso MSA includes El Paso County and the City of El Paso.

METROPOLITAN TRANSPORTATION PLAN (MTP) - A product of the regional transportation planning process spearheaded by the Metropolitan Planning Organization (MPO). It guides the improvement of the regional transportation system, identifies and addresses regional transportation issues.

MODIFIED ACCRUAL BASIS - An accounting method whereby revenue is recognized when it becomes available and measurable and expenditures are recognized when the liability is incurred.

NEIGHBORHOOD ASSOCIATION - A group of residents or property owners who advocate for or organize activities within a neighborhood.

NEIGHBORHOOD LEADERSHIP ACADEMY - A sixteen week program designed to provide residents with knowledge on how the City government operates. The program also offers participants practical skills to become effective neighborhood advocates and community leaders.

NEIGHBORHOOD TRAFFIC MANAGEMENT PROGRAM (NTMP) - A city program used to evaluate traffic in residential streets to determine the need for the installation of traffic calming devices to slow down traffic.

NEIGHBORHOOD WATCH PROGRAM - An organized group of citizens devoted to crime and vandalism prevention within a neighborhood.

NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS) – A set of preparedness concepts and principles for all hazards. This comprehensive, nationwide, systematic approach to Incident Management provides essential principles for a common operating picture and interoperability of communications and information management.

NON-DEPARTMENTAL - Activities that are not associated with or allocated to any particular department. These activities include: outside agency contributions; boards, committees, and commissions; inter-governmental contracts; general government contingency and liability expenses.

NON-OPERATING - Appropriations/expenditures that are not directly related to a fund or program's primary service activities.

NON-RECURRING REVENUE - Proceeds of general obligation and revenue bonds and other one-time revenues restricted to capital improvement projects.

OBJECT - Appropriation/revenue classification by major category within an expenditure character (e.g. contractual services include such objects as professional services, communications, utilities, outside contract services, etc.).

OBJECTIVE - Desired output-oriented accomplishments that can be measured and achieved within a given time frame. Achievement of the objective advances the activity and organization toward a corresponding goal.

ONE-STOP-SHOP - A company or a location that offers a multitude of services to a client or a customer. The idea is to provide convenient and efficient service and also to create the opportunity for the company to sell more products to clients and customers. The City of El Paso's One-Stop-Shop provides services that include…

OPERATING BUDGET - A budget that applies to all outlay other than capital improvements.

OPERATING EXPENDITURES - Department expenditures such as janitorial services, office supplies, and travel as a result of daily operations.

OPERATING FUNDS - Resources derived from recurring revenue sources used to finance recurring operating expenditures and pay-as-you-go capital expenditures specific to a fiscal year.

ORDINANCE - A formal legislative enactment by the City Council of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

PASSENGER FACILITY CHARGE (PFC) - Charge imposed by a public agency on passengers enplaned at a commercial service airport it controls. The revenue generated by PFC revenue, including any interest earned after such revenue has been remitted to a public agency, may be used only to finance the allowable costs of approved projects at any airport the public agency controls.

PAYER MIX - The term refers to the combination of potential payment sources for ambulance transport charges to a municipality or ambulance service provider; common sources include commercial insurance, Medicare or Medicaid, or pay as individuals.

PEOPLESOFT - Ann integrated software package that provides a wide variety of business applications to assist in the day-to-day execution and operation of business processes. Each individual application, such as Financials, Customer Relationship Management and Human Resources, interacts with others to offer an effective and efficient means of working and reporting in an integrated fashion across the enterprise.

PERFORMANCE MEASURES - Statistical or workload data that quantify or qualify the results of programs, activities, and expenditures plus provide target goals for the upcoming year. Measures typically fall into one of the following categories: outputs, effectiveness, and efficiency.

PERSONAL SERVICES - All costs related to compensating employees of the city including employee benefit costs such as city contributions for retirement, social security, and health and industrial insurance.

PROGRAM - A group of related activities performed by one or more organization units for the purpose of accomplishing a function for which the City is responsible.

PROPERTY TAXES - All ad valorem taxes on real or personal property.

PROPRIETARY FUND - Income-determination or commercial-type funds of a state or local governmental unit. Examples are enterprise funds and internal service funds.

PUBLIC, EDUATIONAL, AND GOVERNMENT ACCESS TELEVISION (PEG) - Cable channel capacity for local government bodies and other legislative entities to access the cable systems to televise public affairs meetings. Government channels are generally reserved for government purposes and not for Education-access or Public-access television. Governmental entities in El Paso use Channel 15 for this purpose. Money for broadcasting on Channel 15 is captured and reported in a separate fund.

QUALITY OF LIFE - The notion of human welfare (well-being) measured by social indicators rather than by "quantitative" measures of income and production.

RADIO FREQUENCY IDENTIFICATION (RFID) - The use of a wireless non-contact system that uses radio-frequency electromagnetic fields to transfer data from a tag attached to an object, for the purposes of automatic identification and tracking.

RAPID TRANSIT SYSTEM (RTS) - A transportation system that includes the use of dedicated running ways, attractive and accessible stations such as enhanced shelters and transit centers, quiet high capacity clean fuel vehicles, high frequency all day services with integrated local and express service with direct rides, an efficient fare collection system, and advanced digital technologies that improve customer convenience, speed, reliability, and operations safety in order to improve customer convenience and system performance.

RECURRING REVENUES - Revenue sources available on a constant basis to support operating and capital budgetary needs.

RESTRICTED FUNDS - Accounting entities used to account for monies held by the City, in a restricted capacity, for organizations, programs, or other funds.

RETIRED SENIOR VOLUNTEER PROGRAM (RSVP) - A federally funded program that provides volunteer opportunities for both retired and working individuals 55 years of age and older. RSVP is part of the Corporation for National and Community Service. The dual purpose is to engage people in volunteer service to meet critical community needs; and to provide a high quality experience that will enrich the lives of volunteers.

REVENUE SOURCE - Classification of revenues by character indicating the major type of revenue such as: taxes, licenses & permits, user fees, fines, etc.

REVENUES - Amounts estimated to be received from taxes and other sources during the fiscal year to support all operations.

REVENUES, SPECIAL - Revenues that are legally restricted to expenditures for limited purposes. State and federal grant aid programs are appropriated and expended from special revenue funds.

RIDERSHIP - The sum of unlinked passenger trips during a given period represents transit ridership. See definition of "Unlinked Passenger Trips".

RIGHT OF WAY (ROW) - A pathway or road with a specific legal description (e.g. "right to access and egress 20 feet wide along the northern line of Lot 7") or the right to cross property to go to and from another parcel.

ROLLBACK TAX RATE - The percentage rate of increase above the previous year's effective tax rate at which citizens can petition for a rollback (8% in Texas).

SELF CONTAINED BREATHING APPARATUS (SCBA) - A device worn by rescue workers, firefighters, and others to provide breathable air when in an immediate danger to life and health atmosphere.

SERVICES - Services embrace all expenses, the distinguishing feature of which involves the performance of a specific service by an outside organization or other city activity.

STATE INFRASTRUCTURE BANK (SIB) LOAN – A loan agreement between the State of Texas, acting by and through the Texas Department of Transportation, and the City of El Paso; the loan is authorized by law to construct, maintain, or finance a highway improvement project, including the international bridges.

SINGLE-FAMILY OWNER-OCCUPIED REHABILITATION PROGRAM - A federally funded program to assist low-to-moderate income homeowners bring their dwelling unit into compliance with the International Residential Codes and local ordinances. Assistance is provided in the form of low interest loans and/or deferred payment loans.

SINKING FUND - See DEBT SERVICE.

SMART GROWTH - General design principles created to achieve a development that is designed to promote a pedestrian-friendly environment through connected sidewalks, pathways, parks, trails, greenbelts, plazas, open areas, or other walkable features, while accommodating a range of transportation choices where possible, including a network of transit, pedestrian, and bicycle systems that provide alternatives to the automobile.

SPECIAL REVENUE FUND - A fund used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes other than debt service or capital projects.

STRATEGIC PLAN - The process of developing a vision for a desired future and translating that vision into defined goals or objectives including the steps to achieve them.

SURPLUS - The excess of an entity's or fund's assets over its liabilities (See Fund Balance); the accumulation of excess revenues over expenditures or expenses during a single budget year.

SUSTAINABLE GROWTH - Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

TAX INCREMENT FINANCING (TIF) - A method of funding public investments in an area slated for redevelopment by recapturing, for a time, all or a portion of the increased tax revenue that may result if the redevelopment stimulates private investment.

TAX INCREMENT REINVESTMENT ZONE (TIRZ) - An area where the City has utilized tax increment financing for redevelopment or community improvement projects.

TAX ABATEMENT - Reduction of or exemption from taxes granted by the government for a specific period of time; tax decrease.

TAX LEVY - The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

TAX RATE - The amount of tax levied for each $100 of assessed valuation. The tax rate is comprised of two components: the debt service rate and the operations and maintenance rate.

TAX SUPPORTED DEBT - Bonds and other obligations whose principal and interest are payable exclusively from a particular governmental tax.

TEXAS LOCAL GOVERNMENT RECORDS LAW - State law that includes, but is not limited to, addressing the management and preservation of local government records and the establishment of uniform standards and procedures for the maintenance, preservation, microfilming, or other disposition of local government records.

TEXAS DEPARTMENT OF TRANSPORTATION (TXDOT) - TXDOT is a state department responsible for planning, designing, building, operating, and maintaining the state's transportation system.

TEXAS STATE OPEN RECORDS ACT - Chapter 552 of the Texas Government Code provides a mechanism for citizens to inspect or copy government records.

THIRD PARTY ADMINISTRATORS (TPA) - Third party inspectors hired by Development Services to perform all the necessary inspections on buildings assigned to them as a contractor for the City. The costs of these contractors' services to the City comprise 25% of the permit fee.

TRANSIT CORRIDOR - A broad geographical band that follow a general directional flow connecting major sources of trips that may contain a number of streets, highways, and transit route alignments. The most desirable corridors are designed with an abundance of walkable areas.

TRANSIT-ORIENTED DEVELOPMENT - A mixed-use residential or commercial area designed to maximize access to public transportation and often incorporates features to encourage transit ridership.

TRANSPORTATION POLICY BOARD - A Metropolitan Planning Organization board consisting of (1) elected officials; (2) officials of public agencies that administer or operate major modes of transportation in the metropolitan planning area; and (3) appropriate state transportation officials as a means for encouraging greater involvement in the metropolitan transportation planning process.

TRANSPORTATION REINVESTMENT ZONE (TRZ) - An area identified by the City Council within which a portion of tax revenue generated after the creation of the TRZ is segregated and used for identified transportation projects within the area. In 2010, Council created two TRZs to assist in the funding of various major transportation projects.

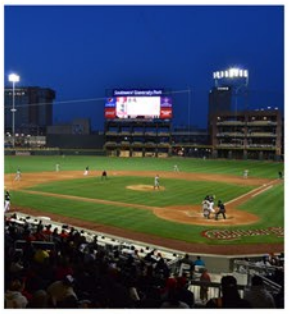
TRANSPORTATION SECURITY ADMINISTRATION (TSA) - Federal agency that provides security grants to help protect the public and the nation's critical transportation infrastructure against acts of terrorism and other large-scale events.

VARIANCE - Amount of difference or change.

VEHICLE IMAGING VIDEO DETECTION SYSTEM (VIVIDS) - A small video camera mounted on the traffic signal mast arm which detects vehicle movement and sends a signal to activate the green light to allow traffic to move through the intersection when no other vehicles are present at the other portions of the intersection.

WIC - A federal assistance program called, "The Special Supplemental Nutrition Program for Women, Infants and Children" that provides healthcare and nutrition for low-income pregnant women, breast-feeding women, and infants and children under the age of five.

YSLETA DEL SUR PUEBLO - A United States federally recognized tribal entity just outside El Paso, Texas, comprising members of the Tigua Indian tribe who were displaced from New Mexico in 1680 during the Pueblo Revolt.



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