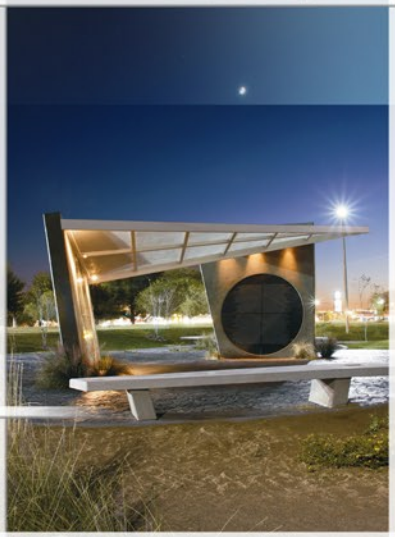
2014 Budget

City of El Paso



This budget will raise more revenue from property taxes than last year's budget by an amount of $9,914,641, which is a 4.80% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is $3,971,091.

The members of the governing body voted on the proposal to adopt the FY2014 Budget as follows:

For: Ann Morgan Lilly, Larry Romero, Courtney C. Niland, Dr. Michiel R. Noe, Oscar Leeser

Against: Emma Acosta, Carl L. Robinson, Lily Limon, Eddie Holguin Jr.

	FY 2013	FY 2014
Property Tax Rate	$0.658404/$100	$0.678378/$100
Effective Tax Rate	$0.650442/$100	$0.663691/$100
Effective M & O Tax Rate	$0.424045/$100	$0.445699/$100
Rollback Tax Rate	$0.674224/$100	$0.714033/$100
Debt Rate	$0.216256/$100	$0.232679/$100

Total amount of municipal debt obligations is $74,239,551.

Fiscal Year 2014 Budget
Adopted by City Council August 20, 2013

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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

Office of the City Manager
Joyce Wilson: (915) 212-0023 ..... citymanager@elpasotexas.gov

City Council Representatives

District 1
Ann Morgan Lilly: (915) 212-0001..... district1@elpasotexas.gov

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
Eddie Holguin Jr.: (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) 541-4643

Graffiti Hotline: (915) 621-6789

Recycling & Garbage Collection: (915) 621-6700

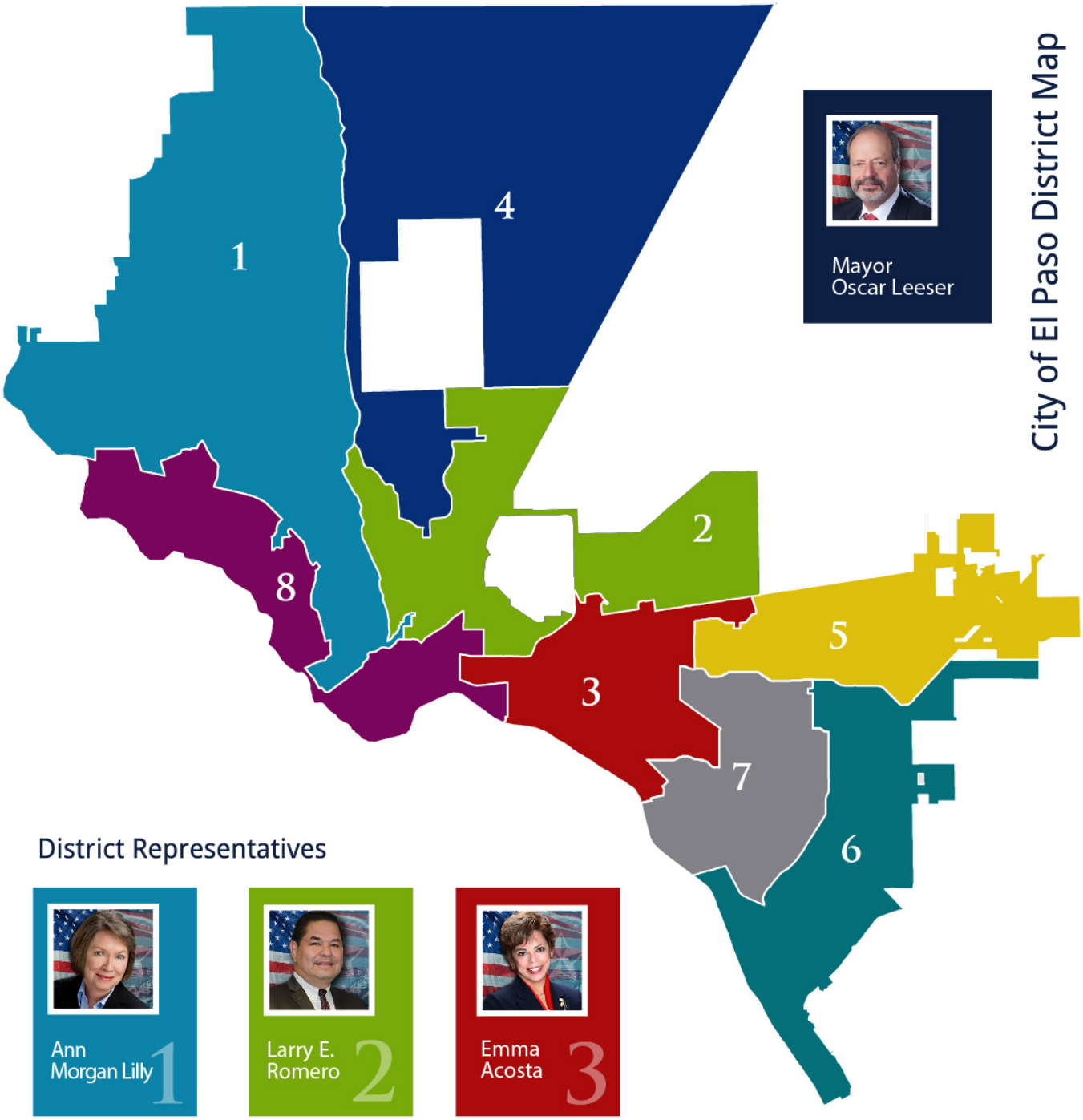
Bus Information: (915) 533-3333

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

Parks and Recreation Administration: (915) 541-4331

Tax Assessor Collector: (915) 212-0106

City of El Paso District Map



Mayor
Oscar Leeser

District Representatives

Ann Morgan Lilly 1

Larry E. Romero 2

Emma Acosta 3

Carl L. Robinson 4

Dr. Michiel Noe 5

Eddie Holguin 6

Lily Limón 7

Cortney Niland 8

Office of Management & Budget Staff and Special Acknowledgements

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Chief Budget Officer

Liliana Arevalo
Senior Budget & Mgmt Analyst

Robert Cortinas
Senior Budget & Mgmt Analyst

Wendy Dugan
Strategic Budget Advisor

Cheryl Feldman
Managing for Results

Esperanza Garcia
Senior Budget & Mgmt Analyst

Art Gloria
Budget & Mgmt Analyst

Audrey Mueller
Dept Data Supervisor

Roman Sanchez
Business Systems Analyst

Debbie Strom
Strategic Budget Advisor

Robert Studer
Budget & Mgmt Analyst

Daisy Tellez
Administrative Analyst

Briana Zepeda
Budget & Mgmt Analyst

Tax Office
City Development
Engineering and Construction Management
Department of Transportation
Airport
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, 2012

President

Executive Director

September 1, 2013

The Honorable Mayor and City Council
El Paso, Texas

Ladies and Gentlemen:

I am pleased to present to you the Fiscal Year 2014 Adopted Budget for the City of El Paso. The total adopted budget is $801.4 million in All Funds, of which $351.3 million is from the General Fund, representing a 5.9%/4.7% increase over the FY 2013 Adopted Budget, respectively. Following is an overview of the adopted budget, additional fiscal considerations, and the impact of the budget on the tax rate.

All Funds Budget Highlights

The FY 2014 All Funds budget of $801.4 million reflects an increase of $44.6 million or 5.9% over the current year. Excluding the General Fund, the All Funds increase of $28.8 million is primarily driven by:

- Debt obligations of $5.9 million (includes $3 million use of debt service reserves utilized in FY 2013), including certificates of obligation, general obligation bonds, revenue bonds, and International Bridge loans.
- Start-up costs for the Rapid Transit System along the Mesa and Alameda corridors, the beginning of the Northgate Transfer Center construction, and other operational and maintenance improvements of $3.0 million for the mass transit system.
- Technical adjustment of $18 million to reflect the transfer of employee payroll deductions to the Self Insurance Fund in addition to the City's contributions for health, dental, vision, and life insurance.
- Environmental Fee increase of $4.5 million generated by a $2 residential fee increase from $3 to $5 and a $1 commercial fee increase from $13 to $14.

Other All Funds adjustments resulted in slight reductions or minimal increases to departments.

General Fund Budget Highlights

The FY 2014 Adopted General Fund budget of $351.3 million increased $15.8 million or 4.7% over the current year. Of this total, $10.3 million or fully two-thirds (65%) of the General Fund increase is earmarked for public safety contractual obligations and growth requirements, including $1.8 million in lease payments for the recently implemented P25 public safety radio communications system upgrade. Key highlights include:

- Fire collective bargaining agreement increases for step pay, 1% general wage increase, and sick leave incentive payouts of $1.3 million.

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
Eddie Holguin Jr.

District 7
Lily Limón

District 8
Cortney C. Niland

City Manager
Joyce A. Wilson

- Federal Staffing for Adequate Fire and Emergency Response (SAFER) grant that funded 20 firefighters in FY 2013 ended; however, the grant stipulates that the City must maintain the staffing at a cost to the General Fund of $1.1 million. These positions will be used to address attrition and staffing of Station 37.
- Emergency response vehicle replacement of $1.0 million for fire trucks and ambulances.
- Police collective bargaining agreement pay increase at a cost of $2.4 million in salaries and benefits, which represents a compounded effect of retroactive pay as the result of a FY 2013 memorandum of understanding.
- Full year implementation of the G4S transport services contract for all regional commands at $1.7 million. Based on the pilot conducted in FY 2013, savings from this service are estimated at approximately 2-3 hours per officer per shift for a combined full-time-equivalent service impact of approximately 25 officers, if applied citywide.
- Two police academies in progress with 68 graduates in FY 2014, plus another academy to start June 2014 of 30 cadets for a total cost of $1.42 million in salary and benefits. These academies will provide a net gain of 98 officers when the June 2014 cadets graduate. Any attrition during the year can be offset by increasing the June 2014 academy to accommodate for that loss. With full implementation of the G4S Transport Service and additional staffing, the department should realize a gain of over 100 full time officer equivalents by end of the next fiscal year.
- Retiree health and liability insurance increase of $1.3 million.
- Transportation Reinvestment Zones and economic development 380 agreement incentives of $2.3 million.

Additional Considerations

911/311 Call Center under 911 District

A separate 911/311 Call Center is recommended for removal from direct oversight by either the Police or Fire Departments so that the Center stands alone as an independent agency. This model is becoming a more common practice when there is a combined 911/311 function. Further, it is recommended that we move forward with a commitment to create a regional 911/311 Call Center under the auspices of the 911 District, based on a mutually agreeable management arrangement with specific assumptions of liability and responsibility for stated performance metrics. While the District has always served this purpose and the original intent included management of the combined call center, until now we have been unable to secure the broad consensus necessary for consolidation, even though the District has separate resources to contribute toward this important activity. During FY 2014, a new City director will be appointed and tasked with making the transition happen.

El Paso Firemen & Policemen's Pension Fund

No increase is included in this budget for the City's contribution to the El Paso Firemen & Policemen's Pension Fund. As outlined in the attached June 6, 2013 memorandum to the Pension Board Chair and Board members, the City will contribute $39 million or 28% of Fire and Police payroll, in combined cash/debt service contributions to the Fund for FY 2014, which alone represents more than 10% of the entire General Fund. This amount is greater than any other General Fund department, including Transportation, Parks and Recreation, and General Services. The memo further demonstrates that the funding ratio of city/employee financial commitments has been grossly under-represented. The ratio is closer to 70/30 versus the 60/40 that has been publicly discussed. Until such time as the Pension Board acts to increase employee contributions, as has been recommended, City leaders should resist any pressure to add more monies to this Fund as the City's contributions are more than adequate to address its responsibility.

Uniform Collective Bargaining Agreements

Immediately upon conclusion of the FY 2014 budget deliberations, negotiations with Police and Fire Associations will commence to ensure new union agreements take effect by September 1, 2014. It will be

critical to address some cost drivers, such as non-working holiday pay and methodology to calculate annual COLA, that are not financially sustainable in today's environment.

Border Wait Times

Upon successful competition for a public-private partnership with the U.S. Customs and Border Protection Agency, with the purpose of reducing border wait times, a 50 cent toll increase on commercial and passenger vehicles would become effective. The increase has been approved by Council for this purpose in the past and as recently as March of this year.

International Bridge Oversight

The City will begin assessing the feasibility of entering into a concession agreement with the Camino Real Regional Mobility Authority (CRRMA) to assume responsibility for oversight of the three International Bridges. Multiple agencies involved in ownership and oversight make it extremely difficult to reach consensus around policy goals and decisions. Like the Public Service Board of El Paso, the CRRMA has broader state authority to address infrastructure and related services and will be a good intermediary to address mobility needs linked directly to international transport of people, goods and services. The concession agreement would include an annual license fee to the City for use of our assets, as well as a capital investment plan to address needs of these facilities and related roadway improvements. If executed appropriately, the CRRMA could become the city's primary tool for all roadway infrastructure investment and upgrade, minimizing our future capital investments through the General Fund. Until such time as an agreement can be consummated, oversight for the International Bridges will fall under the Director of Transportation, as it had been in the past.

Departmental Reorganizations

The following organizational improvements have been incorporated into the budget:

- A reorganization and centralization of information technology contracts. This transfer will aid in stabilizing new systems to ensure optimal performance, providing appropriate training and business process improvements to maximize outcomes for these critical investments. Additionally, because these contracts are city-wide and not specifically tied to the Information Technology department, they will be reported in the Non-Departmental section.
- The Chief Financial Officer (CFO) and an Administrative Analyst from the Financial Services Department have been transferred to the City Manager's Office. With broader oversight responsibilities, the CFO's role needs to be divested from day-to-day department responsibilities. The remaining functions associated with Financial Services will be incorporated in the Office of the Comptroller. This change allows the deletion of a Deputy City Manager position that was vacated in late FY 2012 and held vacant throughout the fiscal year, as the CFO duties were expanded.
- The Purchasing function was removed from the Office of the Comptroller/Financial Services Department separating it as a stand-alone Purchasing and Strategic Sourcing Department. This reorganization is necessary to implement the private sector sourcing business model of Strategic Sourcing in lieu of transactions-based purchasing. Traditional purchasing limits its focus to a cost/price only consideration, ad-hoc activities involving only purchasing, or a one-time project decision. Strategic Sourcing focuses on the total cost of ownership, organizational goals, collaborative approaches, and fact-based analysis.
- A new automated open records request management system was implemented in FY 2013. It allows for better tracking of open records requests, which assures on-time statutory response and avoids duplication of repeated requests for same or similar records. That function was assigned to the City Manager's Office under the direction of Communications and Public Affairs.

City Employees

- No employee contribution increase for health insurance coverage.

- Non-uniform pension rate increases of 0.3% for employee participant and 0.6% for employer contribution rates are included as part of a 2011 Council approved ordinance.
- Salary increases of up to 5.5% will be implemented in January, 2014 for General Services, Professional Managerial and comparable level Unclassified employees. A three step process will be applied based on the employee's tenure in position and compensation level relative to the midpoint of their salary range.

Taxes

To adequately fund the budget, a combined Operations and Maintenance (O&M)/Debt Service Tax Rate of 0.678378 was adopted. The amount represents a 3.03% increase over the previous rate. This tax increase was not entered into lightly. Negative revenue impacts and obligated expenses, however, resulted in a budget gap too extensive to overcome without significant impact to existing service levels. These drivers include:

- A loss of $2.9 million in income from the recent Central Appraisal District (CAD) settlement with our single largest commercial taxpayer;
- The diversion of $2.1 million for the various tax increment zones;
- Police and Fire expenses of $10.3 million;
- An increase in debt service of $5.9 million (includes $3 million use of debt service reserves utilized in FY 2013); and
- Retiree health and liability insurance costs increase of $1.3 million.

To accommodate the above and the remaining General Fund increases highlighted earlier, departments identified staffing reductions, program and service revisions, efficiency targets, and administrative cutbacks. Even with these additional reductions, a budgetary gap existed. The O&M/Debt Service Tax Rate is enough to close this gap and ensure a balanced budget.

The portion of the tax rate necessary to cover the $5.9 million increase in the City's debt service requirement is 0.016423, or 1.6423 cents per $100 of valuation. In FY 2013 the City was able to take advantage of debt service reserves to offset the overall tax rate; however, such reserves are not available for FY 2014. This increase covers debt issuance for expenditures associated with the first full year of implementation of the 2013 Street Infrastructure Bond, first year roll-out costs of the Quality of Life GO Bond Authorization, implementation of the Alameda and Mesa Rapid Transit System corridors, completion of construction of the Sun Metro Operations Center on Montana Avenue, the acquisition and renovation of the new city administrative offices, and other capital projects currently under construction and funded through prior authorizations.

The 2013 certified values for properties within the City limits total $32.2 billion, an increase of 2.4% over the 2012 adjusted certified tax value. The net taxable value for properties within the City of El Paso minus the Transportation Reinvestment Zones (TRZ) and the downtown Tax Increment Reinvestment Zone (TIRZ) is $31.9 billion.

The FY 2014 adopted tax rate is 0.678378, which is 0.019974, or 1.9974 cents per $100, higher than the FY 2013 adopted tax rate. The City's property tax levy on a house valued at $100,000 in El Paso is $678.38, an increase of $19.90 compared to FY 2013.

Adopted FY 2013 Tax Rate:

Operations and Maintenance (O&M) Rate	$0.442148/$100
Debt Services Rate	$0.216256/$100
Total Adopted Rate	$0.658404/$100

Adopted FY 2014 Tax Rate:

Operations and Maintenance (O&M) Rate	$0.445699/$100
Debt Service Rate	$0.232679/$100
Total Rate	$0.678378/$100
Effective Tax Rate	$0.663691/$100
Effective O&M Tax Rate	$0.445699/$100

To support the FY 2014 budget, an Effective O&M Tax Rate of $0.678378/$100 was adopted, which is $0.014687 above the total Effective Tax Rate.

Fees

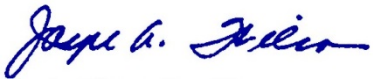
Several fee increases of note are included in the budget. They are:

- A 6% fee increase to some development and inspection fees. The fee increases are to match the increased level of service and recover more of the actual cost. The last such fee increase was in 2009.
- $2 increase to the residential and $1 increase to the commercial environmental fee. Revenue from these fees currently fund street sweeping, median maintenance, graffiti abatement, code compliance/vector control, animal shelter services, air quality grant match, and city facility collections. In FY 2014 the fee will also fund additional activities that provide an environmental benefit citywide, including the Downtown Management District, sustainability, park/alley cleanup, and asbestos abatement. The increase in the residential and commercial fees will support a larger scope of services while maintaining flat-funding for the activities previously funded. These fees last increased in 2012.
- A $3 increase to independent league sports players' fee from $7 to $10. The fee increase will recover a portion of direct costs to mark and prepare fields for independent league usage. The fee last increased in 2009.

Conclusion

While every budget is a balance of competing demands and limited revenues, this budget was developed recognizing that contractual and debt service requirements would necessitate some adjustments in the tax rate. As a result, many departments were required to take slight reductions in budget or remain flat to accommodate these other requirements. I want to acknowledge all City staff and leadership for their hard work and dedication to putting forward a thoughtful and responsible budget for the upcoming fiscal year – one that allows us to maintain current services but also addresses areas where we had less flexibility. It is increasingly difficult to address the growth needs of this community, the City Council's priorities, and the realities of the limited revenue streams currently available. However, everyone rose to the task and paved the way for the exciting opportunities in FY 2014.

Sincerely,



Joyce Wilson
City Manager

Strategic Budget Plan Summary for the City of El Paso, Texas

The City's Strategic Plan sets the blueprint for the annual operating budget by setting the priorities and goals of the City on a long-term basis as well as the planning of required budget resources in the short-term. Through the budget process, City Council develops a short-term financial plan of action relevant to the fiscal year which reflects their priorities and the expectations of the public.

The preparation of the FY 2014 budget was predicated upon the following six Council strategic policies:

1. ***To facilitate opportunities for citizens to be involved in local government.***

2. ***To become the most livable city in the United States and be recognized as an international city.***

3. ***To be a high-performance, customer-focused organization.***

4. ***To help businesses create quality jobs in El Paso and revitalize targeted areas of town, thereby adding to the tax base and fostering a healthy economy.***

5. ***To ensure long-term financial stability and sustainability of the City Government.***

6. ***To establish a comprehensive transportation system.***

The following summary highlights selected initiatives by strategic policy, including a list of projects completed and a list of ongoing efforts.

To facilitate opportunities for citizens to be involved in local government.

City Council recognized the importance of civic engagement and established a focus on citizen involvement in areas such as bond initiatives and service prioritization. The City's conversion in 2004 to a City-Manager form of government continues to enhance the entity's communication with citizens. The City has also worked diligently to improve the public awareness of services the City provides in addition to related cost impacts.

Citizen involvement is used throughout the organization as a way to gain insight into the public's opinion. Examples of this involvement range from "blue-ribbon" committees (developed to gain feedback on the consolidation of regional parks) to Neighborhood Traffic Plans and intersection improvements.

Some of the specific accomplishments and areas of continual improvement include:

- Continued support and evolution of the Neighborhood Services Program and Neighborhood Leadership academy.
- Develop four Transit Oriented Development (TOD) Revitalization Corridors along Alameda, Dyer, Mesa, and Montana thoroughfares.

To become the most livable city in the United States and be recognized as an international city.

This strategy gained momentum in FY 2013 with focus on the following:

- Completion of the timeline and began construction of shovel ready projects in the 2012 Quality of Life Bond initiative.
- A citywide Neighborhood Program developed to systematically preserve and renew El Paso's neighborhoods.
- Sustainable quality development.
- Museums and Cultural Affairs Department positioned in a leadership role building partnerships while planning for El Paso's cultural prosperity.

- Creation of a nationally recognized library system.
- Commitment to a world-class parks and recreation program enhanced by the 2012 Quality of Life Bond initiative.
- Address barriers to health care, particularly as it relates to bringing new doctors to the El Paso area.

Projects completed include:

- Initiated the development of ArtSpace (artists live/work) project downtown.
- Acquired the Northpark Mall site, demolished existing structures, and acquired additional contiguous property, and solicited proposals to develop a Smart Growth Transit Oriented mixed-use development.
- Launched KickstArt Downtown program, which spurred 66% increase in scheduled downtown events from 2011 to 2012.

Continuing efforts include:

- Create anti-graffiti campaign.
- Give priority to green development initiatives in public and private sectors.
- Launch cultural district website.
- Facilitate new and recurring events downtown.
- Improve and expand library collections in all formats.
- Update parks master plan.
- Advance an eco-tourism/outdoor, extreme sports tourism strategy.

To be a high-performance customer-focused organization.

This policy focuses on the need for the City to reach and maintain an optimum level of customer service while enhancing the efficiencies and effectiveness of the services it provides. In an era of tight fiscal constraints, the City will strive to deliver services that enhance our customers' experiences. To achieve such goals all employees must have a clear understanding of the mission, goals and objectives of the entity and its programs. Towards that end, the City has conducted numerous customer service trainings for staff and contracted with the local university to provide specific training for executive and supervisory staff. To convey the importance of this policy to all employees, the City developed a Customer Service Mission Statement, "Dedicated to outstanding customer service for a better community."

For FY 2014, the City will continue to provide specific staff training on the budget process, mid-level supervisory training and fiscal operations training. These efforts are geared toward producing top-notch staff that has citywide knowledge, not just knowledge which is limited to their function or division. The result should be well-rounded employees that can deal with the citizenry in a professional, efficient, and competent manner.

Some of the specific accomplishments and areas of continual improvement include:

- Centralized call center with a 311 Call Center to handle citizen's non-emergency calls regarding City services and programs, thereby reducing non-emergency calls to the 911 dispatch center.
- Initiated use of the City's permitting and work order system, Accela, for improved customer service, accessibility to information and web-based self-service features.
- Continue to monitor and evaluate customer service levels using tested tools and measures.

To help businesses create quality jobs in El Paso and revitalize targeted areas of town, thereby adding to the tax base and fostering a healthy economy.

Within this strategy are two initiatives:

- Create new job opportunities in El Paso by helping existing businesses maintain and/or expand their operations and by encouraging new companies to relocate or begin new businesses in El Paso.
- Revitalize underperforming areas in El Paso to enhance the tax base and quality of life.

Projects completed include:

- Creation of a Strategic Business Plan

including performance measures for the new department, City Development, which merged the One Stop Shop, Planning, Building Permits & Inspections and Economic Development Department.
- A comprehensive review of the City and County incentive policies Relocation of the One-Stop Shop Business Center and cashier licensing functions to improve customer service.
- Change to City codes to improve customer relations and interactions with City entities.

Some of the ongoing efforts are:

- To facilitate a comprehensive regional economic development strategy.
- To conduct roundtable meetings with local companies looking at business retention and expansion.
- To establish an inter-local agreement for the purpose of capitalization of a technology business incubator.
- To continue the implementation of the 2015 Downtown Plan.
- To work with the Medical Center of the Americas Foundation and partners to redevelop the area into a healthcare and biomed center.
- To assist with the implementation of the Sustainability Plan.
- Complete construction of the Triple-A baseball stadium, a signature project for downtown and economic development, with anticipated opening date of April, 2014.

To ensure long-term financial stability and sustainability of the City Government.

Ensuring the long-term sustainability of City finances is a key strategic policy for City management. City Council has adopted revised financial policies, which in part require the balancing of adopted appropriations with anticipated revenues and no longer permit the use of General Fund reserves to balance the budget. General Fund reserves may only be utilized for one-time and/or emergency type procurements that would otherwise need debt financing.

Furthermore, great attention has been given to achieving specific levels of results within the budget appropriated. All departments will have a strategic business plan including performance measures in time for preparation of the FY 2015 budget.

At the beginning of FY 2013, City staff transitioned to an upgraded PeopleSoft system also known as an enterprise resource planning (ERP) system. This reimplementation incorporated best business practices with a focus on change management. The reimplementation has a citywide impact on increasing the efficiency and effectiveness of administrative functions.

Some of the specific accomplishments and areas of continual improvement include:

- Monitor local economy and revenue performance. Act quickly to adjust budget appropriations where warranted.
- Continue to look for additional ways to reduce costs and enhance efficiency through consolidation, outsourcing, inter-agency partnerships, and technology investments
- Implement Performance Based Budgeting citywide by the FY 2015 budget.
- Maintain strong bond ratings, S&P's AA and Fitch's AA.

To establish a comprehensive transportation system.

This strategic policy emphasizes the following key initiatives. Due to their complex nature, completed projects and ongoing efforts are listed for each:

- Become the lowest car dependent city in the southwest
    - Mesa and Alameda RTS corridors are to be operational by early 2014.
    - Dyer RTS corridor to be operational by mid-2015.
    - Local funding secured for Alameda RTS corridor.
    - Secured federal funding for Mesa and Dyer RTS corridors.
    - Montana RTS corridor to be operational

by mid-2016
  - Move into the new maintenance and operation facility by mid-2014.
  - Continue to focus on more park-and-ride options.

- Enhance the street network
  - Completed Neighborhood Traffic Management Program guidelines and policies.
  - Worked with TXDOT to designate the lanes that can be used by large trucks on the Interstate during certain hours of the day.
  - Develop policies and procedures for public outreach on traffic engineering projects.
  - Continue development and revision of the Bike Plan.
  - Design and begin implementation of a citywide interconnect system for all traffic signals.
  - Update Congestion Index for El Paso to identify congested arterials and choking points to develop alternatives for mitigation.
  - Utilize different street restoration techniques to extend pavement life.
  - Completed and funded $218 million street infrastructure capital program.
  - Consider infrastructure requirements in light of proposed 2012 Quality of Life bond to ensure adequate capacity.

- Improve international mobility
  - Approved an International Bridges Infrastructure 5-Year Plan with ongoing implementation of projects.
  - Investigate and develop new ports of entry between existing bridges.
  - Lobby at the federal level for increased customs and border protection staff to address border wait times and to support transformational projects for the bridges.
  - Continue to identify mitigation solutions for bridge and nearby traffic congestion.
  - Combine and co-locate federal and state commercial vehicle safety inspection.
  - Continue the review and use of technology for improved service to users of the bridges, e.g., unmanned kiosks and smart cards.

- Establish El Paso as an international transportation hub
  - Completed the extension of Global Reach/Walter Jones (roadways) to Loop 375.
  - Completed the airport terminal expansion to include restaurant/bar, hold room and free internet service.
  - Installed electronic vehicle charging stations.
  - Continue work on the Federal Aviation Administration approved 10-year capital plan.
  - Continue marketing efforts to attract a high-end hotel adjacent to the Butterfield Trail Golf Course on airport property.
  - Continue marketing and advertising projects, including those for air cargo freight facilities and the industrial park.

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 2013 budget on August 21, 2012 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:

- Citizen Involvement
- Community Development
- Customer Service
- Economic Development
- Financial Policy
- Transportation

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	**FY11 Actual**	**FY12 Actual**	**FY13 Adopted**	**FY14 Adopted**
Personal Services	2,989,380	2,930,429	3,144,928	2,942,740
Contractual Services	1,215,189	1,057,869	764,100	631,519
Materials/Supplies	12,343	22,519	33,200	29,800
Operating Expenditures	54,348	38,722	64,926	57,137
Non-Operating/Intergovt. Exp	471,070	462,734	467,419	400,000
Internal Transfers	71,081	0	137,400	137,400
Capital Outlay	79,865	67,704	75,000	75,000
Total Appropriation	**4,893,276**	**4,579,976**	**4,686,973**	**4,273,595**

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

Source of Funds	**FY11 Actual**	**FY12 Actual**	**FY13 Adopted**	**FY14 Adopted**
General Government	4,538,016	4,348,075	4,243,540	3,972,005
Community Development Block Grants	78,278	84,239	102,380	94,190
Capital Projects	65,967	67,704	75,000	75,000
Nonmajor Governmental Funds	36,562	23,633	137,400	132,400
Proprietary Funds	174,453	56,324	128,653	0
Total Funds	**4,893,276**	**4,579,976**	**4,686,973**	**4,273,595**

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

Positions	**FY11 Adopted**	**FY12 Adopted**	**FY13 Adopted**	**FY14 Adopted**
General Fund	33.20	33.20	33.32	34.24
Non-General Fund	5.80	5.80	6.68	6.76
Total Authorized	**39.00**	**39.00**	**40.00**	**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. Most departments still use the traditional template below to show their performance data. However, in FY 2014 Human Resources, Information Technology, City Development, Parks and Recreation, Zoo, General Services, Sun Metro, Environmental Services, Fire, and Police now have strategic business plans as part of the City of El Paso's multi-year transition to move 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 2014 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:

Engineering & Construction Management

Goals, Objectives & Performance Measures

Function: Design/Project Engineering
Design and construction oversight of the Capital Improvement Program (CIP) for the City.

Purpose for which funds are programmed.

Serves Council's Strategic Policy:
To ensure long-term financial stability and sustainability of the City Government.

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

Goal: "What"
To engineer and construct quality infrastructure with the ultimate goal of implementing the City's long and short-term Capital Improvement Program.

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

Objectives: "How"

1.) In FY 2014, minimize the time it takes to select an Architect/Engineer consultant.
2.) In FY2014, increase the number of projects designed and constructed within approved budget.
3.) In FY 2014 reduce the percentage of construction change orders.
4.) In FY 2014, acquire the property necessary for the construction of Capital Improvement Program projects that meet the project schedule.
5.) In FY 2014, reduce the time it takes to process contractor pay applications.

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

"Review of Success" **Performance Measures**	**Actual FY 2012**	**Actual FY 2013**	**Projected FY 2014**
Number of days from initiation of Architect/Engineer selection process to nomination of firm	50	50	50
Percent of projects completed within approved budget	95%	95%	95%
Percent of construction change orders per project	4%	4%	4%
Number of working days it takes to process contractor requests for information	3	2	3
Number of working days from receipt to action on a contractor pay application	5	5	4

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 business plan for Sun Metro and General Services that includes performance data:

Strategic Business Plan

- Mission Statement
- Issue Statements
- Strategic Results
- Division 1
  - Purpose Statement 1
  - Key Results 1
  - Program 1A
    - Purpose Statement 1A
    - Services 1A
    - Family of Measures 1A
  - Program 1B
    - Purpose Statement 1A
    - Services 1A
    - Family of Measures 1A
- Division 2

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Capital Improvements: Outlines current and future plans for structural advancements

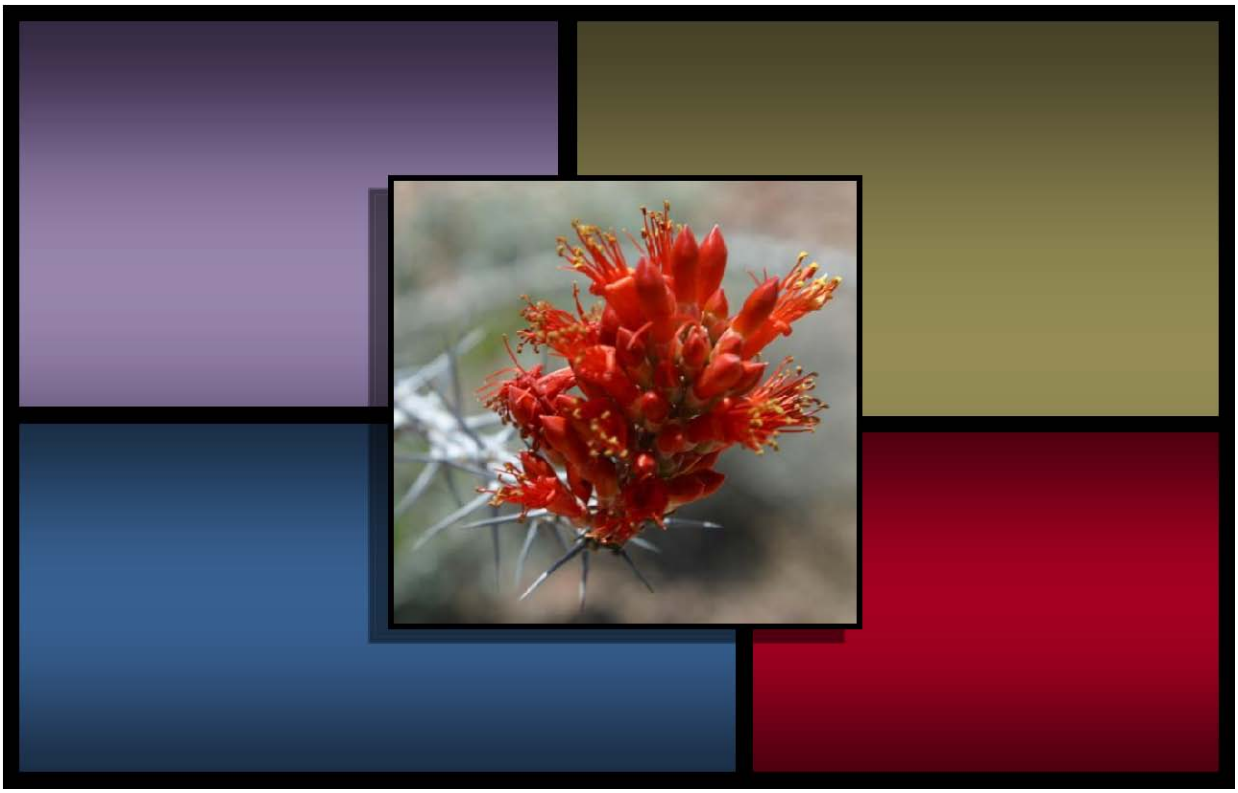
- Capital Improvement Program
- Capital projects by funding source
- Five-year/long-term planning with operating budget impact

Appendix: Provides further documentation for understanding the City Budget

- Budget resolution
- Ordinance levying 2014 taxes
- Glossary of acronyms
- Glossary of terms

City of El Paso Vision Statement

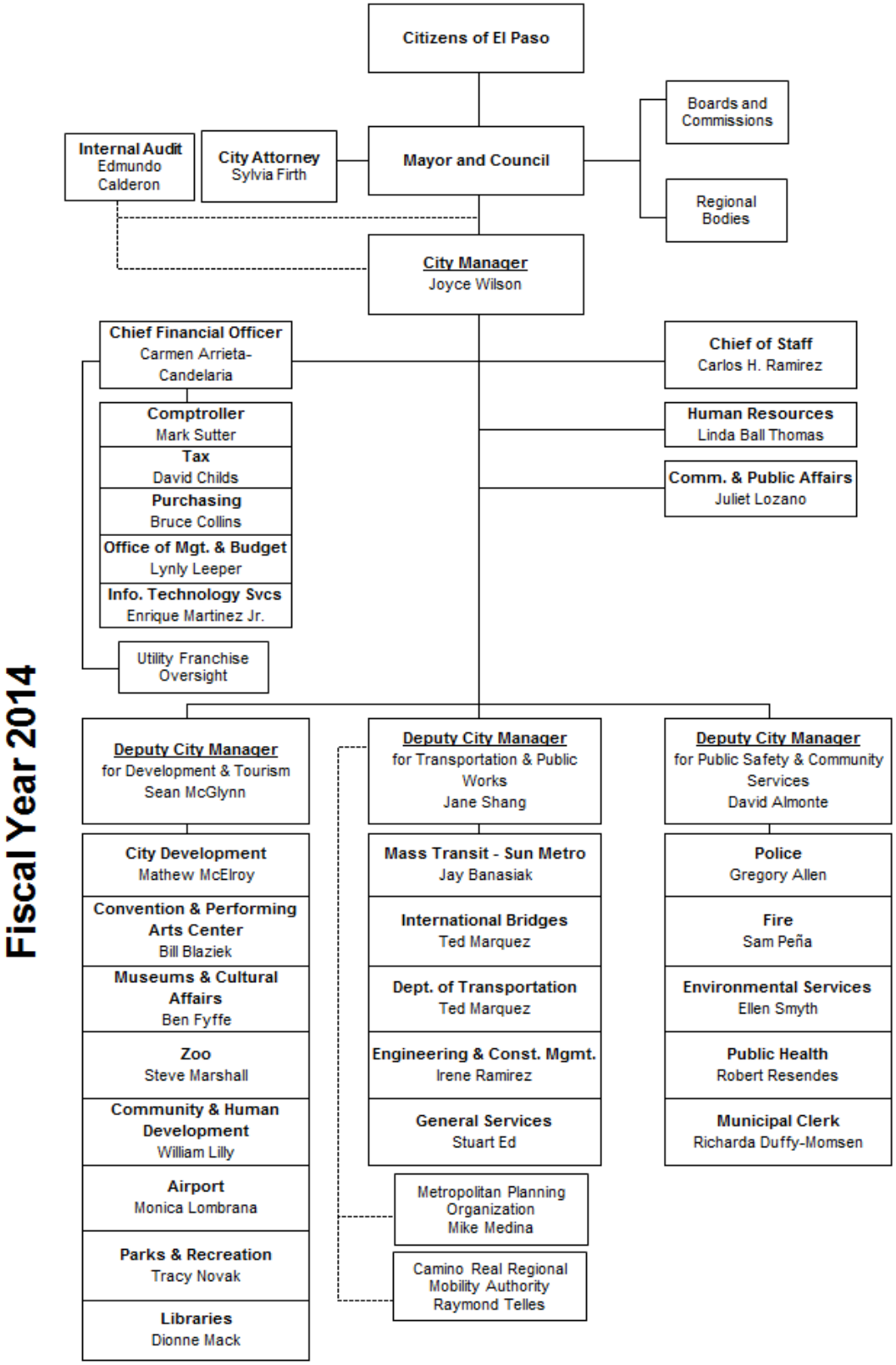
To establish El Paso as the premier community of the Southwest.



City of El Paso Mission Statement

To create a more vibrant, harmonious and sustainable city by building on existing strengths, exploring new opportunities, fostering regional partnerships and responding to change.

City of El Paso Organizational Chart



Fiscal Year 2014

Boards and Committees

Ad Hoc Charter Advisory Committee
Animal Shelter 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	31,061
Total Value of Permits Issued	$1,259,618,687
Total Licenses Issued	21,128
Total Inspections	61,199

Department of Transportation	
Graffiti Sites Cleaned	16,790
School Crosswalk Thermoplastic Markings (linear feet)	179,728
Curb Miles Swept	28,524
Potholes Patched and Asphalt Restoration (sq. feet)	1,878,571

Environmental Services	
Average Number of Households Served	1758,780
Environmental Code Citations Issued	881
Tons of Recyclables	33,448
Tons of Garbage Collected Per Year (curbside)	170,727
Tons of Waste Landfilled Per Year	401,583
# of Animal Cruelty Investigations	2,921

Fire	
# of Fire Responses	74,103
# of Fire Stations	36
# of Medical Responses	49,849
# of Structural Fires	742
# of Uniformed Fire Personnel	898

General Services	
# of Units in Fleet	2,486
Miles of Operation Per Year	23,418,120

Mass Transit – Sun Metro	
Total FY14 Ridership (Fixed Route)	16,531,000
On Time Performance (Fixed Route)	98.0%
Percentage of Stops w/Shelters	13.1%
Total Revenue Miles	7,283,770
Total Revenue Hours	573,770
Collisions per 100,000 miles	1.72
CNG Gallons utilized	3,241,703

Museums and Cultural Affairs	
# of Events/Programs	3,962
# of Total Attendance	662,520
# of Educational Programs	4,807
# of Youth Attendance	142,990

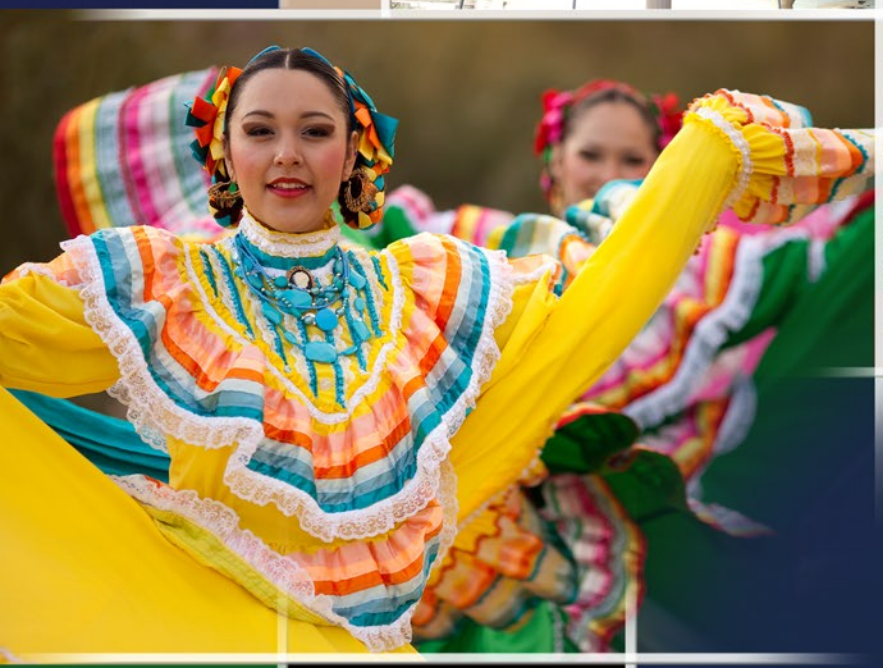
Parks & Recreation	
# of After School Program Sites	28
# of Municipal Golf Courses	4
# of Municipal Swimming Pools	14
# of Parks	236
# of Recreation Centers	16
# of Senior Citizen Centers	10

Police	
Average Emergency Response Time	22:38
# of 911 Calls Dispatched	434,867
# of Index Crimes	18,299
# of Law Enforcement Personnel	1,035
# of Regional Command Centers	5

Public Library	
# of Bookmobile Weekly Stops	13
# of Items Checked Out Yearly	1,762,105
# of Libraries	12
# of Items in Collection	604,933

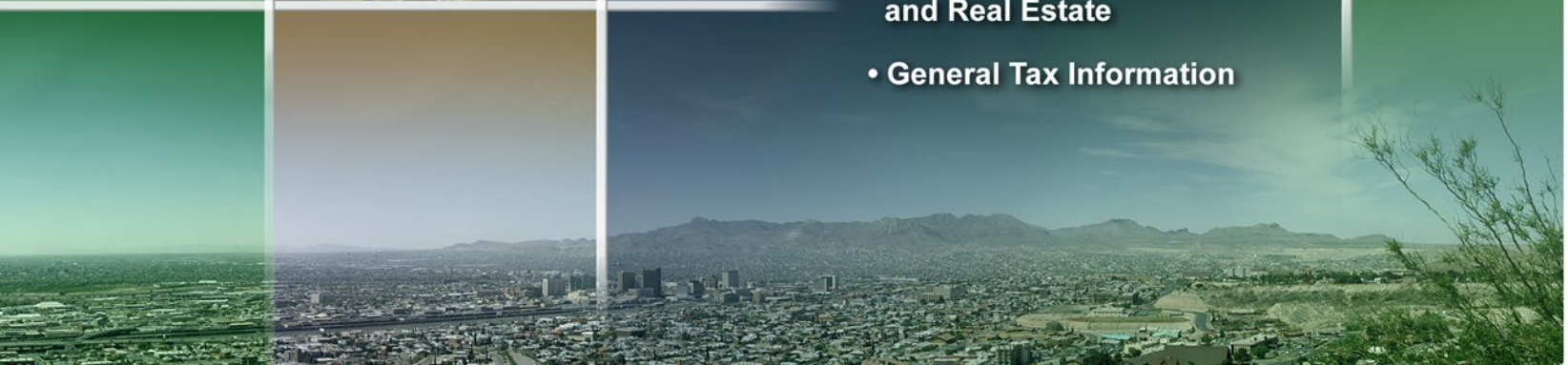
Public Health	
Average Monthly Participation in Women, Infants, and Children (WIC)	44,726
# of Dental Clinic Clients Served	3,688
# of Food Complaint Investigations	850
# of Food Inspections	5,791
# of HIV Tests Administered	3,019
# of Immunizations	66,370

Zoo	
# of Yearly Visitors	332,615



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
- Major Employers
- Residential, Construction and Real Estate
- General Tax Information



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: 840,175

Schools

94 Private
9 Public School Districts
9 Institutions of Higher Learning

Parks

27,568.5 Park Acres

Time Zone

Mountain Standard

For more information on El Paso statistics, visit http://quickfacts.census.gov/qfd/states/48/4824000
Source: City Development Community Profile 2013, 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

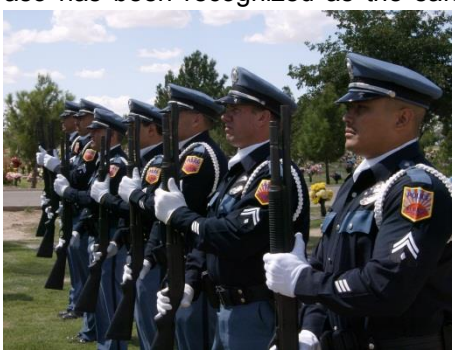
The sun shines over 300 days a year in El Paso, 83 percent of daylight hours, according to the El Paso Weather Bureau. Low humidity and moderate rainfall combine to create a mild, year-round climate exclusive to the region. In addition to a long summer full of entertaining recreational and cultural events, 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, with a population exceeding 500,000, according to the CQ Press. El Paso has ranked at least third safest since 1997 and sat atop the rankings in 2013. 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 2013

Higher Education

The University of Texas at El Paso

The University of Texas at El Paso (UTEP) has been driven by the creed "access and excellence" since Diana Natalicio became President in 1988. The results have been sustained growth in student population, academic degrees, research expenditures, and campus infrastructure. UTEP's 2012 fall enrollment numbers increased for the 14th straight year. A record 22,749 students – many who are the first in their families to attend college – picked the University for its affordability and opportunities for social growth and academic achievement. UTEP officials estimate that campus enrollment will reach 30,000 students by the end of the decade. Currently, UTEP has 70 bachelors', 75 masters', and 19 doctoral degree programs, with doctoral and master's degrees in biomedical engineering recently approved by the University of Texas System Board of Regents. Among the latest degree programs offered are the Doctor of Nursing Practice, Doctor of Physical Therapy, and the Doctor of Ecology and Evolutionary Biology.

Among the numerous reasons UTEP has been successful in attracting students is its commitment to outreach programs that benefit the community and provide positive publicity. The University has received praise for cutting-edge research done by highly qualified faculty members conducted alongside student researchers using state-of-the-art equipment. The exemplary work done by UTEP's students, faculty, and staff has placed the University on the road to become the first national research university with a 21st century student demographic. In the 2012-13 academic year, UTEP recorded nearly $76 million in research spending in areas such as drug development, Hispanic health disparities, earthquake sciences, environmental studies, and tissue engineering. These examples of innovative research have become more commonplace at UTEP in part because of the unprecedented investment the University has made in its infrastructure. During the past 10 years, campus leaders have spent more than $300 million on roughly two million square feet of new academic, research, and support space. Included in the amount are the $60 million Health Sciences and Nursing Building, the $32 million expansion to the Student Recreation Center, and the $69.2 million Chemistry and Computer Science Building that opened in spring 2012.

In recent years, many supporters have committed themselves to ambitious fundraising efforts for The University of Texas at El Paso. Leaders of *At the Forefront: The Centennial Campaign for UTEP* have seen a positive response from the public as they strive to reach their goal of raising $200 million by the time the campus celebrates its 100th anniversary in 2014. The money will be used to build the University endowment, advance campus infrastructure, provide student scholarships, and promote the recruitment and retention of highly competitive faculty members who enhance campus research and academics.

Source: The University of Texas at El Paso, University Communications, http://www.utep.edu, September 2013

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 student population of over 40,083. 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 130 academic programs 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

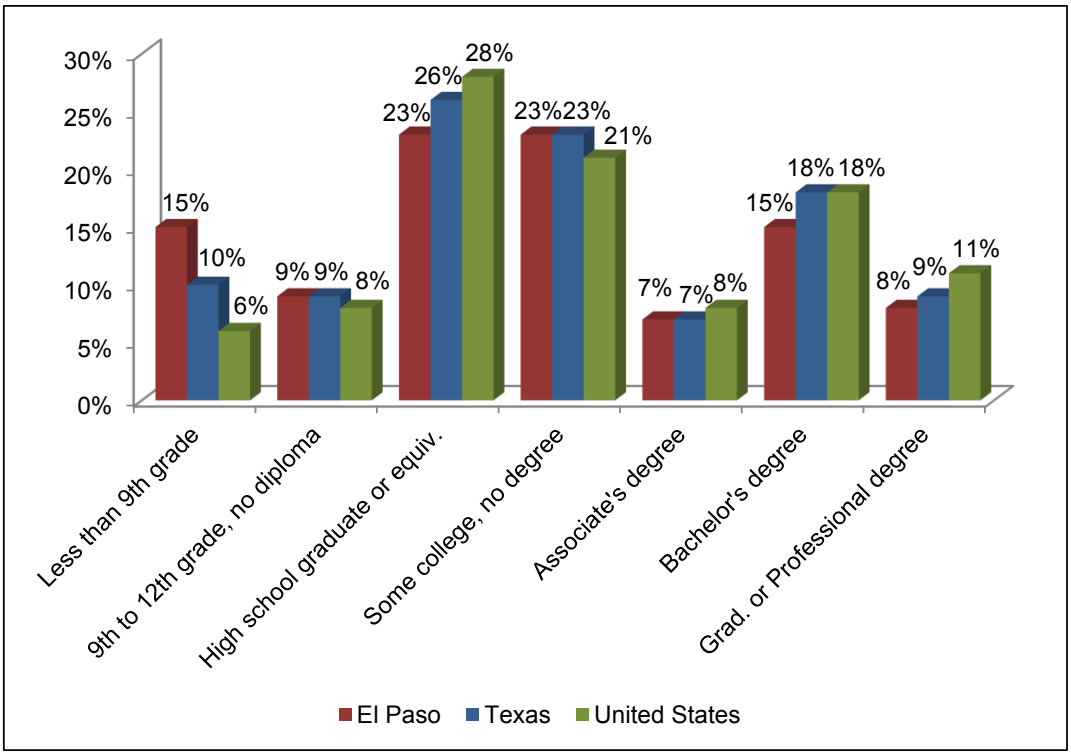
Founded in 1888 and located in nearby Las Cruces, New Mexico, New Mexico State University (NMSU) provides additional higher education opportunities for area residents. NMSU offers 81 bachelors', 56 masters', 24 doctoral, four specialists in education and three doctors of education degree programs. The 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 2013

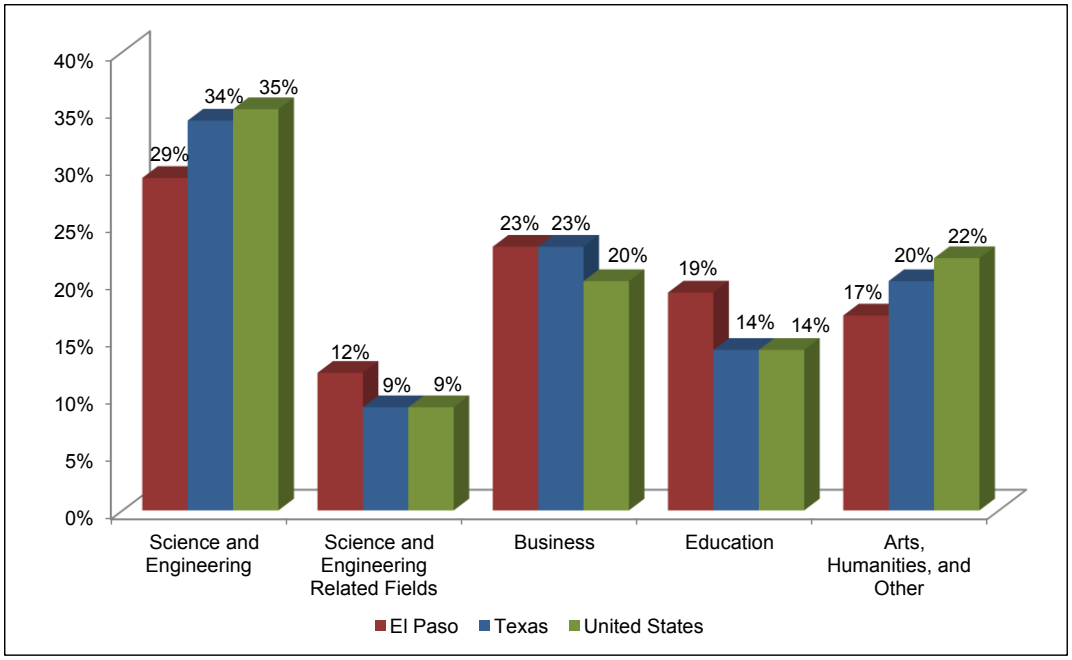
Other

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, Kaplan College and Anamark 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

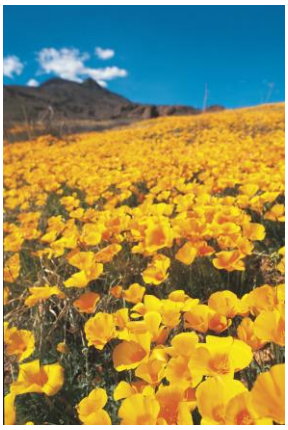


Source for both above: U.S. Census Bureau, American Community Survey, 2011

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

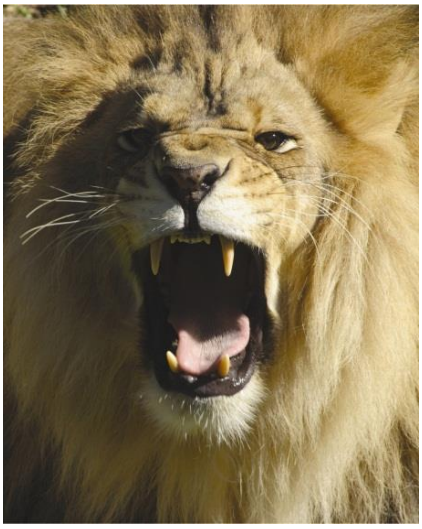
Chamizal National Memorial

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

On November 6, 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.



Downtown Ballpark

The November 6, 2012 ballot also included a special election to consider a proposition that would authorize the City of El Paso to approve an additional 2% hotel occupancy tax on hotel rooms rented in the City for a designated sports and community venue project. The approval authorized the additional hotel room tax to be used to build a baseball stadium as the venue project facility for the use of a Pacific Coast League Triple-A baseball team formerly known as the Tucson Padres which was purchased by the Mountain Star Sports Group of El Paso and recently renamed the El Paso Chihuahuas.

The City's (Downtown Development Corporation) share of the Ballpark cost is limited to the $64 million in proceeds received as a result of the bond sale. Any additional costs of the project will be the responsibility of the team (MountainStar Sports Group). The intent is to finance the project cost by limiting the impact on taxpayers. The City believes it can accomplish this result by utilizing the 2% increase in the hotel/motel occupancy tax (HOT tax), as approved in the November special election, rental fees and a ticket surcharge. The State Comptroller data for El Paso taxable room revenue indicates an average annual increase from 2006-2011 of 5.29%. The additional hotel tax is estimated to finance a portion of the project cost.

The stadium is under constructed on the former site of City Hall. While numerous other downtown sites were evaluated, this location was the best fit, based on size, costs, location, parking, timeline, and the City's desire not to use eminent domain. Construction is estimated to be complete in April of 2014.

Redevelopment and Revitalization

Downtown revitalization efforts continue in El Paso, with public and private investment now totaling more than $241 million. Guided by the Downtown 2015 Plan, Downtown is being reborn while still maintaining and highlighting its rich history. The plan sets a vision through which the public and private sector work together to increase the value and attractiveness of the Downtown area.

Mills Building

The Mills Building restoration was completed in June 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.

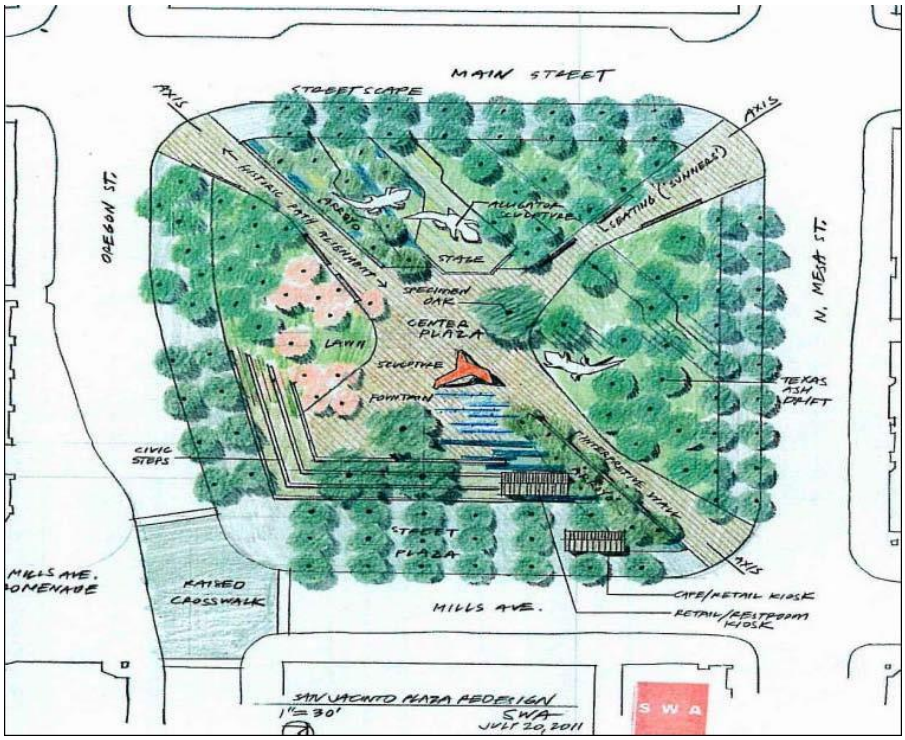
The Mix

The Mix, a $1.5 million renovation, officially opened to an overwhelming response from interested tenants and renters. Located in the heart of the Union Plaza Entertainment District, this new apartment and retail complex has become the talk of downtown; attracting tenants looking to experience the urban lifestyle. An estimated 5,000-7,000 people visit Union Plaza every weekend with 400 people employed in the area. The Mix has most of the 14 apartments already leased, and four commercial spaces totaling 2,500 square feet are fully occupied.

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 fall of 2014.



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. 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 Outlet Shoppes at El Paso that opened in October of 2007 are a Horizon Group property designed to accommodate 100 name brand retail stores (Nike, Banana Republic, Coach, and Tommy Hilfiger to name a few), a food court, a children's play area, and other amenities within the 385,000 square foot area. The $70 million center is a shopping destination for visitors from the El Paso region as well as Mexico.

El Paso Tourism Statistics	2008	2010	2011	2012 (Partial)
Total Direct Travel Spending (millions)	$1,612	$1,539	$1,666	$1,695
Visitor Spending at Hotel, Motel (millions)	$953	$913	$1,010	$1,026
Industry Employment Generated by Travel Spending (jobs)	11,690	11,810	12,110	12,440
Tax Receipts Generated by Travel Spending (millions)	$97.9	$99.7	$102.2	$103.8

Source: Dean Runyan Associates, June 2013

El Paso Attractions and Points of Interest

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/.

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/.

The Mission Trail

Follow in the footsteps of Don Juan de Oñate. Among the oldest roads in the country, the Mission Trail is rooted in history dating back more than 400 years. Visitors are encouraged to see all three missions: the Ysleta, Socorro and San Elizario Missions. For more information call 915-851-9997 or visit http://www.elpasomissiontrail.com/.

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.

Hyundai Sun Bowl

This year marks the 80th edition of the Hyundai Sun Bowl. Renovated in 1982 to accommodate 52,000 people at high noon on New Year's Eve, El Paso proudly hosts this event. The Sun Bowl was first played in 1935. It has since grown into El Paso's number one national attraction. This postseason classic pits two nationally acclaimed National Collegiate Athletic Association (NCAA) Division I football teams in a head-to-head college football competition. For more information call 800-915-2695 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/.

Viva El Paso

Viva! El Paso just celebrated its 34th anniversary in 2013. An outdoor musical drama, Viva chronicles the 400 year history and four cultures that have influenced El Paso: the Indian, the Spanish, the Mexican, and the Cowboy. The drama is performed at the stunning McKelligon Canyon Amphitheater where a dramatic mountain cliff serves as the stage backdrop. Performances are in June, July, and August. For more information, call 915 -231-1165 or visit http://www.viva-ep.org.

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 Old 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, 96,000 soldiers and family members call Fort Bliss and El Paso home. The post supports a population of over 170,000, 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 over 32,000. 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, 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 collect 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. Similarly, the City provided additional funds for the completion of the Zaragoza Direct connectors as well as adding public art aesthetics to the Transmountain Northeast Mainlanes Project. These

important regional projects include anticipated completion dates of November, 2013 for Zaragoza and February 2014 for Transmountain, 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 commence in January, 2014.

Also underway beginning in FY 2012 is a $210 million Seven Year Capital Improvement Program recently approved by City Council that will provide significant improvements to the City's street infrastructure network. Included in this Plan are improvements to the synchronization of the City's street signal network, paving of un-paved alleys, landscaping of City street medians, progression on the City's Neighborhood Traffic Management Program, improvements to pedestrian elements citywide, including sidewalks and parkways. The majority of the programmed capital plan will go towards the comprehensive reconstruction of City streets, including improvements to the street and drainage elements. Other projects include street resurfacing and micro-surfacing of streets with poor and failing pavement conditions.

Air Transportation- El Paso International Airport

The City's international airport has six airlines with 55 daily flights, nonstop service to 11 cities, service to eight of the nation's 10 largest air hubs, and serves about two million passengers annually.

	2011	2012
Annual Passengers (million)	2,948	2,980
Annual Freight (tons)	91,427	94,524
Takeoffs & Landings	94,447	95,015

Ground Transportation- Sun Metro

In July of 2012, El Paso was ranked sixth by the Brookings Institution Metropolitan Policy Program in transit coverage by the nation's largest metropolitan areas. According to the report, El Paso is providing transit to 90.4 percent of the metropolitan area, the best percentage rate in all of Texas' major metropolitans. Dallas reported 58.2 percent; Austin, 60.2 percent; San Antonio, 72.6 percent; Houston, 57.8 percent; and McAllen-Edinburg-Mission, 57.6 percent. El Paso also ranked higher than Albuquerque (84.5 percent), Phoenix (80.8 percent), and Tucson (79.7 percent).

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 2011	FY 2012	FY 2013
Pedestrian	4,455,679	4,030,990	3,938,677
Automobile	3,485,357	3,373,646	3,817,784
Commercial Vehicle	323,608	351,076	356,567
Total Traffic	8,264,644	7,755,712	8,113,028

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 since been improving. Based on data from UTEP's Borderplex Economic Outlook, 2011 - 2013, industries in El Paso which are expected to experience better growth than others in 2013 are gas stations, furniture and home furnishings. The Outlook also estimates continued growth in retail sales of 3.2% in 2012 followed by 5.4% into 2013. Gross Metropolitan Product (GMP) or the total value of goods and services produced in a metropolitan area, shows improvement as well. Since El Paso's recent low in the first half of 2009, GMP has increased 17.5%, according to the Brookings Institution's latest Metro Monitor, September 2013.

Source: Texas Comptroller of Public Accounts

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.

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.

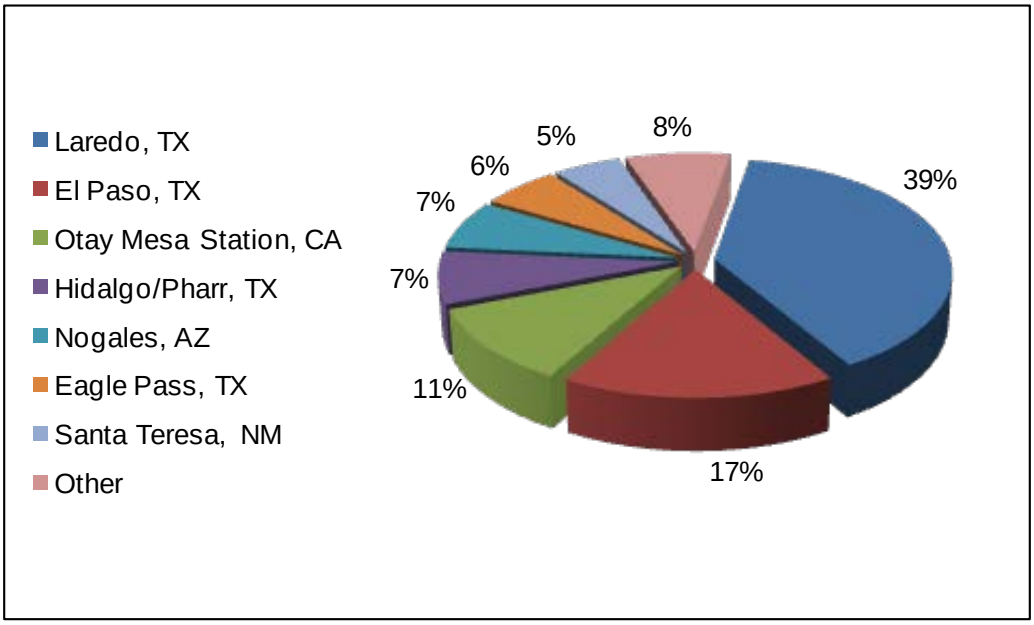
El Paso's labor force has shown a steady growth over the past decade. International trade in the region, stimulated by the North American Free Trade Act (NAFTA) and the Mexican Maquiladora Program, has helped to ensure El Paso's success in the global economy. El Paso's economy is significantly impacted 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

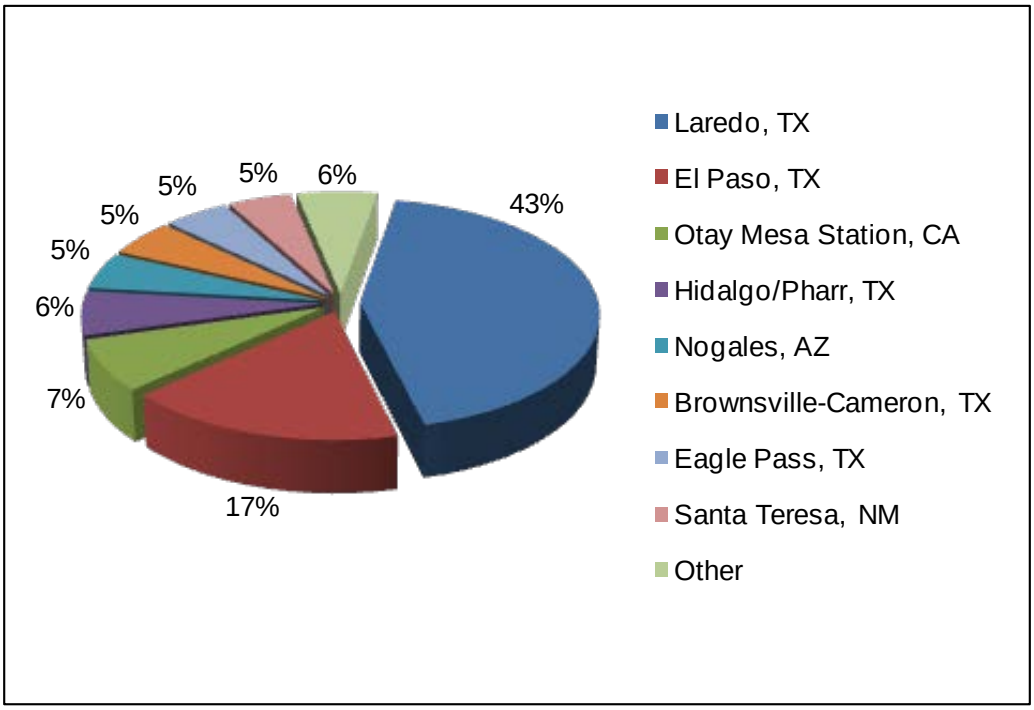
Increased NAFTA-related activity has boosted trade between the United States and Mexico. As a result, El Paso port is ranked second in trade with Mexico and considered a major gateway for US/Mexico trade. In 2012, 17% of all trade between the U.S. and México ($86.1 billion) crossed through the El Paso–Juárez 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, 2011



Exports from Mexico by Port of Entry, 2011



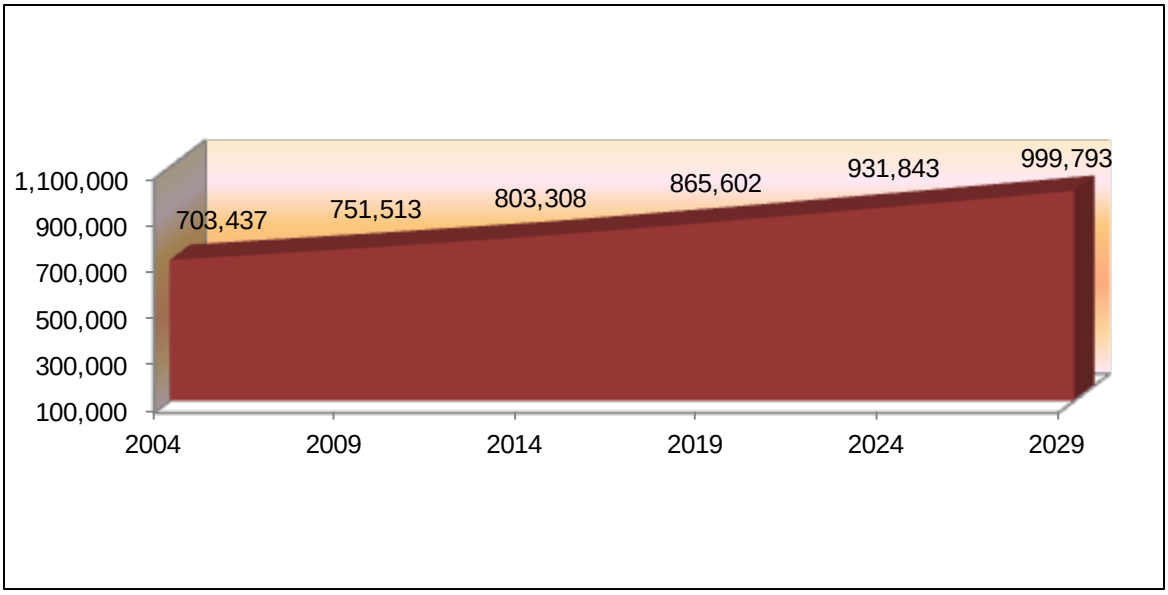
Source for both charts above:
Texas Center for Border Economic & Enterprise Development, Border Trade Data

Demographics

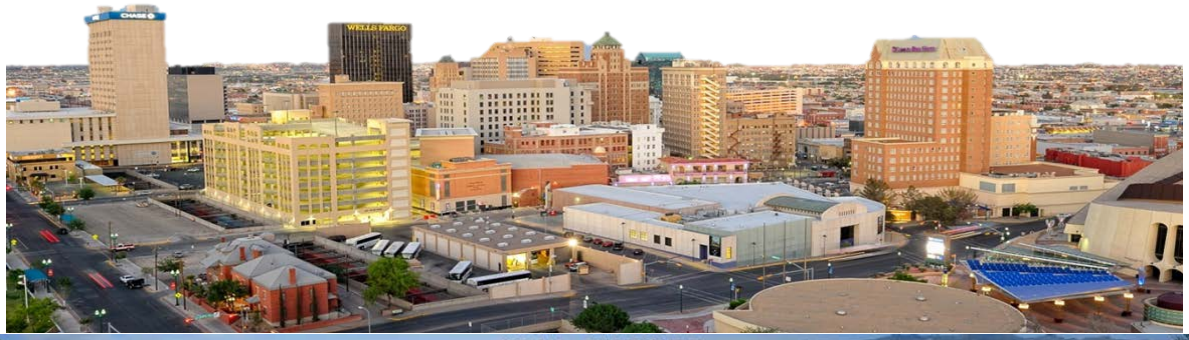
The City of El Paso is the sixth largest city in the state of Texas, the 19th largest city in the United States, and serves as the County Seat for El Paso County. Despite occupying less than a quarter of the land in El Paso County, the City of El Paso comprises more than 81% of the county's population, which also includes a handful of small cities and towns as well as several unincorporated areas. In 2010, the Department of Economics and Finance at the University of Texas at El Paso conducted a study looking at long term trends for the area and estimated El Paso County would reach a population of 865,602 by 2019 and hovering just under one million residents by 2029. 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.

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 easily exceed two million residents.

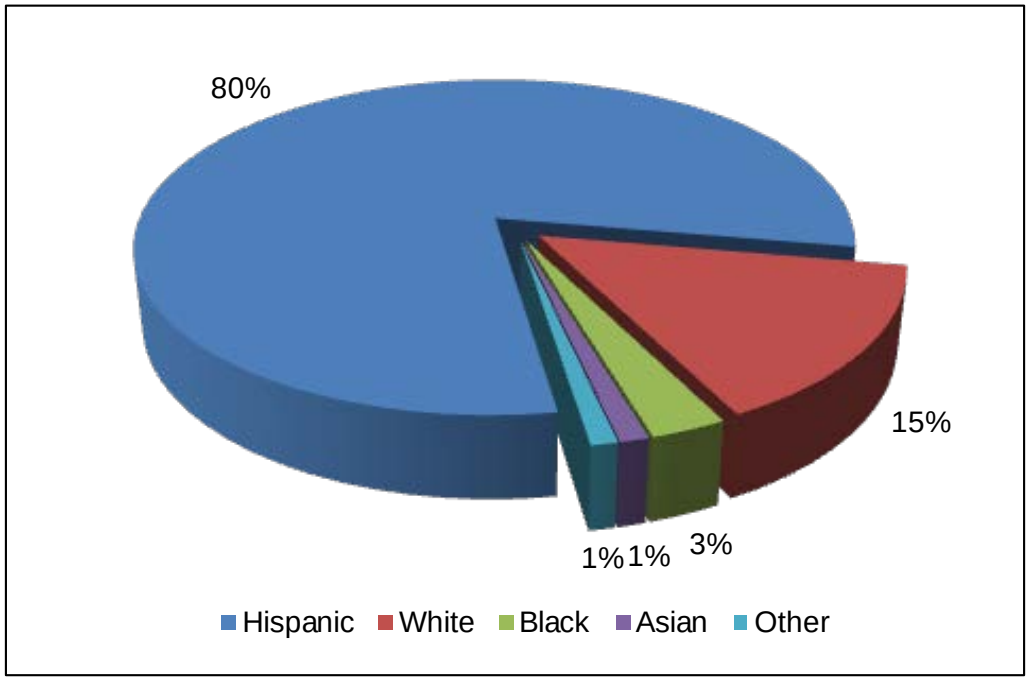
El Paso County Population Over-Time
2004 – 2029



UTEP Borderplex Long-Term Economic Trends to 2029, April 2010

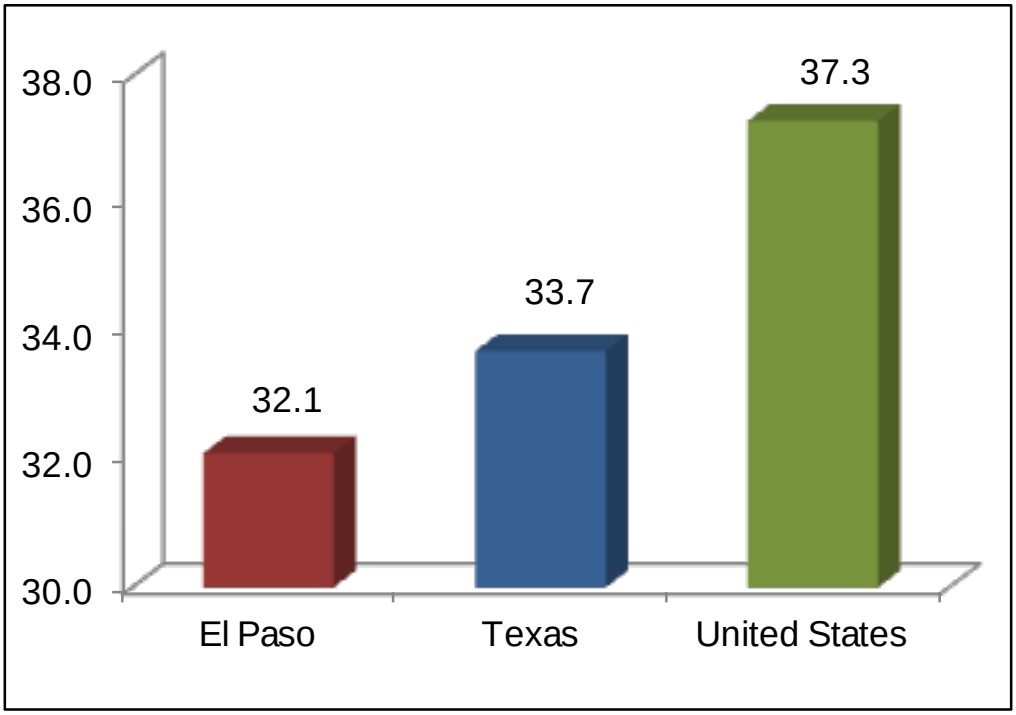


City of El Paso Population by Race and Ethnicity



Source: U.S. Census Bureau, American Fact Finder 2011

City of El Paso, State, and National Median Age

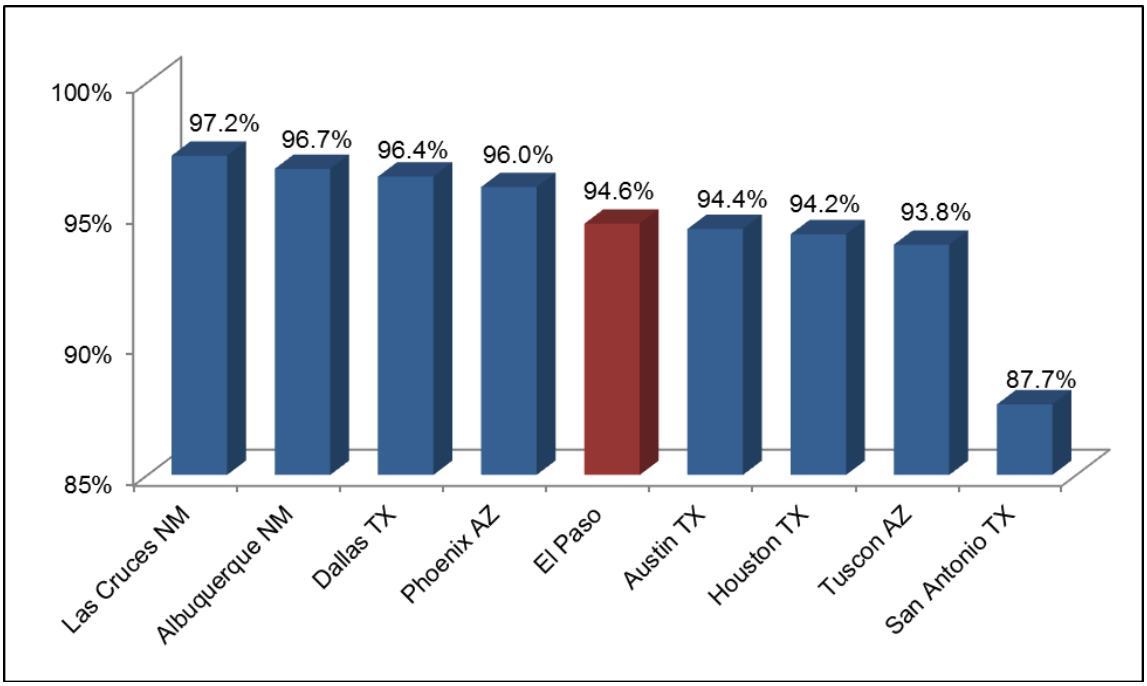


Source: U.S. Census Bureau, American Fact Finder 2011

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 Third Quarter of 2012, the Cost of Living Index for El Paso was at 94.6% 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), Third Quarter 2012

Wage Rates Median and Mean

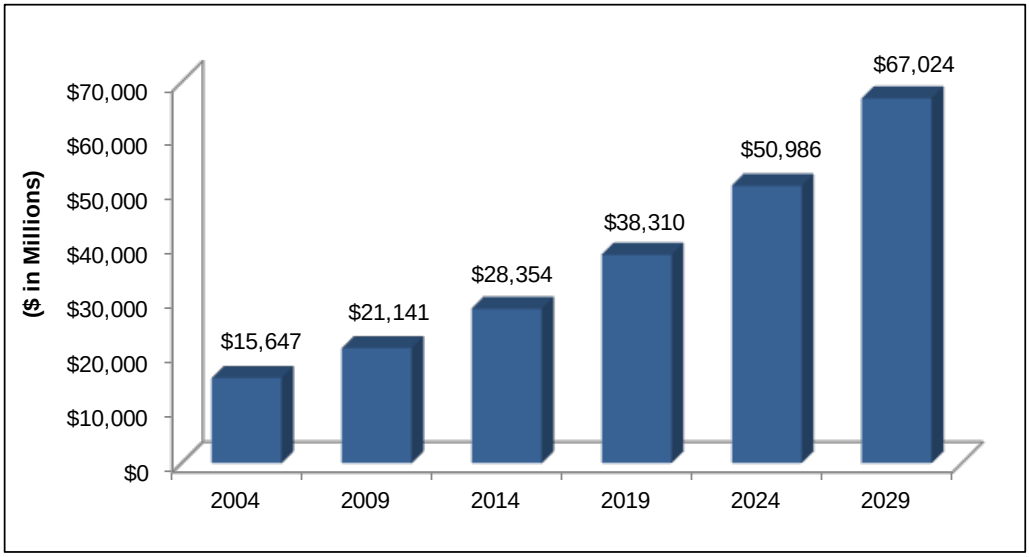
		June 2012	May 2013	Change
El Paso	Median	$12.36	$12.36	+$0.00
	Mean	$16.88	$17.09	+$0.21
Texas	Median	$15.14	$15.55	+$0.44
	Mean	$20.30	$20.97	+$0.67
United States	Median	$16.27	$16.71	+$0.44
	Mean	$21.35	$22.01	+$0.66

Source: El Paso City Development Department, Texas Economic Indicators, Quarter 2, 2012

Income

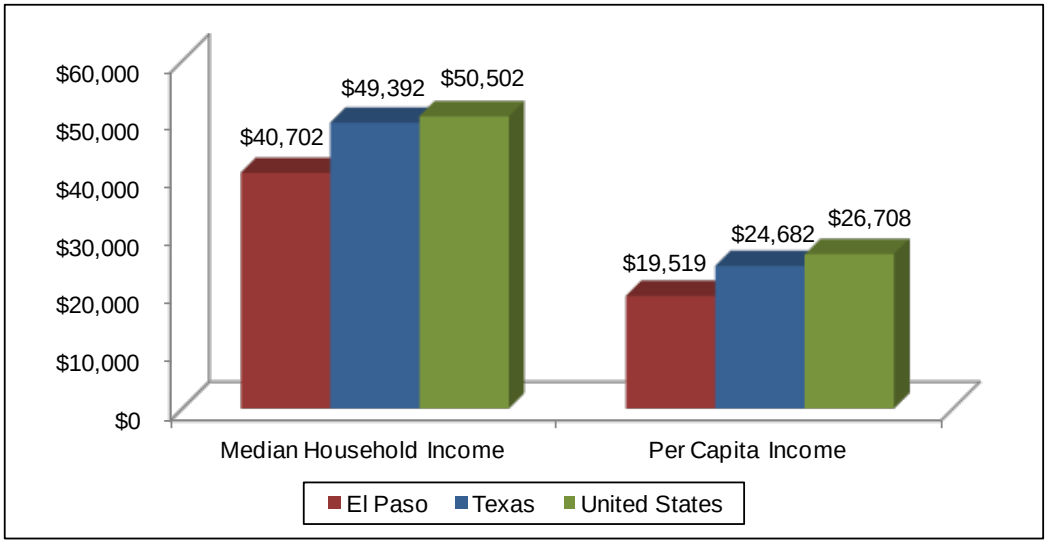
A combination of increased economic activity and a growing population will drive the rate of personal income expansion. In 2009, local personal income reached $21.1 billion and is projected to reach $38.3 billion by 2019. Moreover, El Paso will maintain its status as the hub of the border economy, contributing 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: U.S. Census Bureau, American Fact Finder 2011

Major Employers

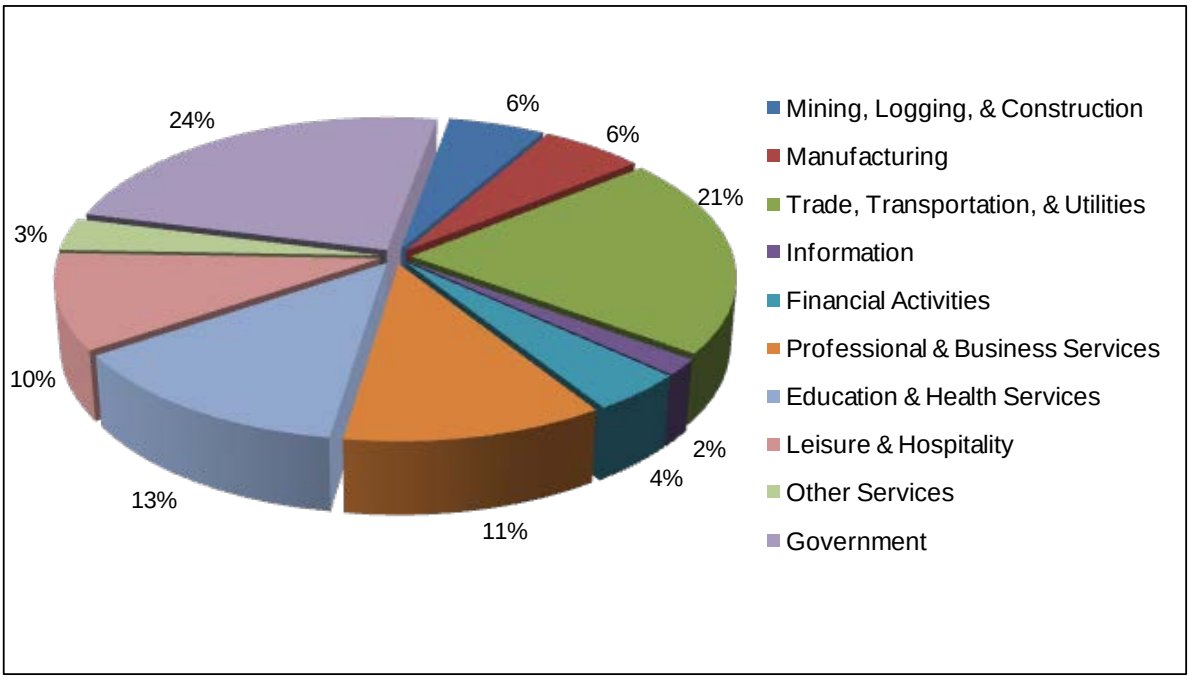
El Paso's economy weathered the recession better than many other metro economies in the country due to a fairly stable housing market and the expansion of Fort Bliss. El Paso ranks 38th in overall recovery out of the 100 largest U.S. metro areas by population, according to the Brookings Institution's 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 July, El Paso's unemployment rate was 10.1%, but has since declined to 9.3%, 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

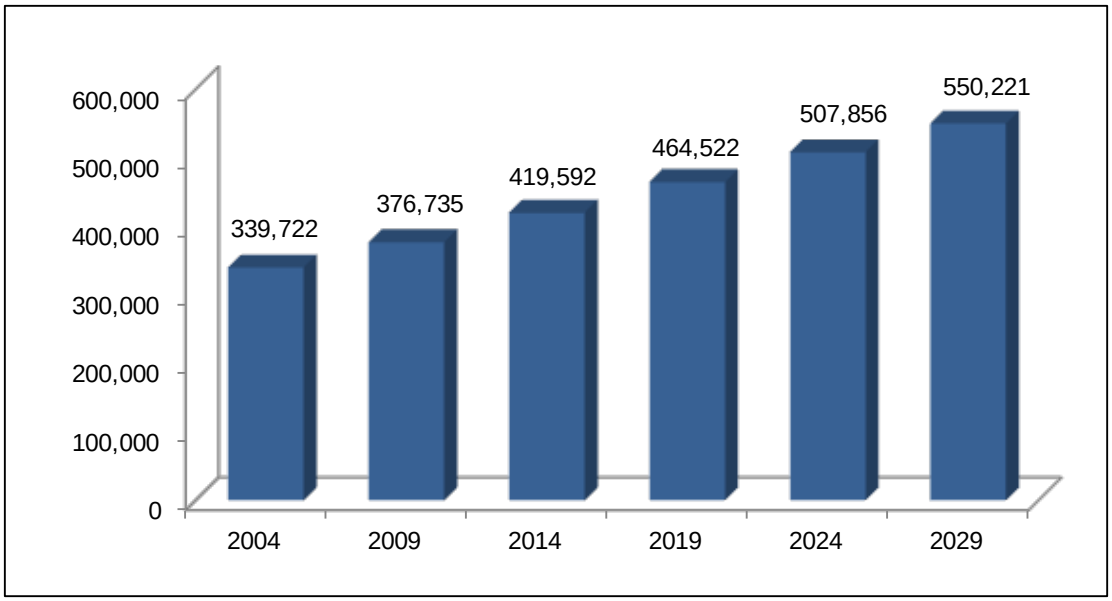
Source: List generated by ReferenceUSA.com and verified by El Paso REDCO staff, July 2013,

El Paso Metropolitan Statistical Area Labor Force Industry Composition



Source: Real Estate Center at Texas A&M University, Market Report 2012

El Paso Metropolitan Statistical Area Employment Projections

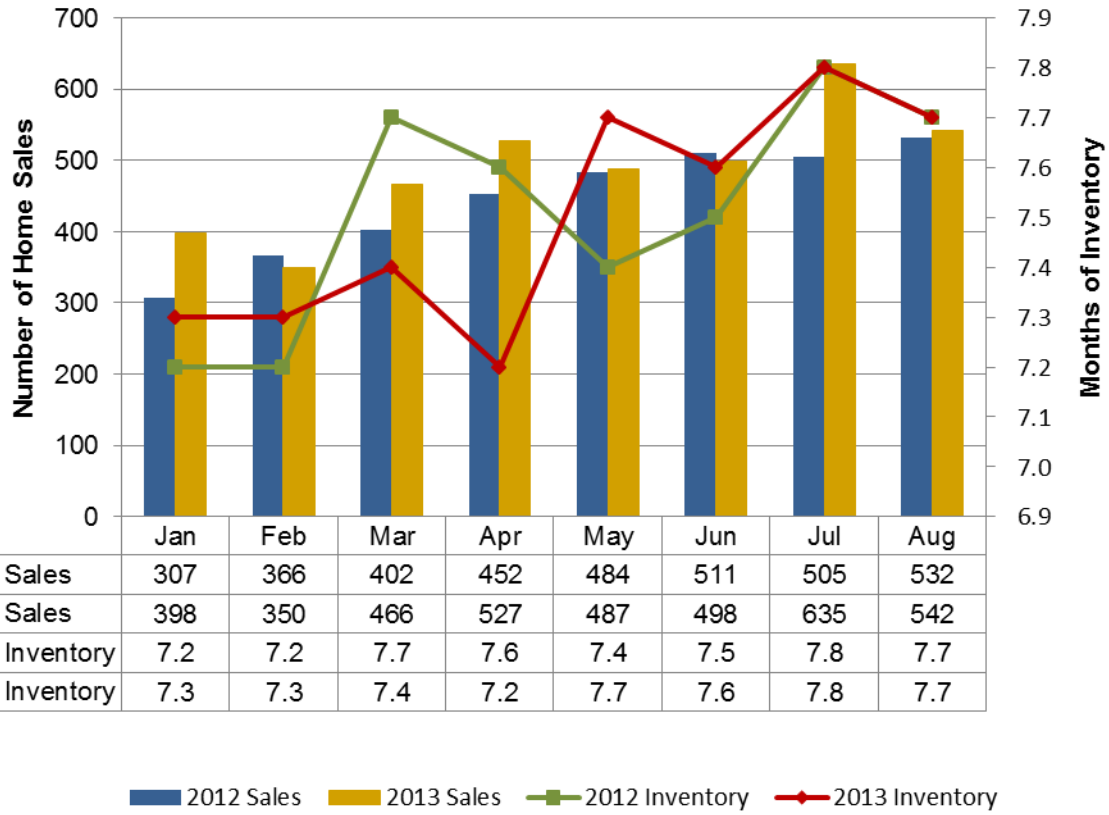


Source: UTEP Borderplex Long-Term Economic Trends to 2029

Residential, Construction and Real Estate

Since January 2013, the number of homes sold has increased with the outstanding time in inventory hovering between 7.2 and 7.8 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.

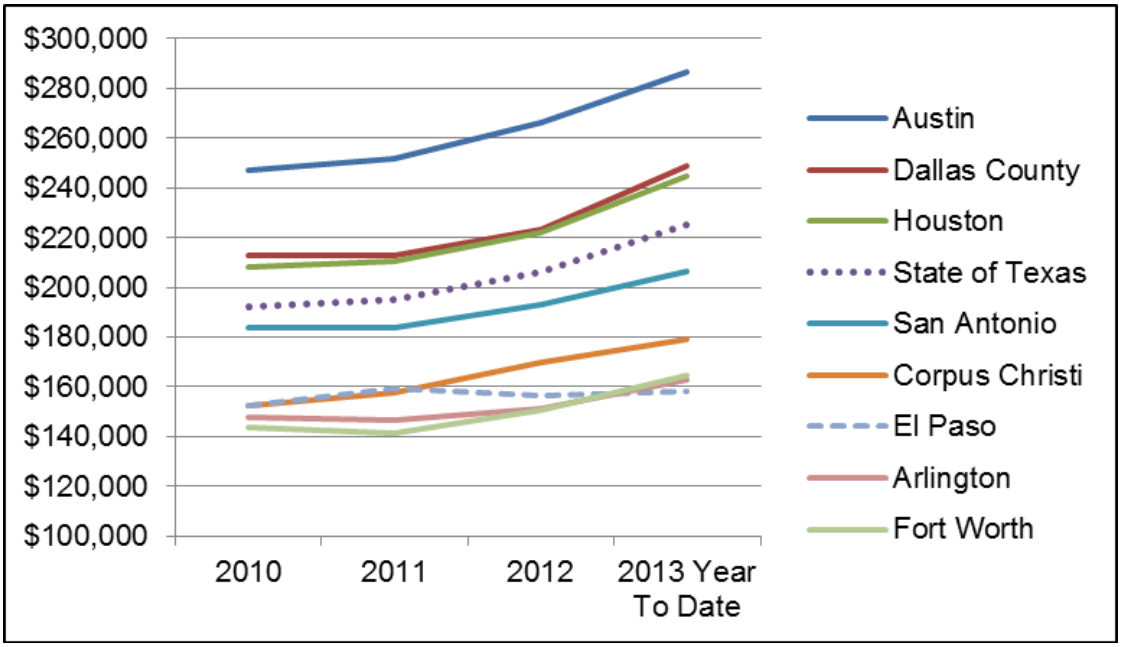
Number of Homes Sold 2012 to 2013 Year-To-Date
Compared with Number of Months of Inventory



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
2012 Sales	307	366	402	452	484	511	505	532
2013 Sales	398	350	466	527	487	498	635	542
2012 Inventory	7.2	7.2	7.7	7.6	7.4	7.5	7.8	7.7
2013 Inventory	7.3	7.3	7.4	7.2	7.7	7.6	7.8	7.7

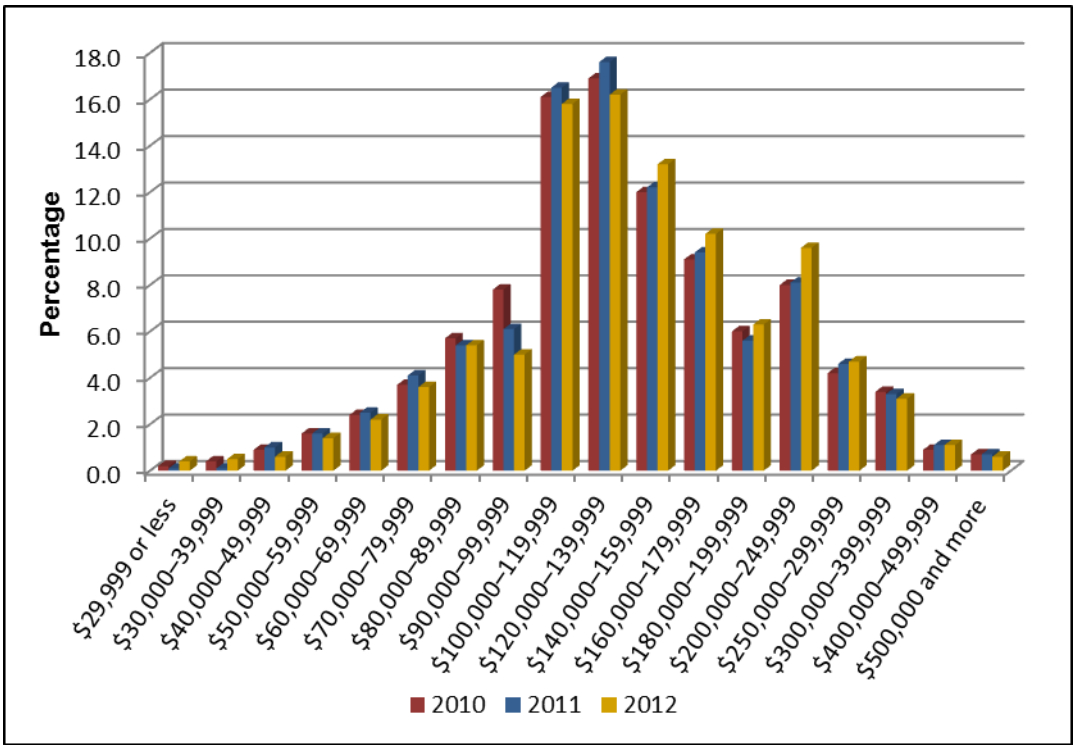
Source: Real Estate Center at Texas A&M University, Monthly Analysis, October 17, 2013

Texas Residential Average Home Sale Price



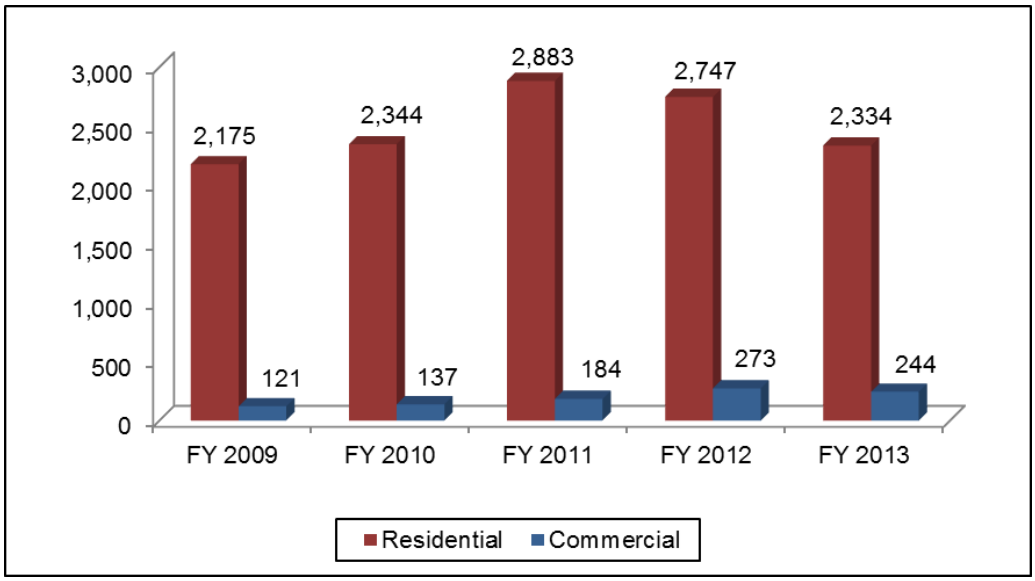
Source: Real Estate Center at Texas A&M University, Monthly Analysis, October 17, 2013

Price Distribution of MLS Homes Sold, El Paso



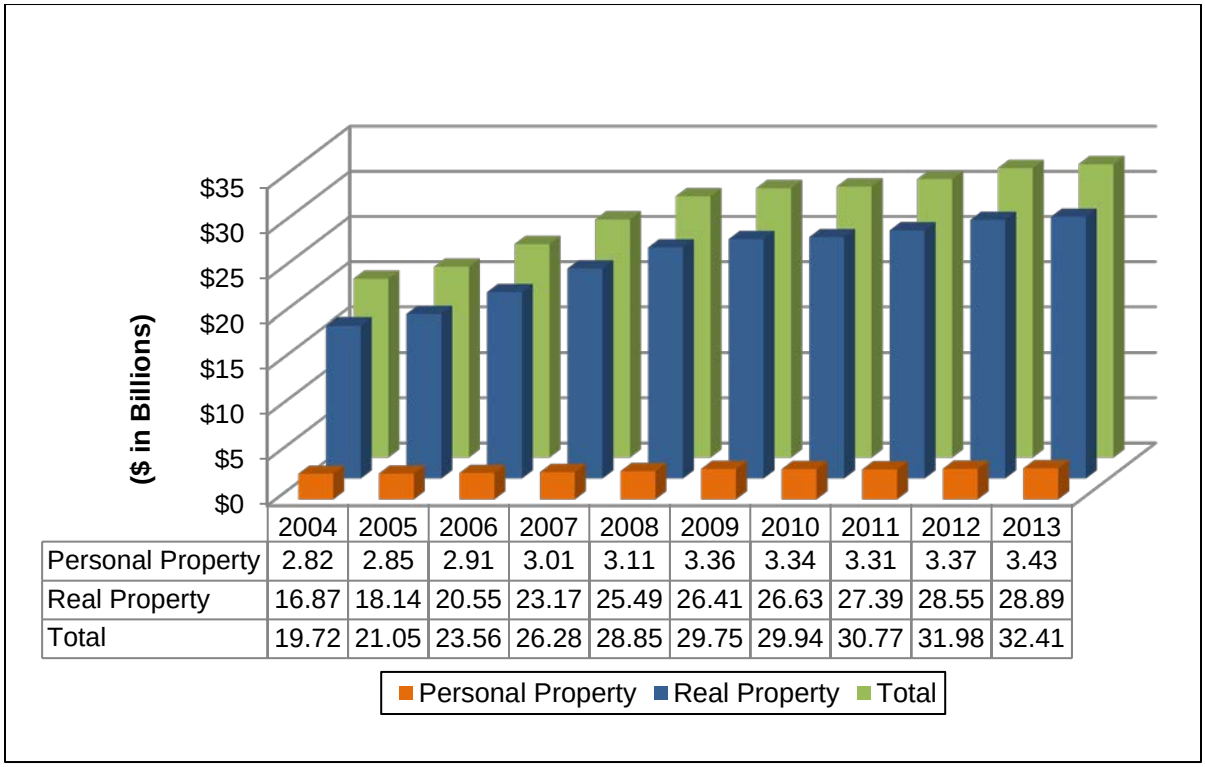
Source: Real Estate Center at Texas A&M University, El Paso Market Report 2013

New Building Permits Issued by Fiscal Year



City of El Paso, City Development, October 2013

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



	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Personal Property	2.82	2.85	2.91	3.01	3.11	3.36	3.34	3.31	3.37	3.43
Real Property	16.87	18.14	20.55	23.17	25.49	26.41	26.63	27.39	28.55	28.89
Total	19.72	21.05	23.56	26.28	28.85	29.75	29.94	30.77	31.98	32.41

Source: City of El Paso, Consolidated Tax Office, December 2013

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 $0.77, which is the second lowest in the state, next to Collins County at $0.75 per parcel fee. 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.

2013 Property Tax Rates	$/$100
City of El Paso	0.678378
El Paso County	0.433125
University Medical Center	0.214393
El Paso Community College	0.124359
El Paso Independent School District	1.235000
Ysleta Independent School District	1.360000
Socorro Independent School District	1.274794
Canutillo Independent School District	1.490000

Source: City of El Paso, Consolidated Tax Office, October 2013

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.

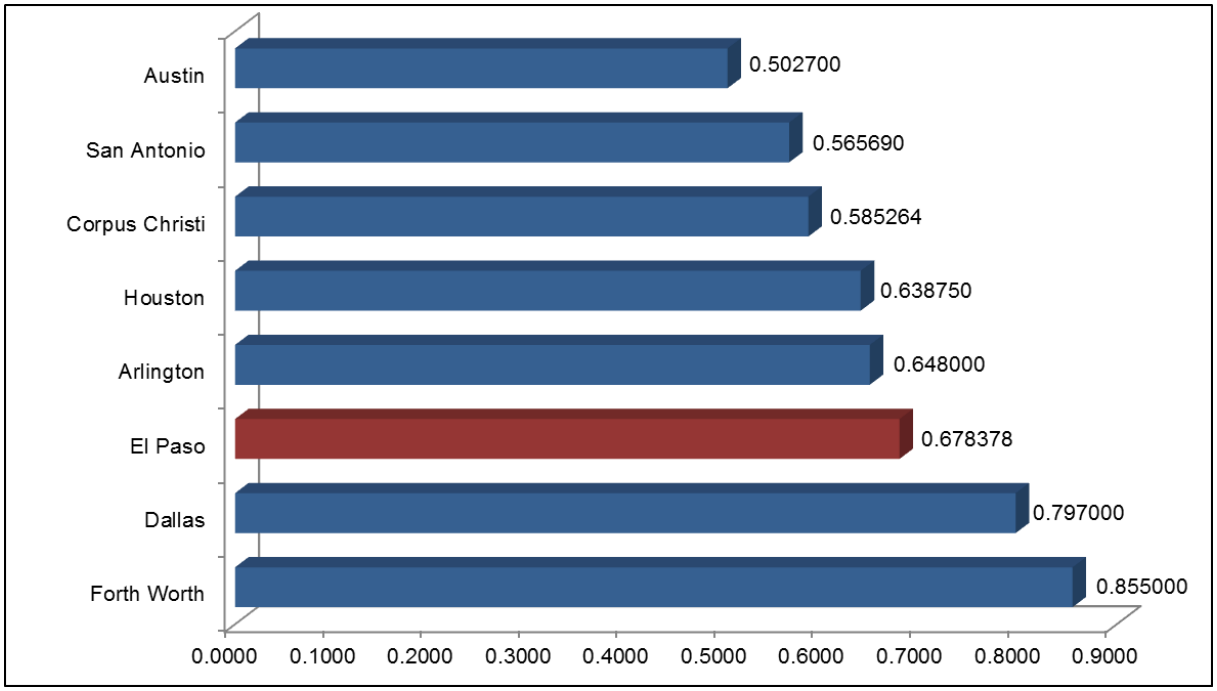
State Sales Tax	6.25%
Municipal - City of El Paso	1.00%
County - El Paso County	0.50%
Municipal Transit - City of El Paso-Sun Metro Transit Tax	0.50%
Total El Paso Sales and Use Tax	8.25%

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 2013 Adopted Rate
(Cents per $100 valuation)

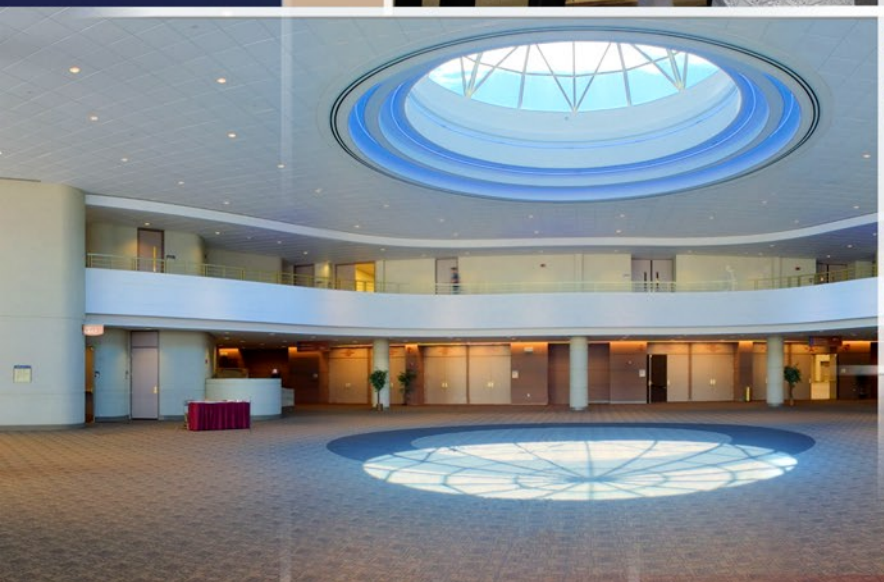


Source: Municipal Budget Offices, October 2013

Top 10 City of El Paso Taxpayers
Based on 2012 Certified Values

Taxpayer	Type of Business	Market Value	Taxable Value	% to Total Taxable Value
Western Refining Company LP	Petroleum Refining	$488,624,509	$474,079,720	1.48%
El Paso Electric Company	Electric Utilities	$264,875,978	$243,882,529	0.76%
Sierra Providence Physical Rehabilitation	Hospital/Healthcare	$218,264,399	$218,264,399	0.68%
Simon Property Group	Real Estate	$195,509,924	$195,509,924	0.61%
River Oaks Properties Limited	Real Estate	$163,665,631	$163,665,631	0.51%
El Paso Outlet Center LLC	Real Estate	$89,947,752	$89,947,752	0.28%
Wal-Mart Stores Texas LLC	Retailer	$83,951,576	$83,951,576	0.26%
Las Palmas Dunhill LP	Real Estate	$79,833,106	$79,833,106	0.25%
Texas Gas Service	Natural Gas Distribution	$75,591,373	$75,591,373	0.24%
Southwestern Bell Telephone Company	Telecommunications	$71,759,786	$71,759,786	0.22%
Totals		$1,732,024,034	$1,696,485,796	5.29%

Source: El Paso Central Appraisal District, November 2013



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 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

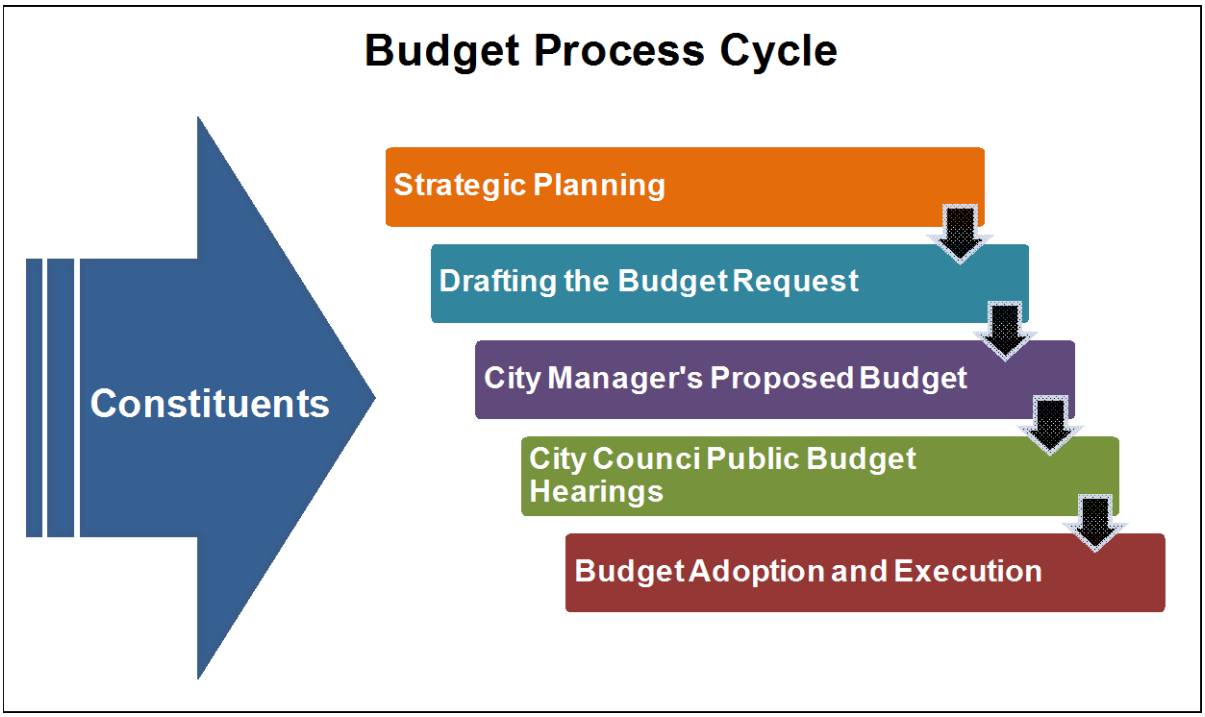
In accordance with the laws of Texas, City Council passes the tax levy ordinance as soon as possible after the tax roll is completed. The Council also holds posted public hearings regarding the property tax rate and sets the rate as prescribed by the State Property Tax Code.

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 31st 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.

Existing measures have not produced a cohesive alignment between the City's strategic initiatives nor have they identified what level of results are provided to and experienced by the customer. Additionally,

existing performance measures are intended to be used as a tool to manage progress, but these results have not historically been tied to the budget.

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 part of FY 2014, ten departments have developed strategic business plans that are included in the Budget Details section. Most importantly, these departments' FY 2014 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 27, 2012 City Council adopted the policy for fiscal year 2013. 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 27, 2012 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.

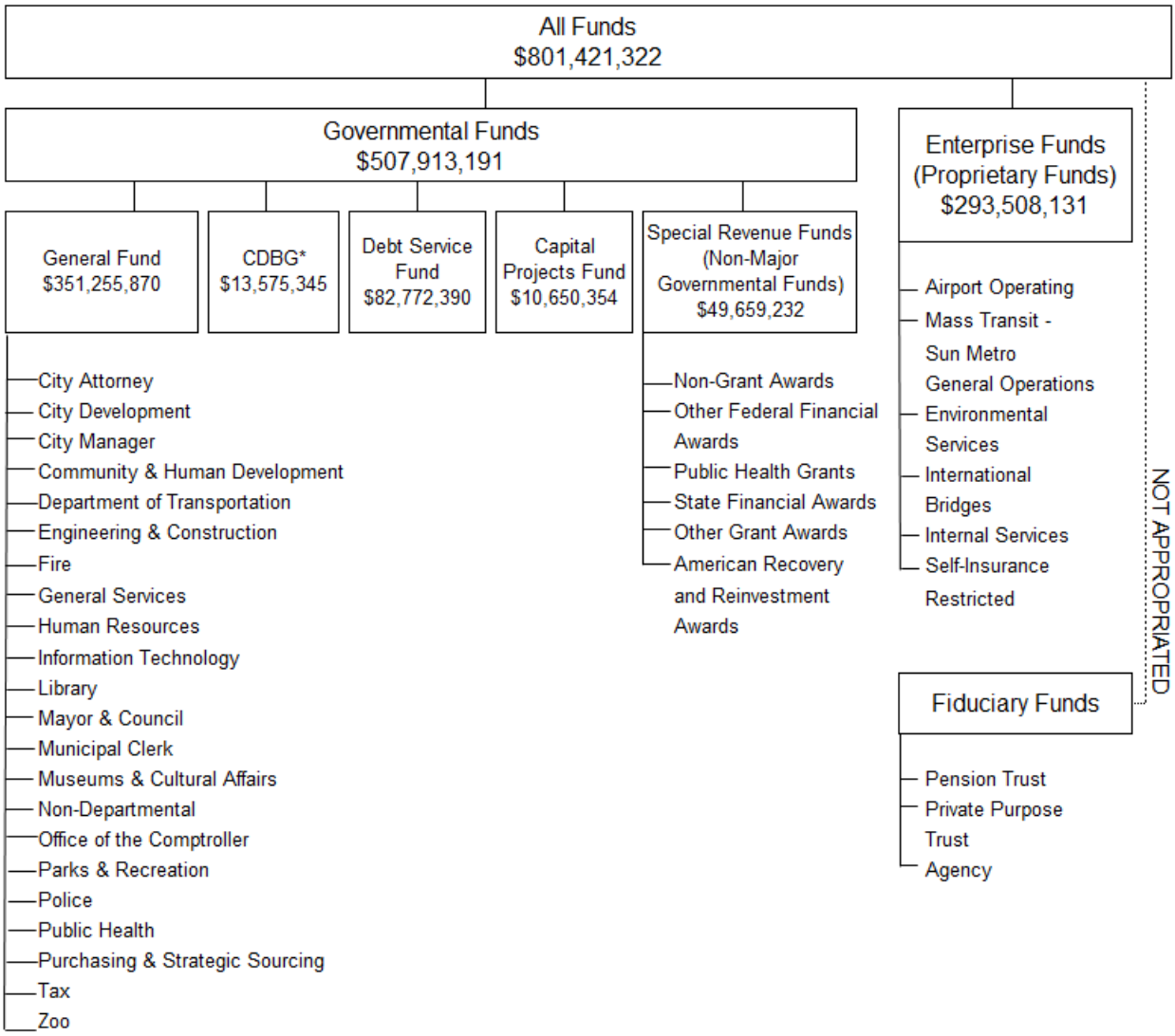
Financial Structure

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 FY2014 Appropriated 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.

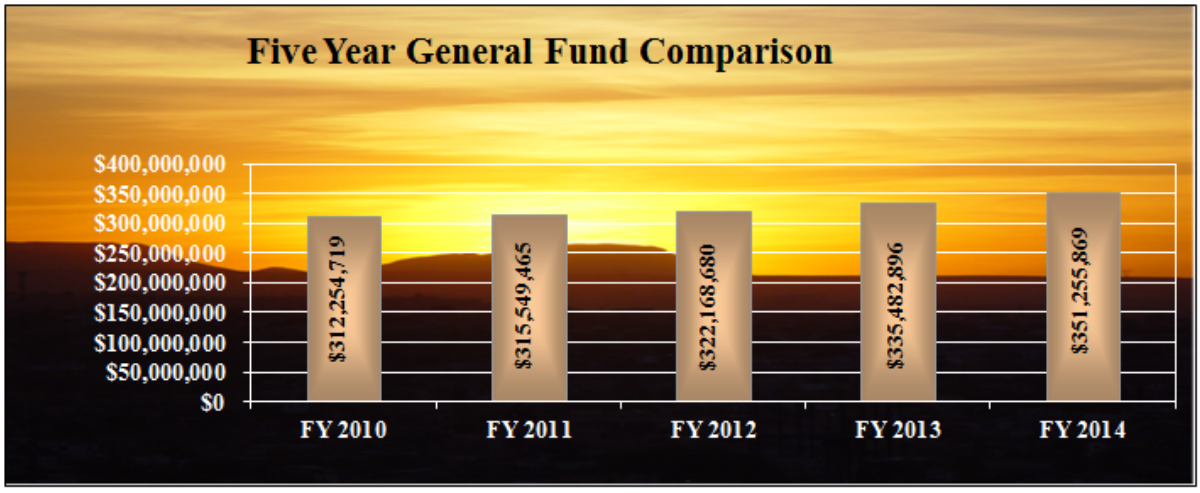
FIVE YEAR ADOPTED GENERAL FUND BUDGET COMPARISON

Revenue Classification	*Adopted FY 2010*	*Adopted FY 2011*	*Adopted FY 2012*	*Adopted FY 2013*	*Adopted FY 2014*	*% Change FY 13-14*	
TAXES	$198,289,408	$203,204,251	$208,543,827	$219,977,943	$227,583,786	3.46%	1
FRANCHISES	42,953,537	43,785,987	42,423,028	43,350,496	44,059,942	1.64%	2
SERVICE REVENUE	15,371,758	18,423,015	18,048,765	15,451,239	15,637,202	1.20%	3
OPERATING REVENUE	28,173,143	27,667,089	30,020,336	31,838,569	30,217,895	-5.09%	4
NON-OPERATING REVENUE	5,750,840	4,711,725	4,198,804	4,505,683	8,096,950	79.71%	5
INTERGOVERNMENTAL REVENUE	3,344,125	2,131,607	2,376,361	2,836,342	3,000,579	5.79%	6
TRANSFERS IN	18,371,908	15,625,791	16,557,559	17,522,624	22,659,515	29.32%	7
TOTAL	$312,254,719	$315,549,465	$322,168,680	$335,482,896	$351,255,869	4.70%	

[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
[2] Increase due to El Paso Water Utilities rate increase and projected water consumption, other franchise business expansions, offset by decreases in energy costs.
[3] Increase due to ambulance billing standardization.
[4] Decrease due to no amnesty and reduced ticket issuances.
[5] Increase due to recovery from enterprise funds for Peoplesoft, DataPod, and P25 projects.
[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 2010*	*Adopted FY 2011*	*Adopted FY 2012*	*Adopted FY 2013*	*Adopted FY 2014*	*% Change FY 13-14*	
PERSONAL SERVICES	$245,388,489	$250,211,932	$251,123,241	$260,707,218	$269,734,483	3.46%	1
CONTRACTUAL SERVICES	28,218,039	27,405,560	29,892,624	31,026,806	33,082,446	6.63%	2
MATERIALS & SUPPLIES	13,014,972	13,074,311	15,368,706	15,895,796	15,248,880	-4.07%	3
OPERATING EXPENDITURES	22,797,525	20,635,985	19,186,421	18,897,729	19,670,797	4.09%	4
NON-OPERATING EXPENDITURES	1,325,697	2,557,953	3,466,600	4,338,727	5,177,732	19.34%	5
INTERGOVERNMENTAL EXP	1,472,597	1,563,236	1,511,938	1,486,289	1,611,221	8.41%	6
OTHER USES	37,400	37,400	1,456,150	2,806,005	6,580,310	134.51%	7
CAPITAL OUTLAY		63,088	163,000	324,326	150,000	-53.75%	8
TOTAL	$312,254,719	$315,549,465	$322,168,680	$335,482,896	$351,255,869	4.70%	

[1] Increase is a result of contractual obligations for Police & Fire Departments.
[2] Increase due to full year implementation of the G4S transport services contract for all Police regional command centers.
[3] Decrease due to reduction in General Services building facility maintenance repairs and land management chemicals & supplies.
[4] Increase due to liability insurance coverage and indirect cost expenditures per Maximus study.
[5] Increase due to principal and interest expenses for Fire Department's emergency vehicle replacement program.
[6] Increase due to change in Police TxDOT Step Enforcement and COPS grant match requirements.
[7] Increase due to transfer in Non-Departmental for CRRMA zones 2&3 debt subsidy and 380 agreements.
[8] Decrease is due to reduction in General Services land management equipment.



TWO-YEAR ADOPTED GENERAL FUND BUDGET TO ACTUAL COMPARISON

Revenue Classification	Adopted FY 2011	Actual FY 2011	% Change Budget to Actual	Adopted FY 2012	Actual FY 2012	% Change Budget to Actual	
Taxes	$203,204,251	$202,774,834	-0.21%	$208,543,827	$207,432,067	-0.53%	1
Franchises	43,785,987	44,026,459	0.55%	42,423,028	42,964,820	1.28%	2
Service Revenues	18,423,015	13,354,275	-27.51%	18,048,765	16,912,691	-6.29%	3
Operating Revenues	27,667,089	30,984,546	11.99%	30,020,336	29,240,537	-2.60%	4
Non-Operating Revenues	4,711,725	3,569,775	-24.24%	4,198,804	3,888,737	-7.38%	5
Intergovernmental Revenues	2,131,607	2,245,004	5.32%	2,376,361	2,366,877	-0.40%	6
Transfers In	15,625,791	16,737,475	7.11%	16,557,559	15,228,543	-8.03%	7
TOTAL	$315,549,465	$313,692,368	-0.59%	$322,168,680	$318,034,272	-1.28%	

[1] Unmet expectations for property taxes in FY 2011; increased diversion of property tax rebates as economic incentives in FY 2012.

[2] Increased collections from EPEC in FY 2011; Decrease in gas and electric offset by increases in water and AT & T in FY 2012.

[3] Decreased revenue in ambulance fees due to new contract in FY 2011; Lower than expected ambulance service revenue in FY 2012.

[4] Decreased municipal fines and building permit revenue in FY 2011; Decreased moving violations and parking fines, increase in alarms licenses in FY 2012.

[5] Decreased investment returns in FY 2011; Limited economic development reimbursements from Airport in FY 2012.

[6] Increased receipts from interlocal agreements in FY 2011; Increased Health interlocal reimbursement in FY 2012.

[7] Increased bridge collections and indirect cost recovery in FY 2011; Decreased bridge collections and transfer from capital projects in FY 2012.

Appropriations by Character	Adopted FY 2011	Actual FY 2011	% Change Budget to Actual	Adopted FY 2012	Actual FY 2012	% Change Budget to Actual	
Personal Services	$250,211,932	$247,912,266	-0.92%	$251,123,241	$251,803,128	0.27%	1
Contractual Services	27,405,560	26,949,323	-1.66%	29,892,624	27,357,509	-8.48%	2
Materials and Supplies	13,074,311	12,258,934	-6.24%	15,368,706	14,134,296	-8.03%	3
Operating Expenditures	20,635,985	16,832,772	-18.43%	19,186,421	19,549,582	1.89%	4
Non-Operating Expenditures	2,557,953	2,952,899	15.44%	3,466,600	3,034,057	-12.48%	5
Intergovernmental Expend.	1,563,236	1,563,236	0.00%	1,511,938	1,511,938	0.00%	6
Other Uses	37,400	3,240,861	8565.40%	1,456,150	113,385	-92.21%	7
Capital Outlay	63,088	288,928	100.00%	163,000	632,978	288.33%	8
TOTAL	$315,549,465	$311,999,219	-1.13%	$322,168,680	$318,136,873	-1.25%	

[1] Police Dept. civilian attrition and overtime savings in FY 2011; retroactive settlement w/ Police on disputed wages in FY 2012.

[2] Billing contract cost savings, lowered recreational supplies in FY 2011; decrease in data processing and building facilities maintenance contracts in FY 2012.

[3] Fuel, ammunition, and uniform savings in FY 2011; savings in equipment and computer supplies in FY 2012.

[4] Savings in unused contingency funds in FY 2011; slight increases in utility expenses in FY 2012.

[5] Principal and interest expenses for energy notes in FY 2011; reduced Community Service Projects and interest expense in FY 2012.

[6] Grant match requirements at budget for FY 2011 and FY 2012.

[7] Authorized transfer for vehicle replacement in FY 2011; reduced transfers in FY 2012.

[8] Purchase of data equipment in FY 2011; relocation costs for Tax Office in FY 2012.

FTE Positions & Changes by Department
All Funds

Department	Adopted FY 2012	Adopted FY 2013	Adopted FY 2014	Increase/ (Decrease)	
Aviation	229.40	226.93	226.60	(0.33)	1
City Attorney	39.00	40.00	41.00	1.00	2
City Development	0.00	128.30	145.55	17.25	3
Community and Human Development	61.78	43.00	40.00	(3.00)	4
Department of City Manager	33.93	31.28	37.60	6.32	5
Department of Public Health	300.63	291.78	282.00	(9.78)	6
Department of Transportation	267.00	267.00	268.00	1.00	7
Economic Development	42.03	0.00	0.00	0.00	
El Paso Performing Arts Center	0.20	1.19	1.00	(0.19)	8
Engineering & Construction Mgmt.	147.00	69.00	76.50	7.50	9
Environmental Services	411.60	454.70	447.60	(7.10)	10
Fire	1,081.07	1,118.40	1,122.10	3.70	11
General Services	255.60	263.60	293.60	30.00	12
Human Resources	38.80	38.80	42.30	3.50	13
Information Technology	65.77	99.25	97.75	(1.50)	14
International Bridges	56.06	54.40	54.00	(0.40)	15
Library	250.64	204.20	154.80	(49.40)	16
Mayor and Council	24.00	24.00	24.00	0.00	
Metropolitan Planning Organization	14.00	16.00	15.00	(1.00)	17
Municipal Clerk	89.30	92.30	91.10	(1.20)	18
Museums & Cultural Affairs Dept.	56.85	59.10	61.08	1.98	19
Non - Departmental	3.00	5.00	2.00	(3.00)	20
Office of the Comptroller	53.50	51.00	32.00	(19.00)	21
Parks and Recreation	271.23	277.55	277.60	0.05	22
Police	1,624.80	1,566.80	1,476.80	(90.00)	23
Public Transit - Sun Metro	718.12	718.97	630.00	(88.97)	24
Purchasing & Strategic Sourcing	0.00	0.00	19.00	19.00	25
Tax	24.50	24.50	24.50	0.00	
Zoo	112.20	114.20	113.75	(0.45)	26
FTE Grand Total	**6,272.01**	**6,281.25**	**6,097.23**	**(184.02)**	

1 No change in staffing; partial FTE funding differs due to software conversion
2 Added 1.0 Paralegal
3 Deleted 1 Sr. Secretary, 1 Secretary, 1 Real Estate Coord, 1 Planner, and shifted .7 of Econd Dev Dir to Sustainability; Added 4 to Real Estate Program, 4 Inspectors, 2 Plans Examiners, 2.7 from ESD for Sustainability, 1 Civ Eng Assoc, 1 Eng Sr. Tech, 1 Architect, 1 Admin Asst., 1 Admin Svcs Mgr, 1 Planning Specialist, 2 Rural & Small Town Sr. Eco Dev paid by County, 1 Admin Specialist
4 Deleted 4.0 FTE's due to lack of federal funding; added 1.0 Neighborhood Outreach Specialist
5 Added 2.0 FTE's for CFO and Admin Analyst; Added 1.0 FTE for Public Records Coordinator; Added 1.0 for Clerical Assistant; Added 1.0 for Senior Secretary in Internal Audit; Added 0.6 for Graduate Intern in OMB; Deleted 0.5 FTE Admin Support in PIO; Deleted 0.6 for Graduate Intern in Internal Audit; Added 1.82 FTE due to software conversion but no change in staffing
6 Deleted 7.5 WIC positions to align with operational needs; Deleted .95 Nurse Program Manager
7 Added an Engineering Division Manager; Deleted a Deputy Director; Added an Operations Supervisor (project)
8 No change in staffing; partial FTE funding differs due to software conversion
9 Transferred 2.0 Sustainability FTEs from ESD (deleted 1.0 vacant Sustainability position); Added 4.0 Real Estate FTEs with only 2 funded for FY14; Added 8.0 Planners/Inspectors/Engineers/Architects
10 Transferred 6.0 FTE's to Engineering Department, 3.0 FTE's to City Development Department and added 1.0 Associate Veterinarian and 1.0 Safety Technician
11 Added 1.0 Fire Lieutenant; Added 4.0 Fire Code Compliance Inspectors; Deleted 1.0 Public Safety Grant Coordinator; Deleted .3 Graduate Intern
12 Individualized 1.0 lump sum for seasonal temps. into 23.0 FTE's, added 6.0 Fleet, 1.0 Maintenance, 1.0 Materials Specialist, and deleted 1.0 Procurement Analyst
13 Added 1.0 FTE in Organizational Development; Added 2.0 FTE in Risk Management Division; Added 0.5 FTE in Payroll & Benefits Division
14 Deleted 2.0 FTE's as a result of a reorganization, deleted 0.5 Intern, and 4.0 FTE's that were vacant as a budget reduction
15 Transferred 0.4 Deputy City Manager to City Manager Department
16 Decreased 35.5 grant funded positions and 13.40 general fund vacant, unfunded positions
17 Deleted 1.0 grant funded position
18 Decreased of 1.2 V.O.E. and 2.0 Deputy Court Clerks, added 1.0 Customer Service Representative, 1.0 Business Systems Analyst,
19 Added 2.0 CIP Associates, 1.0 Curatorial Content & Research Assoc, and 1.0 Public Arts Manager; reduced Museum Store Sales Clerk to PT (-.02 FTE) and deleted 1.0 Public Arts Specialist and 1.0 Public Arts Program Coordinator
20 Transferred 1.0 Risk Management Analyst, 1.0 Return to Work Specialist, 1.0 Undergrad Intern to HR for Self Insurance Fund
21 Deleted 2.0 FTE and moved to CMO; Deleted remaining positions to move to newly established Purchasing Department
22 No change in staffing; rounding differences for part-time, temporary workers with software conversion
23 Deleted 90.0 FTE's that were vacant and unfunded for all of Fiscal Year 2013
24 Deleted 130.66 FTE's in November 2012 from outsourcing paratransit and safety and security services; Added 41.0 for existing and expanding demand
25 Added 19.0 FTE to newly established department
26 Decreased 1.2 V.O.E. Clerks, added .75 Cashier

FTE Positions by Department
General Fund

Department	Adopted FY 2012	Adopted FY 2013	Adopted FY 2014	Increase/ (Decrease)	
Aviation	0.00	0.00	0.00	0.00	
City Attorney	33.20	33.32	34.24	0.92	1
City Development	0.00	125.63	140.18	14.55	2
Community and Human Development	7.00	7.15	5.59	(1.56)	3
Department of City Manager	33.63	30.98	33.50	2.52	4
Department of Public Health	76.76	72.67	72.11	(0.56)	5
Department of Transportation	219.00	217.40	212.00	(5.40)	6
Economic Development	38.97	0.00	0.00	0.00	
El Paso Performing Arts Center	0.00	0.00	0.00	0.00	
Engineering & Construction Mgmt.	146.00	69.00	74.50	5.50	7
Environmental Services	46.00	45.50	0.50	(45.00)	8
Fire	1021.57	1038.40	1063.83	25.43	9
General Services	157.30	166.30	189.30	23.00	10
Human Resources	27.70	27.70	28.70	1.00	11
Information Technology	65.77	95.75	95.75	0.00	
International Bridges	0.00	0.00	0.00	0.00	
Library	170.64	168.70	155.30	(13.40)	12
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	89.20	93.00	3.80	13
Museums & Cultural Affairs Dept.	40.62	40.80	40.80	0.00	
Non - Departmental	0.00	2.00	2.00	0.00	
Office of the Comptroller	45.25	42.80	26.88	(15.92)	14
Parks and Recreation	259.55	266.70	266.44	(0.26)	15
Police	1544.00	1483.00	1394.50	(88.50)	16
Public Transit - Sun Metro	0.00	0.00	0.00	0.00	
Purchasing & Strategic Sourcing	0.00	0.00	15.50	15.50	17
Tax	24.50	24.50	24.50	0.00	
Zoo	88.00	90.00	90.00	0.00	
FTE Grand Total	***4,158.66***	***4,161.50***	***4,083.12***	***(78.38)***	

1 Added 1.0 Paralegal; Deleted .01 CDBG Attorney; Deleted .07 CDBG Secretary

2 Deleted 1 Sr. Secretary, 1 Secretary, 1 Real Estate Coord, 1 Planner, and shifted .7 of Econd Dev Dir to Sustainability; Added 4 to Real Estate Program, 4 Inspectors, 2 Plans Examiners, 1 Civ Eng Assoc, 1 Eng Sr. Tech, 1 Architect, 1 Admin Asst., 1 Admin Svcs Mgr, 1 Planning Specialist, 2 Rural & Small Town Sr. Eco Dev paid by County, 1 Admin Sepcialist and increased cashier .25

3 Deleted 1.0 Admin Assistant and 1.0 Planner; Added .64 Neighborhood Outreach Specialist

4 Added Admin Analyst and CFO

5 No change in staffing; partial FTE funding differs due to software conversion

6 Moved 5.40 FTEs from General Fund to Capital Projects for

7 Added 5.50 FTE's to handle quality of life projects

8 Transferred Animal Shelter function from General Fund to Environmental Fee Fund

9 Transferred 20 FTE's from SAFER grant; Added 1.0 Fire Lt and 4.0 Fire Code Compliance Inspectors; Deleted .30 Graduate Intern

10 Individualized 1.0 lump sum for seasonal temps. into 23.0 FTE's

11 Added 1.0 Sr. HR Analyst, unfunded in FY14

12 Decrease of 13.40 vacant, unfunded positions

13 Decreased of 1.2 V.O.E., added 1.0 Business Systems Analyst, 1.0 Customer Service Representative, 2.0 Deputy Court Clerks, 1.0 Senior Deputy Court Clerk

14 Moved FTE's to establishing the new Purchasing Department

15 No change in staffing; rounding differences for part-time, temporary workers with software conversion

16 Deleted 88.50 FTE's that were vacant and unfunded for all of Fiscal Year 2013

17 Added 15.50 FTE's to newly established department

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 $0.678378 for FY 2014 remains well within the limit set by the City Charter.

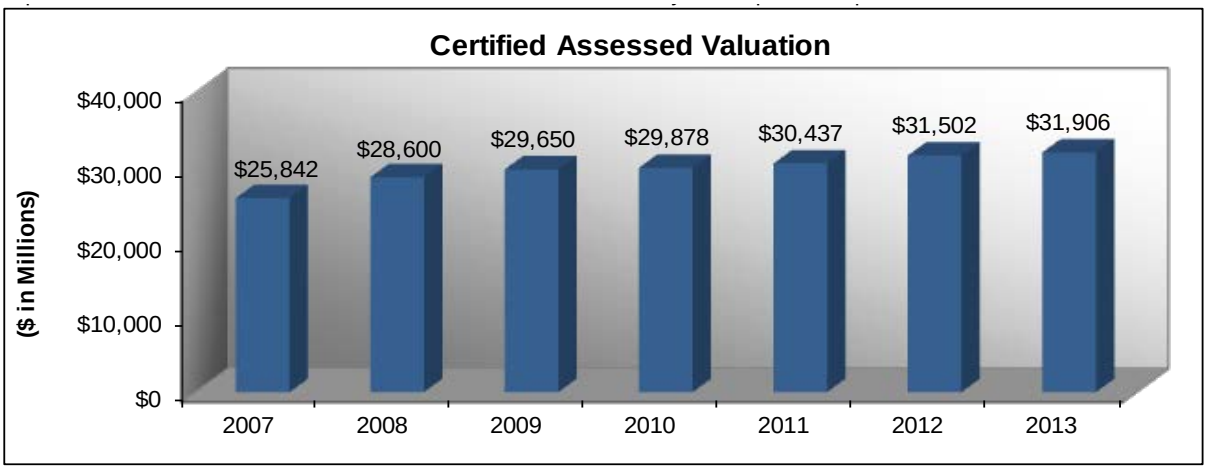
Under the Property Tax Code, the City must annually calculate and publicize its effective tax rate and rollback tax rate. A public hearing is then held following a properly posted public notice to the taxpayers. If the adopted tax rate exceeds the rollback tax rate, the qualified voters of the City,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

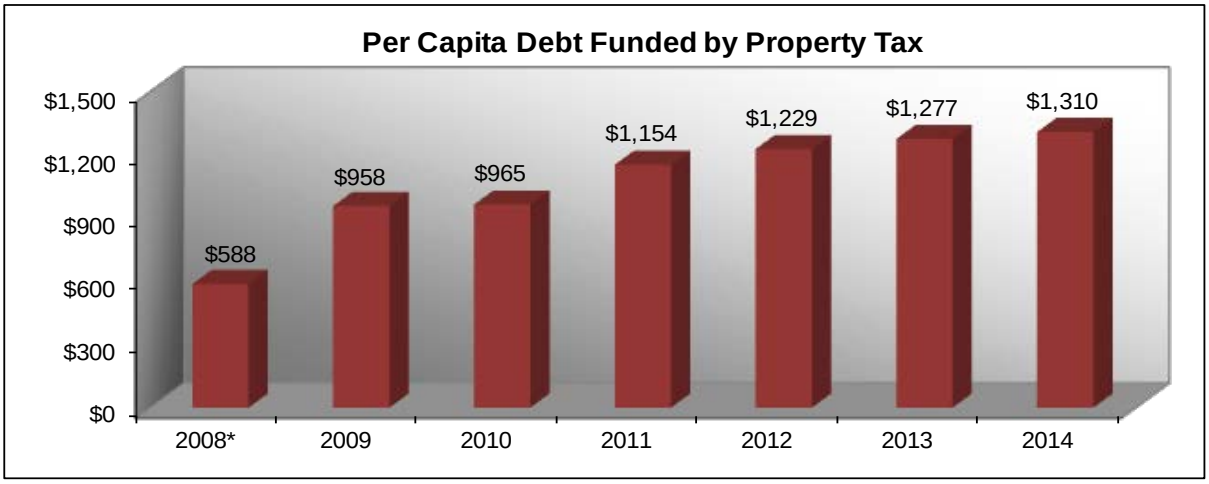
Certified Taxable Assessed Valuation

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	‡	31,502,641,268	47,332	871,689,999	1,310	2.77%
2014	649,121	‡	31,906,365,072	49,153	892,660,000	1,375	2.80%

*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 2000 Actual





* The 2008 increase resulted from debt to fund storm-related capital improvements, and pension obligations bonds for police officers and firefighters.

Note: Graphs above depict calendar year of valuation.

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

Source: Tax Collection System: Certified Roll Jurisdiction Summary TC500rpt

Consolidated Tax Office
2013 Estimated Tax Parcel Analysis

Taxing Entity	Tax Parcels (#)	Total Parcels	Exempt Parcels	2012 Tax Values (#)	2012 Tax Rates ($/$100)	2012 Tax Levy ($)	Parcel Value ($)	Parcel Levy ($)	for Year ($)	% of Total
01- CITY OF EL PASO	216,274	225,912	9,638	31,980,344,746	0.658404	210,559,895	147,870	974	**166,531**	7.96%
03- EL PASO ISD	101,905	107,267	5,362	16,742,969,305	1.235000	195,988,863	164,300	1,923	**78,467**	3.75%
04- CITY OF SOCORRO	13,822	14,404	582	842,733,761	0.565805	4,768,302	60,970	345	**10,643**	0.51%
05- YSLETA ISD	62,925	65,862	2,937	6,775,368,585	1.330000	85,111,835	107,674	1,353	**48,452**	2.31%
06- EL PASO COUNTY (1)	385,467	400,197	14,730	36,355,914,099	0.408870	148,648,497	94,317	386	**296,810**	14.18%
07- EP COMM COLLEGE (1)	385,432	400,157	14,725	37,549,083,389	0.114086	42,838,183	97,421	111	**296,783**	14.18%
08- THOMASON HOSPITAL (1)	385,432	400,157	14,725	38,022,465,870	0.192363	73,141,192	98,649	190	**296,783**	14.18%
09- SOCORRO ISD	75,246	77,580	2,334	7,919,383,263	1.274794	99,434,109	105,247	1,321	**57,939**	2.77%
10- CLINT ISD (1)	116,403	119,321	2,918	1,041,732,321	1.335050	13,760,850	8,949	118	**89,630**	4.28%
11- FABENS ISD	4,772	4,959	187	163,246,076	1.261900	1,999,063	34,209	419	**3,674**	0.18%
12- TOWN OF CLINT	670	724	54	39,405,724	0.442248	174,271	58,815	260	**516**	0.02%
14- HORIZON REG MUD	102,615	104,217	1,602	1,051,691,671	0.468700	4,929,166	10,249	48	**79,014**	3.77%
15- EMERG.SVCS.DIST.#1	89,155	90,173	1,018	1,430,626,084	0.100000	1,430,600	16,047	16	**68,649**	3.28%
16- ANTHONY ISD	1,832	1,998	166	163,758,206	1.170000	1,864,360	89,388	1,018	**1,411**	0.07%
17- TOWN OF ANTHONY	1,651	1,790	139	153,535,439	0.417499	641,009	92,995	388	**1,271**	0.06%
18- CANUTILLO ISD	13,712	14,278	566	1,602,082,703	1.422100	22,459,545	116,838	1,638	**10,558**	0.50%
19- SAN ELIZARIO ISD	5,940	6,103	163	173,243,626	1.160756	1,971,333	29,166	332	**4,574**	0.22%
20- TORNILLO ISD	2,706	2,798	92	58,419,863	1.303700	756,679	21,589	280	**2,084**	0.10%
22- HAC. D'NTE.WTR.DIST.	558	562	4	73,428,142	0.231052	169,657	131,592	304	**430**	0.02%
25- LWR. VALLEY WTR.AUTH.	31,409	32,421	1,012	1,380,318,269	0.201574	2,782,389	43,947	89	**24,185**	1.16%
27- EMERG.SVCS.DIST.#2	80,028	84,096	4,068	2,832,471,108	0.100000	2,832,499	35,394	35	**61,622**	2.94%
30- TORNILLO WTR. DIST.	2,476	2,538	62	62,387,192	0.090000	56,149	25,197	23	**1,907**	0.09%
31- CITY OF HORIZON	7,133	7,311	178	695,211,682	0.322791	2,244,079	97,464	315	**5,492**	0.26%
33- DOWNTOWN MGT. DIST.	523	625	102	337,676,239	0.120000	405,211	645,652	775	**403**	0.02%
34- PASEO DEL ESTE MUD #10	990	1,008	18	151,386,567	0.750000	1,135,401	6,500		**762**	0.04%
35- PASEO DEL ESTE MUD #1	22	38	16	9,160,685	0.750000	68,705	416,395	3,123	**17**	0.00%
36- PASEO DEL ESTE MUD #3	813	836	23	58,569,572	0.750000	439,272	72,041	540	**626**	0.03%
37- PASEO DEL ESTE MUD #11 (2)	411	421	10	22,088,444	0.750000	165,664	53,743	403	**316**	0.02%
38- VILLAGE OF VINTON	1,108	1,158	50	118,407,857	0.275696	326,446	106,866	295	**853**	0.04%
39- PASEO DEL ESTE MUD #2 (3)	383	393	10	41,286,255	0.750000	309,647	6,800		**295**	0.01%
44- EP COUNTY WC&ID #4	2,780	2,886	106		0.000000	0	0	0	**2,141**	0.10%
49- PASEO DEL ESTE MUD #5	196	207	11	1,808,768	0.750000	13,566	9,228	69	**151**	0.01%
50- PASEO DEL ESTE MUD #6	18	22	4	830,862	0.750000	6,231	46,159	346	**14**	0.00%
51- PASEO DEL ESTE MUD #7	126	131	5	1,641,549	0.750000	12,312	13,028	98	**97**	0.00%
52- PASEO DEL ESTE MUD #8 (4)	14	18	4	255,272	0.750000	1,915	18,234	137	**11**	0.00%
Totals	2,094,947	2,172,568	77,621	187,852,933,194	22.952388	921,446,892			**1,613,109**	
*** Per parcel fee ----------**	**$0.77**					Fees from law firm----			**480,000**	22.93%
						Total fees ----------			**2,093,109**	
										100.00%

(1) EP County, EPComm Coll, Thomason Hospital, and Clint ISD parcel count no longer reduced by 59,500 (under $2 levies)
(2) Paseo Del Este MUD#11 changed it's name in 2007.
(3) Paseo Del Este MUD #2 new for 2008.
(4) New entities for Tax Year 2012.
Note: Tax parcels obtained from TC501.

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 2013 is $31,906,365,072 setting the debt limit at $3,190,636,507. Total obligations as of August 31, 2013 are $1,341,151,694, which represents 4.20% of the certified assessed valuation and is well below the established debt limit. The City has $916,945,000 in tax supported debt outstanding which equals 2.87% 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 2014 is $1,375. The property tax rate to provide debt service during the FY 2014 period is set at $0.232679 per $100 of assessed value. This represents a increase from the FY 2013 rate of $0.216256. 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
1	2014	148,650,000	41,523,576	190,173,576
	2015	37,140,000	35,928,837	73,068,837
	2016	41,275,000	34,222,869	75,497,869
	2017	37,530,000	32,417,209	69,947,209
	2018	39,225,000	30,728,286	69,953,286
	2019	37,005,000	28,968,246	65,973,246
	2020	37,575,000	27,320,954	64,895,954
	2021	39,035,000	25,641,999	64,676,999
	2022	39,940,000	23,858,064	63,798,064
	2023	41,785,000	21,980,006	63,765,006
	2024	39,890,000	19,995,228	59,885,228
	2025	38,965,000	18,085,092	57,050,092
	2026	37,560,000	16,234,036	53,794,036
	2027	36,310,000	14,428,115	50,738,115
	2028	38,030,000	12,685,916	50,715,916
	2029	36,640,000	10,876,365	47,516,365
	2030	38,835,000	9,115,963	47,950,963
	2031	40,675,000	7,265,262	47,940,262
	2032	38,535,000	5,339,816	43,874,816
	2033	24,645,000	3,481,660	28,126,660
	2034	21,825,000	2,251,627	24,076,627
	2035	14,255,000	1,181,857	15,436,857
	2036	7,200,000	450,766	7,650,766
	2037	2,175,000	149,175	2,324,175
	2038	2,245,000	75,769	2,320,769
	TOTAL	$916,945,000	$424,206,694	$1,341,151,694

1 In FY 2014, General Obligation Pension Bond 2009 will be refinanced.

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	31-Aug-26	2.950 to 4.970%	17,315,000	12,755,000	4,715,975	17,470,975
Cert of Obligation 2007	1-May-07	31-Aug-32	4.000 to 5.000%	35,000,000	32,395,000	16,656,932	49,051,932
Cert of Obligation 2009	15-Jan-09	31-Aug-34	3.000 to 5.500%	57,615,000	53,535,000	34,406,626	87,941,626
Cert of Obligation 2009A	15-Sep-09	31-Aug-19	4.000 to 5.000%	27,210,000	19,550,000	2,833,050	22,383,050
Cert of Obligation 2009B	15-Sep-09	31-Aug-34	4.781 to 6.163%	45,740,000	45,740,000	26,695,984	72,435,984
Cert of Obligation 2009C	17-Sep-09	31-Aug-34	6.163 to 6.163%	3,230,000	3,230,000	2,434,643	5,664,643
Cert of Obligation 2010A	1-Nov-10	31-Aug-15	3.000 to 3.000%	2,010,000	2,010,000	120,600	2,130,600
Cert of Obligation 2010B	1-Nov-10	31-Aug-36	3.220 to 6.700%	74,340,000	74,340,000	44,617,713	118,957,713
Cert of Obligation 2011	1-Sep-11	31-Aug-32	3.500 to 5.000%	32,775,000	32,775,000	18,908,176	51,683,176
Cert of Obligation 2012				58,730,000	58,730,000	25,388,275	84,118,275
TOTAL CERTIFICATES OF OBLIGATION					**335,060,000**	**176,777,974**	**511,837,974**
GOB Refunding 2005	1-Apr-05	31-Aug-26	3.500 to 5.250%	152,190,000	97,675,000	28,149,268	125,824,268
GO Bonds 2006	15-Apr-05	31-Aug-31	3.625 to 5.000%	56,350,000	47,355,000	25,564,750	72,919,750
GOB Refunding 2007	15-Feb-07	31-Aug-32	4.000 to 5.000%	95,190,000	92,220,000	49,713,410	141,933,410
GOB Refunding 2007A	1-May-07	31-Aug-32	4.000 to 5.000%	40,000,000	35,510,000	18,127,063	53,637,063
GOB Pension 2007	15-Jun-07	31-Aug-35	5.512 to 6.018%	101,240,000	93,640,000	77,401,200	171,041,200
GO Bonds 2008	15-Feb-08	31-Aug-33	3.500 to 5.000%	56,455,000	51,035,000	29,373,038	80,408,038
GOB Pension 2009	15-May-09	31-Aug-14	3.110 to 3.610%	111,545,000	108,610,000	3,920,821	112,530,821
GOB Refunding 2009	1-Jun-09	31-Aug-14	3.000 to 5.000%	16,020,000	5,680,000	284,000	5,964,000
GOB Refunding 2011	1-Sep-11	31-Aug-21	2.000 to 3.000%	5,860,000	5,165,000	772,950	5,937,950
GOB Refunding 2012	1-Oct-12	31-Aug-28	2.000 to 4.000%	20,710,000	20,710,000	6,898,550	27,608,550
GOB Refunding 2012	15-Aug-13	31-Aug-28	1.250 to5.000%	24,285,000	24,285,000	7,223,671	31,508,671
TOTAL GENERAL OBLIGATIONS					**$581,885,000**	**$247,428,720**	**$829,313,720**
TOTAL TAX SUPPORTED DEBT					**$916,945,000**	**$424,206,694**	**$1,341,151,694**
Special Rev. Bonds, Series 2013A	29-Aug-13	31-Aug-38	6.780 to 7.250%	45,125,000	45,125,000	49,961,096	95,086,096
Special Rev. Bonds, Taxable Series 20	29-Aug-13	31-Aug-43	7.25%	15,660,000	15,660,000	26,540,880	42,200,880
TOTAL SPECIAL REVENUE BONDS					**$60,785,000**	**$76,501,976**	**$137,286,976**
PID Revenue Bond 2007	15-Apr-07	31-Aug-20	4.79%	400,000	245,000	49,337	294,337
Solid Waste Revenue Bonds	14-Jul-04	31-Aug-28	3.000 to 5.125%	22,120,000	14,250,000	6,426,056	20,676,056
Airport	15-Sep-03	31-Aug-16	3.000 to 4.625%	18,000,000	3,745,000	345,400	4,090,400
Airport	1-Jun-11	31-Aug-33	3.250 to 5.000%	16,330,000	16,330,000	10,384,725	26,714,725
Federal Loan (ZIB)	1-Dec-91	31-Aug-22	Variable	3,000,000	850,000	192,500	1,042,500
SIB loan	4-Oct-99	31-Aug-15	4.30%	8,922,000	1,675,477	108,826	1,784,304
SIB loan	1-Jan-08	31-Aug-23	4.10%	6,107,000	4,464,032	1,067,148	5,531,179
SIB loan	22-Oct-10	31-Aug-20	3.25%	6,356,000	4,376,430	457,010	4,833,441
TOTAL REVENUE BONDS					**$45,935,939**	**$19,031,003**	**$64,966,942**
Mass Transit Capital Lease	3-Nov-06	31-Aug-14	3.679 to 4.25%	15,000,000	1,609,454	40,583	1,650,036
Motorola (IT)				20,063,362	20,063,362	2,493,783	22,557,145
TOTAL LEASE OBLIGATIONS					**$21,672,816**	**$2,534,366**	**$24,207,181**

FINANCIAL SUMMARIES

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

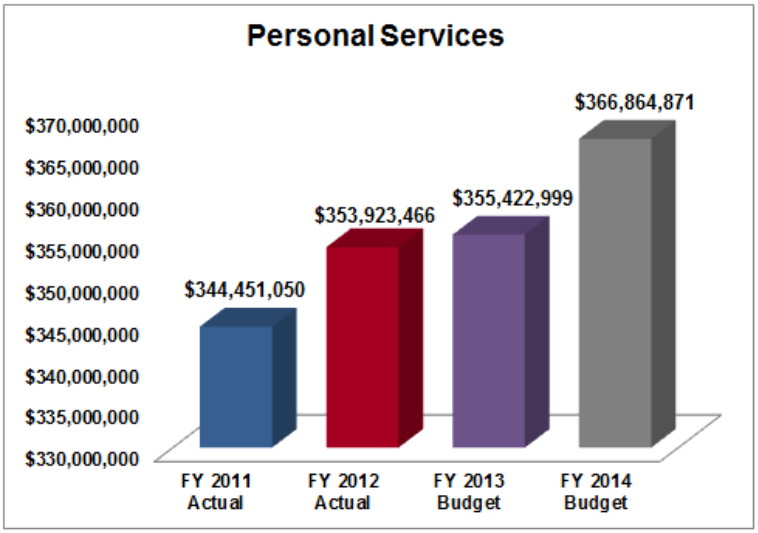
Financial Summaries

This section covers the City's expenditures and revenues summarized by source, department, function, character, and fund for FY 2011 through FY 2014. The review of expenditures is presented by character: 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. Lastly, statements for governmental and proprietary funds are provided for FY 2011 and FY 2012 followed by major fund summaries for FY 2011 through FY 2014.

Expenditures

Personal Services

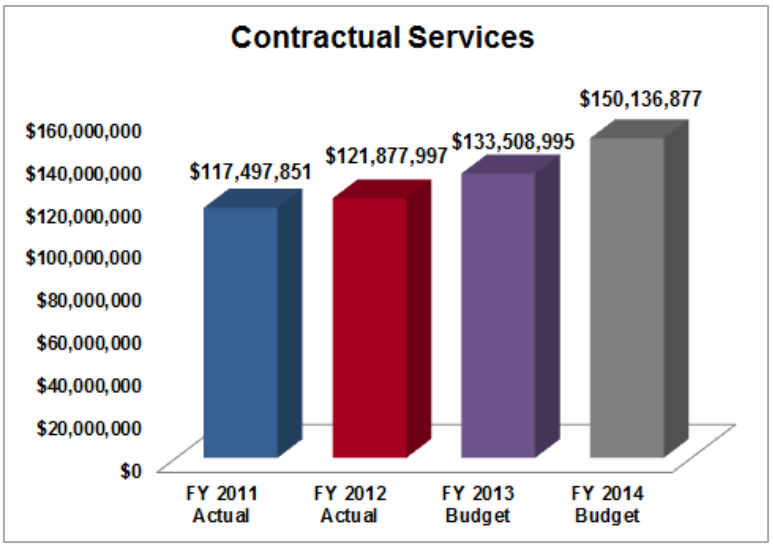
This character level includes costs related to employee compensation such as salaries, wages, and fringe benefits. All Funds Personal Services costs increased 3.22% from $355.4 million adopted in FY 2013 to $366.9 million in FY 2014. The increase in salary costs is mainly attributable to the Fire and Police Departments' contractual obligations. The Fire Department's budget includes funding to staff a new Fire Station #37 located on the far Eastside of El Paso and Fire Station #5 is under construction with a completion date of August, 2014. The Police Department has two academies graduating in FY 2014 expected to produce 68 graduates with an additional academy in the early summer should attrition exceed estimates. Three additional inspectors were also added in City Development to meet customer demand for building inspections.



In January, 2014, the City will implement salary increases of up to 5.5% for General Services, Professional/Managerial and comparable level Unclassified employees. A three step process will be applied based on the employee's tenure in position and compensation level relative to the midpoint of their salary range.

General Fund Personal Services for FY 2014 are budgeted at $269.7 million and represent 73.5% of the total All Funds Personal Services budget.

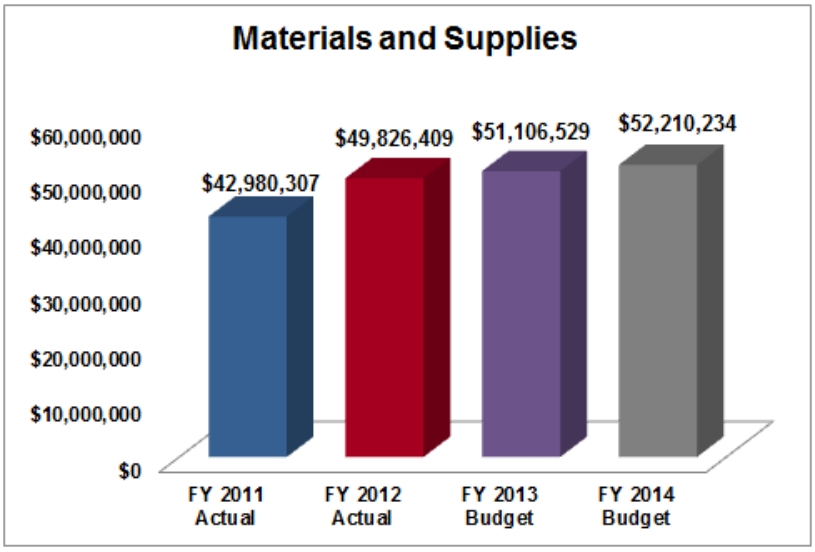
Contractual Services



This character level includes costs that are derived from contractual agreements for services. Contractual service costs increased 12.45% from $133.5 million adopted in FY 2013 to $150.1 million in FY 2014. The variance is primarily due to an increase in funding for economic development incentives and full year implementation of the Police G4S transport service contract offset by a decrease in election costs since no municipal elections are scheduled for 2014. Sun Metro shows an increase for annualizing the outsourced LIFT contract. General Services added turf medians and park litter funding transferred from Environmental Services special purpose fund. Department of Transportation increased funding for the 2nd year of a 7 year infrastructure program for bike lanes and extensions.

General Fund Contractual Services for FY 2014 are budgeted at $33.1 million and represent 22% of the All Funds Contractual Services budget.

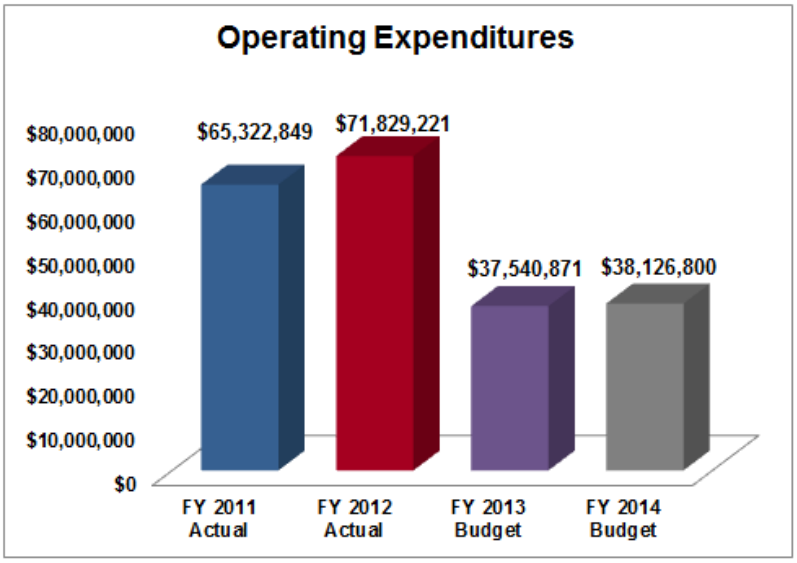
Materials and Supplies



This character level includes costs of expendable items used by operating activities. Supplies and material costs increased 2.16% from $51.1 million adopted in FY 2013 to $52.2 million in FY 2014. The variance is primarily due to fuel inventory purchases and land maintenance supplies to maintain city parks in the General Services Department, increased funding for the replacement and repair of personal protective equipment for firefighters, new mobile computer terminals used in emergency response vehicles, and fuel for the Fire Department. Additionally, the Airport Department includes funding for computer equipment and building/facility/airfield maintenance and repair. Part of the increase is offset by a reduction in fuel, ammunition supplies, equipment maintenance supplies, and uniforms for the Police Department.

General Fund Materials and Supplies for FY 2014 are budgeted at $15.2 million which accounts for 29.2% of the total Material and Supplies All Funds budget.

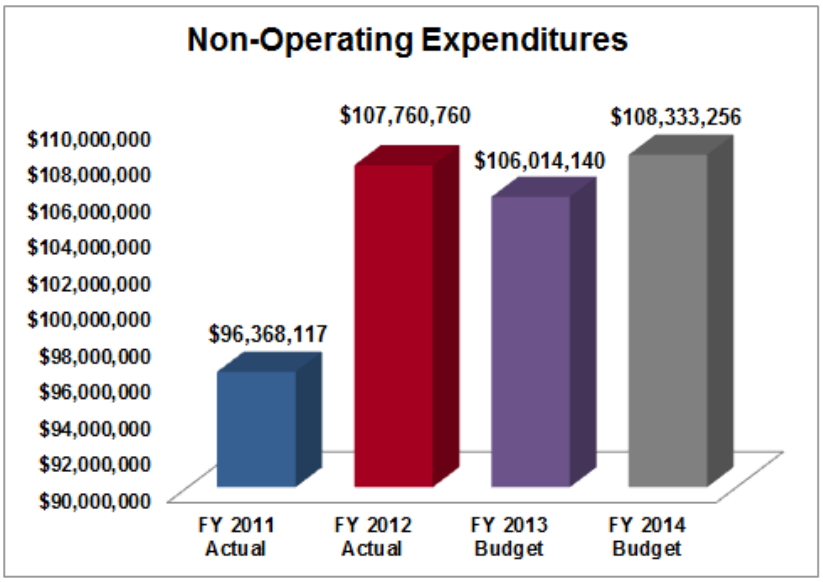
Operating Expenditures



This character level 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 2014 shows an increase of 1.56%, primarily comprised of the restoration of operating contingency funds and salary reserve. Also included are startup costs for Mesa Brio, the first Rapid Transit Service corridor.

About half, or 51.6%, of costs in this category are budgeted in the General Fund.

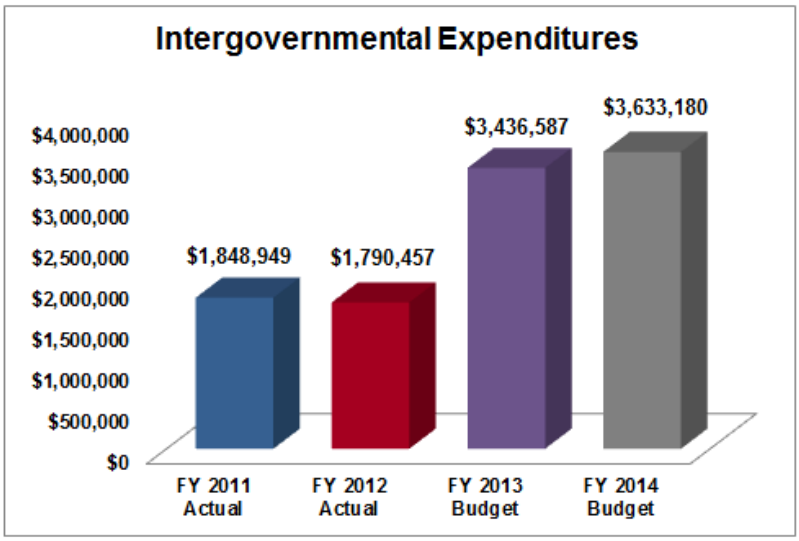
Non-Operating Expenditures



This character level includes costs such as principal and interest expense, community service project allocations, housing rehabilitation costs and damages/settlement costs and represents 13.5% of the total All Funds budget. The budget for FY 2014 increased by 2.19% from $106 million to $108.3 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 including $1 million for principal and interest payments for the large emergency response vehicle replacement program in the Fire Department.

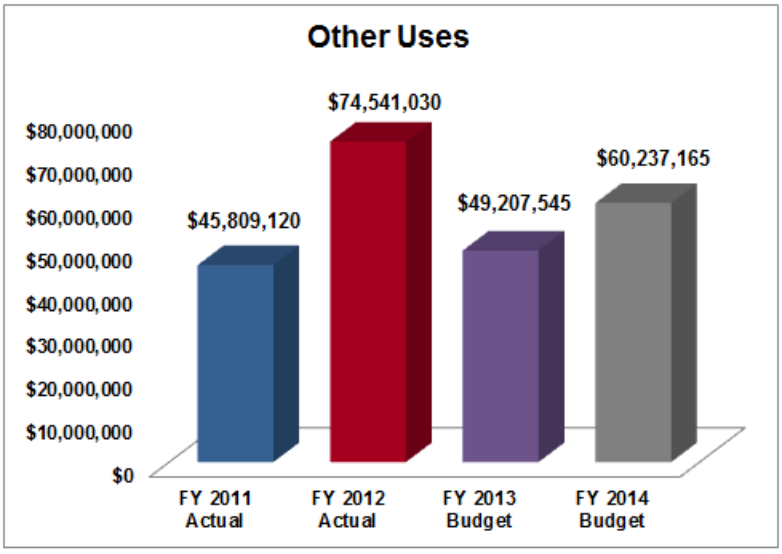
A small percentage (4.78%) of the category is budgeted under the General Fund.

Intergovernmental Expenditures



This character level includes grant-matching funds in order to leverage federal and state funding. Nearly half (44.4%) 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 increased 5.72% from $3.4 million in FY 2013 to an estimated $3.6 million in FY 2014. City Development increased the transfer of proceeds from Real Estate sales. Sun Metro's portion of anticipated grants includes a grant for nine replacement buses for Fixed Route.

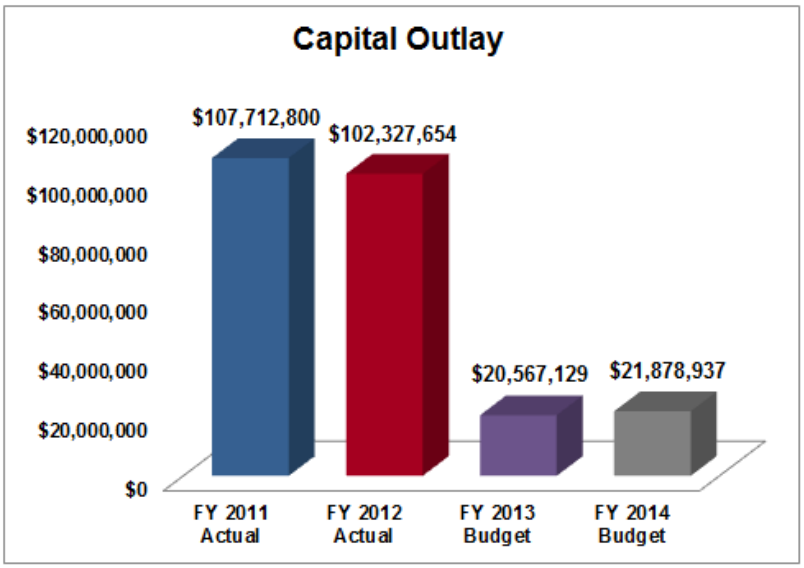
Other Uses



This character level includes nonrecurring transfers that do not qualify as revenues or expenditures to the receiving or disbursing department. Other Uses increased 22.41% from $49.2 million in FY 2013 to an estimated $60.2 million in FY 2014, due to an increase in the transfer to the vehicle replacement fund and increased interfund transfers of $2.3 million to fund capital projects at the Airport. Additionally, a technical adjustment was made to capture the transfer of employee insurance deductions to the Self Insurance Fund.

A small percentage (10.9%) of this category is budgeted under the General Fund.

Capital Outlay



This character level includes construction, equipment, and land acquisition. Capital costs for FY 2014 are expected to increase by 6.38% from $20.6 million in FY 2013 to an estimated $21.9 million in FY 2014. The budget includes funding for vehicles and personal computers, as well as funding for capital projects in the Environmental Services and Airport Departments. Sun Metro has budgeted $1.4 million for the mid-life rebuild of bus engines and transmissions.

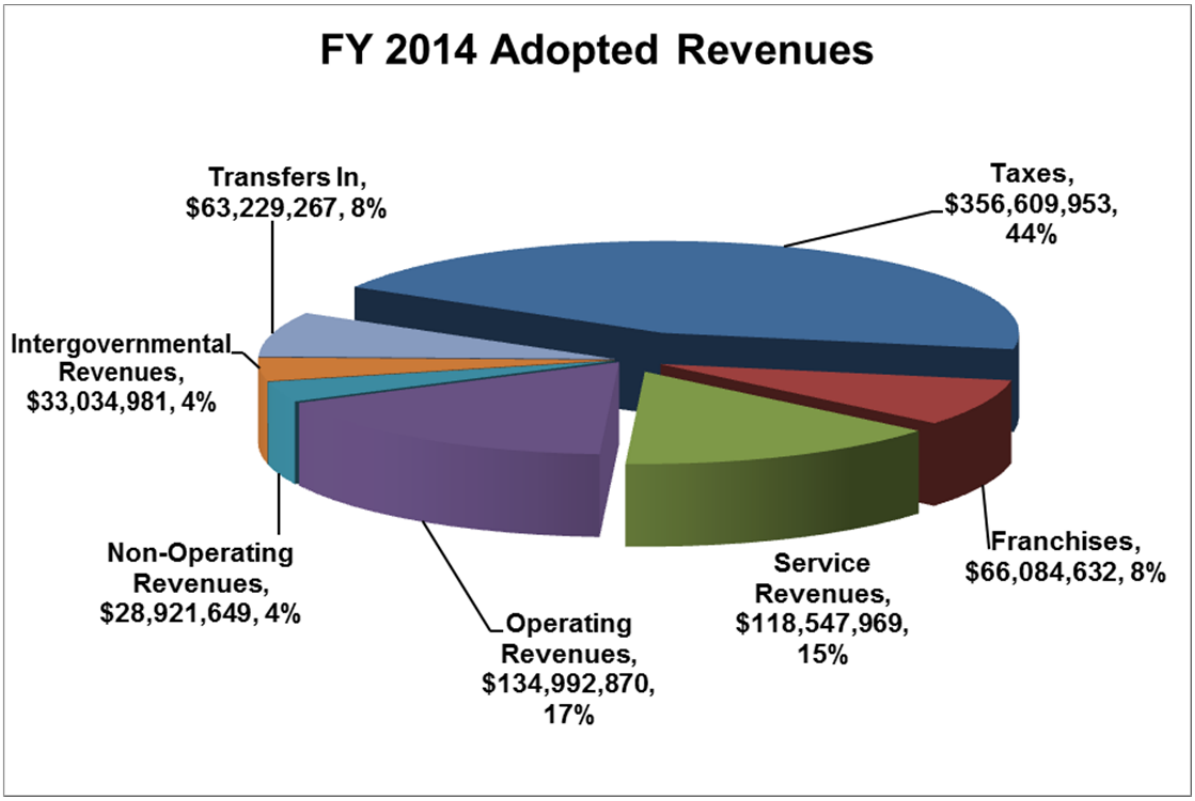
Less than 1% of the category is budgeted under the General Fund.

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 2014 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 Classification	*Actual FY 2011*	*Actual FY 2012*	*Adopted FY 2013*	*Adopted FY 2014*	*% Change FY 13-14*
Taxes	**$317,246,086**	**$327,659,451**	**$342,710,262**	**$356,609,953**	**4.06%**
Franchises	**$65,484,838**	**$64,721,740**	**$64,729,436**	**$66,084,632**	**2.09%**
Service Revenues	**$108,371,671**	**$116,659,317**	**$116,679,556**	**$118,547,969**	**1.60%**
Operating Revenues	**$116,715,090**	**$117,484,952**	**$123,052,841**	**$134,992,870**	**9.70%**
Non-Operating Revenues	**$29,095,019**	**$25,505,371**	**$19,497,556**	**$28,921,649**	**48.33%**
Intergovernmental Revenues	**$78,613,165**	**$64,564,336**	**$39,281,192**	**$33,034,981**	**-15.90%**
Transfers In	**$99,751,763**	**$79,294,933**	**$50,853,952**	**$63,229,267**	**24.34%**
Total	**$815,277,631**	**$795,890,100**	**$756,804,795**	**$801,421,321**	**5.90%**



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

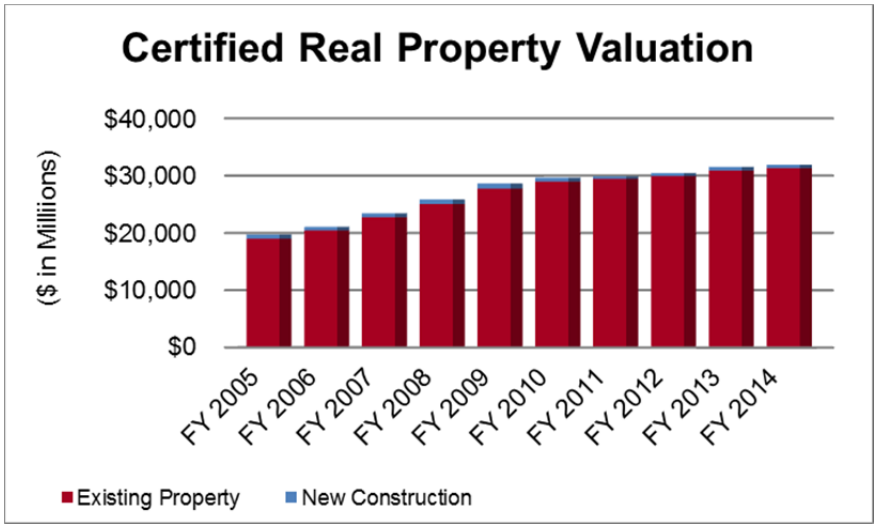
Property taxes are assessed on real and personal property within the City limits to partially fund general government activities, programs, and debt obligations. The total tax rate has two components: maintenance and operations and debt service. The general activities include maintenance and operating 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 characteristics 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 2014.

Certified Real Property Valuation History

Fiscal Year	New Construction	Existing Property	Total	Variance
FY 2005	$766,666,087	$18,954,713,420	$19,721,379,507	8.63%
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%



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 2005 to FY 2014. The FY 2014 valuation shows a slight loss in new construction and flat growth in the values of existing property, largely due to a settlement agreement with the City's single largest taxpayer for calendar years 2012 and 2013. For FY 2014, existing property valuations show a slight increase of 1.5% when compared to the FY 2013 valuation. The previously certified values for FY 2013 showed a 3.15% growth over the 2012 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.

Total real property valuations as originally certified for CY 2012 grew 3.15% from the CY 2011 valuation. However, the original certified value included the disputed value from the City's largest taxpayer. The value for CY 2012 and CY 2013 was reduced significantly after settlement of the dispute causing the valuation for CY 2013 used for the FY 2014 budget to only increase by 1.28%.

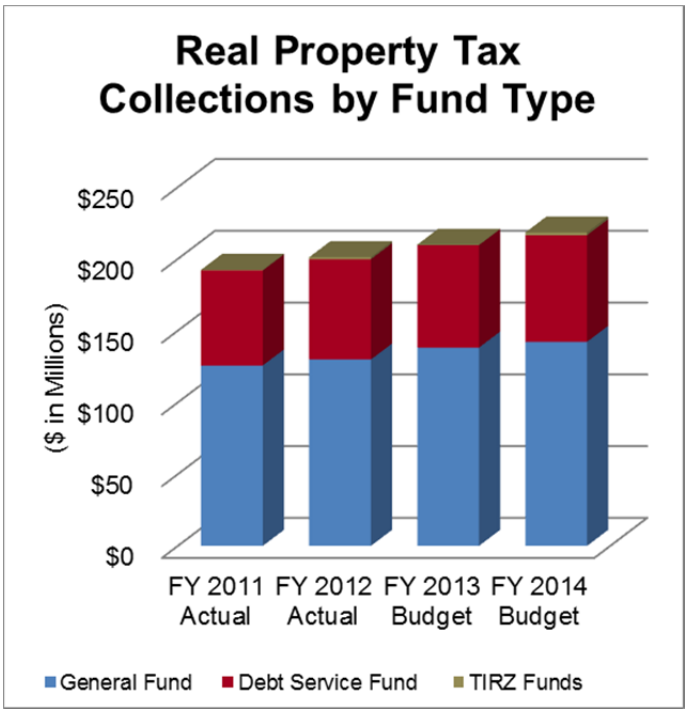
Certified Real Property Valuation Trends by Calendar Year

	2010 Valuation	2011 Valuation	2012 Valuation	2013 Valuation	Variance
New Construction	$458,898,537	$512,267,938	$635,928,288	$585,380,272	-7.95%
Existing Property	29,419,125,623	29,925,168,453	30,866,712,981	31,320,984,800	1.47%
Total Valuation	$29,878,024,160	$30,437,436,391	$31,502,641,269	$31,906,365,072	1.28%

City management adopted an overall rate that generates $0.003/$100,000 more for maintenance and operations than FY 2013 while adopting a debt service rate that increased by $0.016/$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
FY2011	$0.428400	$0.225300	$0.653700
FY2012	$0.429236	$0.229168	$0.658404
FY2013	$0.442148	$0.216256	$0.658404
FY2014	$0.445699	$0.232679	$0.678378



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

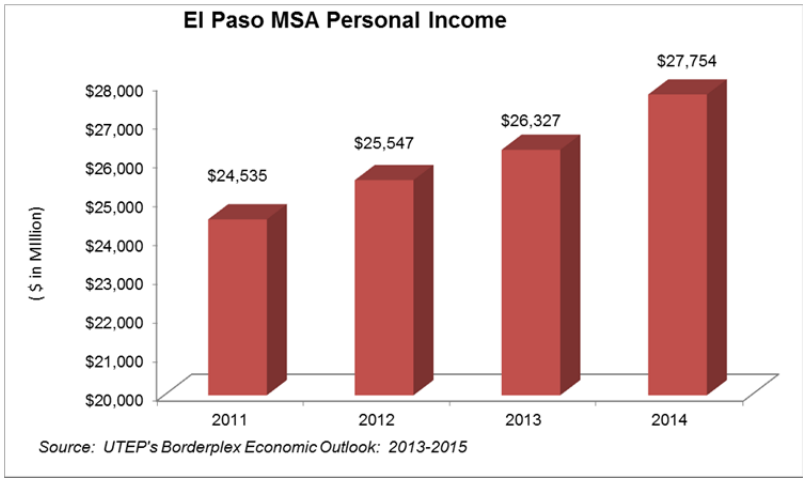
Plan. The two projects identified in the establishment of Zone Number Two are Loop 375 at FM 659 (Zaragoza) and Loop 375 at the I-10/Americas Interchange. TRZ Number Three will provide the City's share of funding for Loop 375 NE which is also identified in the 2008 Comprehensive Mobility Plan. The impact of TRZ Number Two and Number Three on the FY 2014 budget is a total of $1.6 million from an incremental value of $231.3 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 $79.2 million reducing the City's General Fund tax revenues by $541,646 to promote redevelopment of the downtown area.

Real Property Tax Collections by Fund Type

	FY2011 Actual	FY2012 Actual	FY2013 Budget	FY2014 Budget	Variance
General Fund	$125,743,484	$129,843,804	$138,172,843	$142,206,210	2.92%
Debt Service	66,180,221	69,886,787	71,355,901	74,284,023	4.10%
TIRZ	449,634	1,408,532	328,441	1,900,135	478.53%
Total Collections	$192,373,339	$201,139,123	$209,857,185	$218,390,368	4.07%

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.



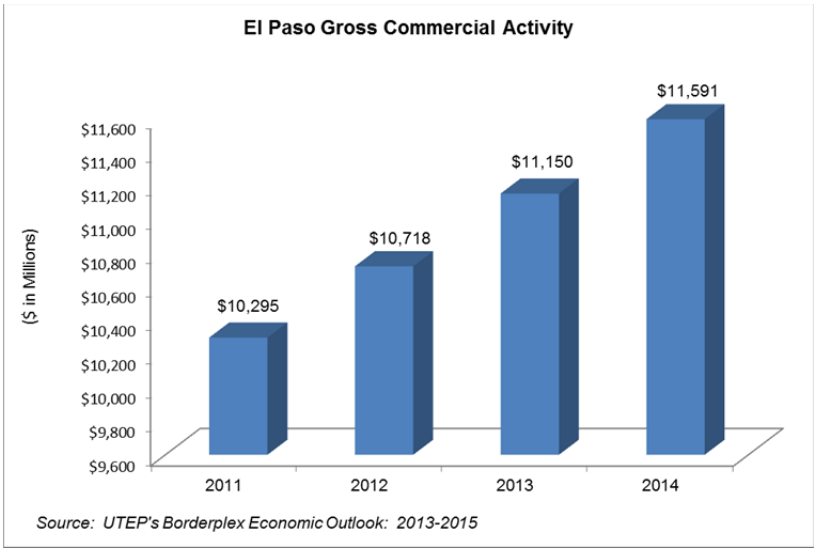
Sales tax is correlated to El Paso Metropolitan Statistical Area (MSA) Personal Income Growth, economic trends, retail trends, and traffic crossings at the International Bridges. An MSA is a U.S. Government classification for a free-standing urban population center with a population in the urban center 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 $27.8 billion in 2014 from $26.3 billion in 2013. 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. In FY 2011, the City experienced 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 2012 revenues increased by only 1.36% over FY 2011. For FY 2013, sales tax collections were expected to increase by $6.6 million or 6.07% over FY 2012, due to an increase in personal income. As the economy improves and personal income continues to increase, the City of El Paso is estimating that sales tax collections will increase by $5.13 million or 4.42% over FY 2013.

Sales Tax Collections by Fund Type

	FY2011 Actual	FY2012 Actual	FY2013 Budget	FY2014 Budget	Variance
General Fund	72,279,181	73,260,336	77,323,488	80,711,258	4.38%
Sun Metro	35,812,504	36,294,778	38,661,744	40,355,629	4.38%
Economic Development	0	1,892	217,593	269,315	23.77%
Total Collections	$108,091,686	$109,557,006	$116,202,825	$121,336,202	4.42%



The General Fund portion of the sales tax collections increased by $981,155 or 1.36% in FY 2012 compared to FY 2011. In FY 2013, the City adopted a budget of $77.3 million, an increase of 5.54% over FY 2012 Actuals. For FY 2014, sales tax collections are projected to increase by 4.38% over FY 2013 to $80.7 million. 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. In FY 2013, the City estimated a total of $422,960 which is projected to decrease to $277,912 in FY 2014 as some of the existing incentives are ending.

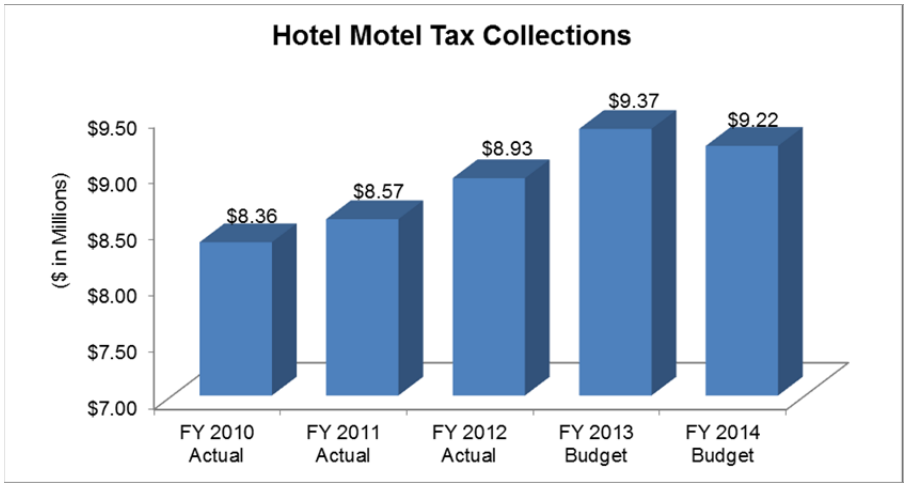
Retail sales in El Paso have increased by 8.31% or $855 million since FY 2011. In 2014, retail sales are estimated to increase by 4.0% or $441 million from 2013.

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 El Paso Convention and Visitor's Bureau (CVB), 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, so that by 2014 the stadium will be the home of a Pacific Coast League Triple-A baseball team called the El Paso Chihuahuas.

Analysis and Assumptions

Hotel and motel occupancy taxes have remained relatively flat. From FY 2011 to FY 2012 the hotel and motel market showed signs of improvement and the associated revenue grew by 4.24%. The estimates for the FY 2013 and FY 2014 budgets are derived using historical collections, occupancy rates, and input from subject matter experts that work closely with area tourism partners and hotels. While FY 2013 revenue was budgeted at a 4.91% increase over FY 2012, the estimated hotel and motel taxes for FY 2014 are expected to decline by about 1.62% from FY 2013 budget estimates. 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					
	FY2011 Actual	FY2012 Actual	FY2013 Budget	FY2014 Budget	Variance
Conv. & Perf Arts Center	$5,350,394	5,582,899	$5,895,000	$5,805,000	-1.53%
CVB Capital Improvements	3,059,578	3,189,370	3,275,000	3,225,000	-1.53%
Econ. Dev. 380 Agreements	156,675	157,790	198,640	187,065	-5.83%
Total Collections	$8,566,647	$8,930,059	$9,368,640	$9,217,065	-1.62%

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.

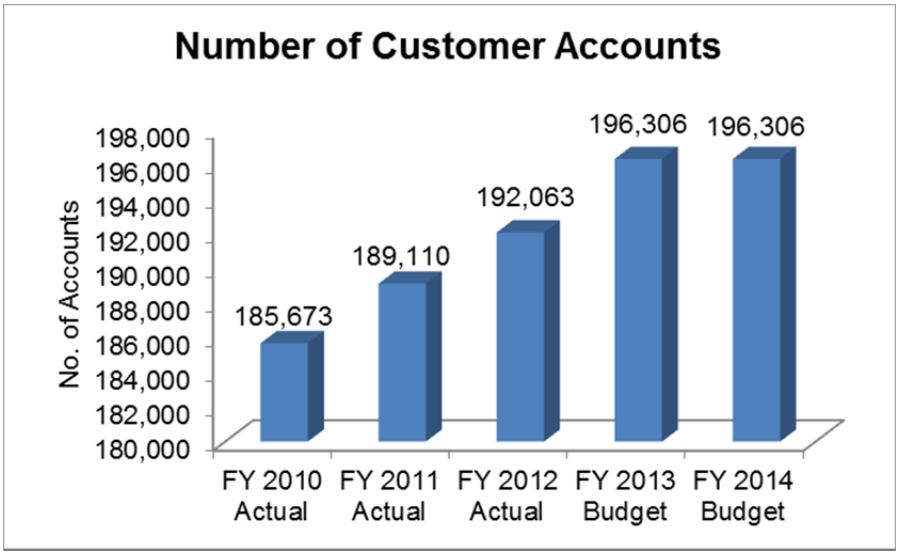
The two major franchise fees are discussed in detail in the following pages at the All Funds level for water and electric utilities revenue streams. Additionally, this revenue category accounts for the International Bridge revenue derived from crossings which is also discussed.

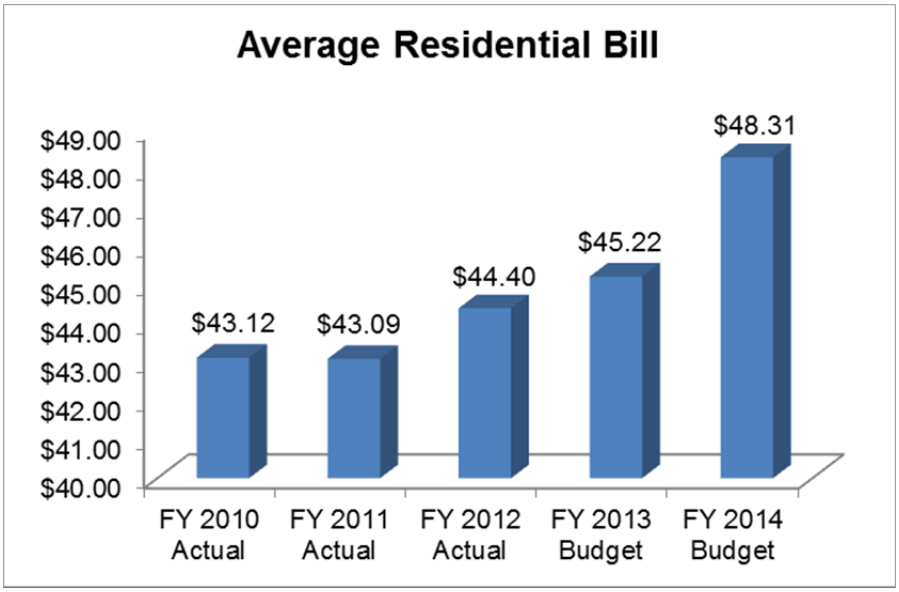
El Paso Water Utilities

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.

Analysis and Assumptions

In FY 2012, the customer base grew by 1.56% or an additional 2,953 customers for a total base of 192,063. Revenue in the amount of $10.8 million collected in FY 2012 increased by $320,018 due to increased water consumption as a result of an above average dry and hot summer season. For FY 2013, revenues were expected to decrease by 2.8%, resulting in lower collections of $10.5 million while the customer base was expected to grow by 4,243 customers. For FY 2014, collections are projected to increase by 9.39% or $982,123. Additionally, the average residential bill is projected to increase by $3.09 in FY 2014.





El Paso Water Utilities Collections					
	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget	Variance
General Fund	$10,435,540	$10,755,558	$10,454,077	$11,436,200	9.39%

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 2012, the City experienced a decrease in the amount of revenue collected of $775,614 or 10.49%. 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 2013 by another 1.64%, though they are expected to increase in FY 2014 by $338,908 or 5.2% as a result of additional revenue driven by video programming.

AT&T Collections					
	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget	Variance
General Fund	$7,396,196	$6,620,582	$6,511,820	$6,850,728	5.20%

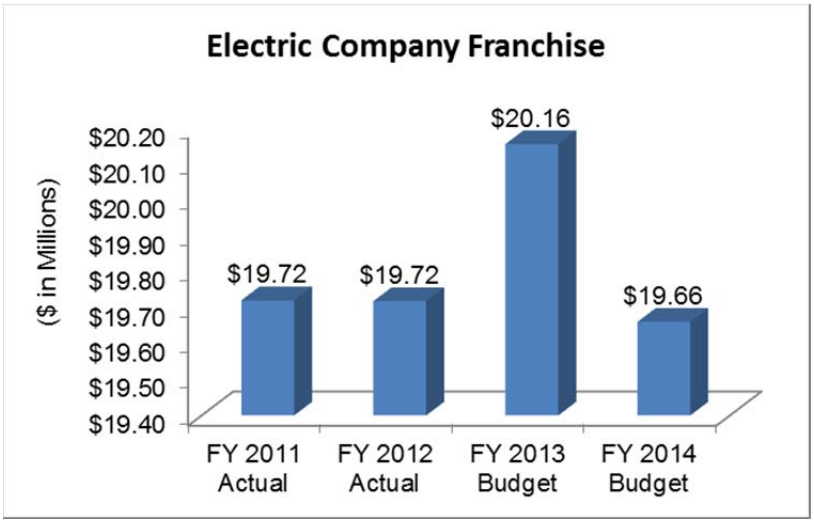
Electric Company Franchise Fee

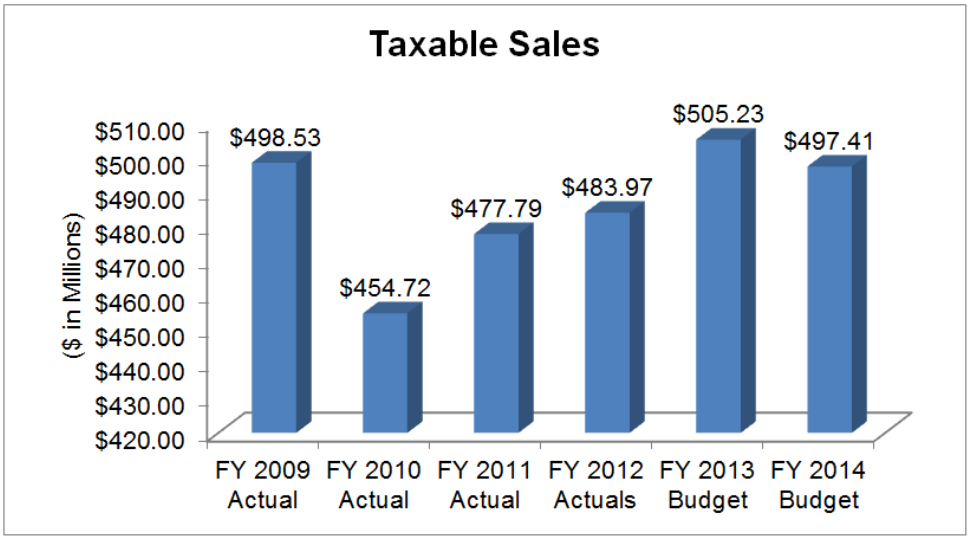
El Paso Electric is a public utility company which generates, transmits, and distributes electricity in West Texas and Southern New Mexico. In order for El Paso Electric to operate effectively and serve the El Paso area, it is necessary that power lines and infrastructure be located on City owned property 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 2012 the City's General Fund revenues were flat with a decrease of $2,736. Taxable sales are anticipated to decrease from $505.23 million in FY 2013 to $497.4 million in FY 2014. Franchise fees payable to the City for FY 2014 are projected to decrease by $495,127 from the prior year or 2.46%.





Electric Company Franchise					
	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget	Variance
General Fund	$15,667,452	16,021,028	$16,250,676	16,007,679	-1.50%
Impact Fund	4,053,112	3,697,160	3,905,000	3,652,870	-6.46%
Total Collections	$19,720,564	$19,718,188	$20,155,676	$19,660,549	-2.46%

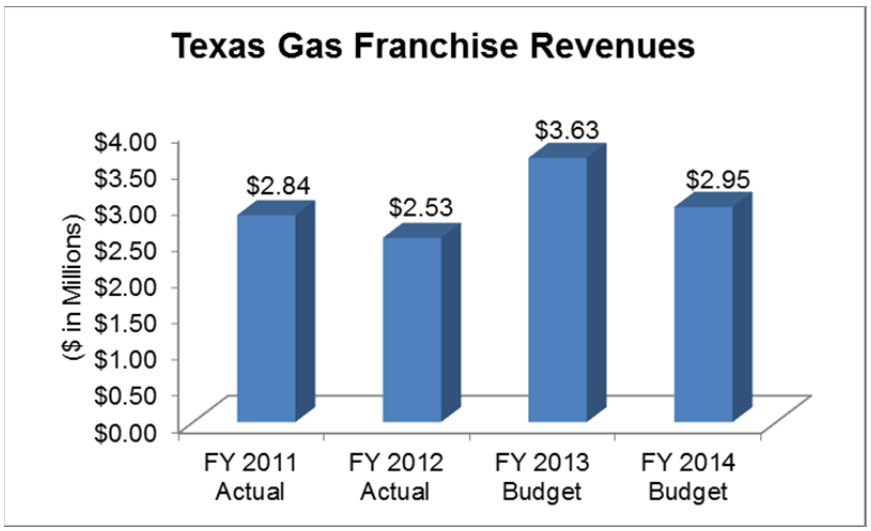
Gas Franchise Fees

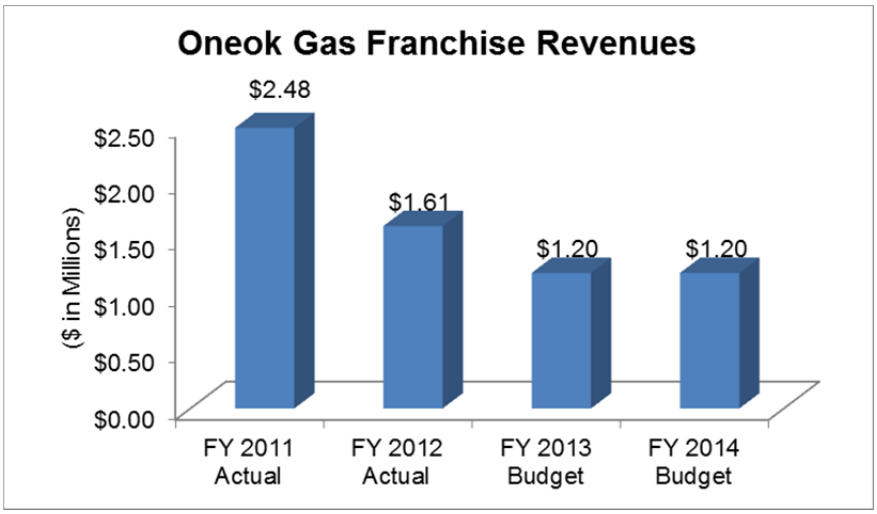
The City currently has three franchise agreements in place with gas providers that use the City's streets for transmission and/or delivery of gas to its customers. The major providers are Texas Gas Services and Oneok. The City negotiated a new franchise agreement with Oneok effective November 27, 2008 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 is based on a franchise fee factor. The factor is comprised of the initial factor of $0.0114 per Ccf (100 cubic feet) plus any adjustments based on the gas cost adjustment factor and the base rate adjustment factor. The gas cost adjustment factor is affected by the market rates for gas prices. Based on the agreement the estimated inflow of revenues is projected using sales data, gas market rates, the terms of the agreements, and market trends.

Analysis and Assumptions

The City received $5.3 million from the two franchisees in FY 2011. For FY 2012 Oneok receipts were based on conservative estimates pending possible litigation. Texas Gas Service is also in the process of negotiating the franchise agreement and the possible effects on future revenue streams are unknown at this time. All gas franchise payments are considered General Fund revenue.

Selected Gas Franchises					
	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget	Variance
Texas Gas Service	$2,838,437	$2,527,388	$3,625,261	$2,951,280	-18.59%
Oneok	2,483,900	1,614,243	1,200,000	1,200,000	0.00%
General Fund	$5,322,337	$4,141,631	$4,825,261	$4,151,280	-13.97%





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 commercial fee was increased in FY 2008 from a rate of $3.00 per axle to $3.50 and has not increased since. The passenger vehicle fee increased in FY 2008 from $1.65 to $2.25 while the pedestrian fee increased to $0.50 in FY 2010 from $0.35.

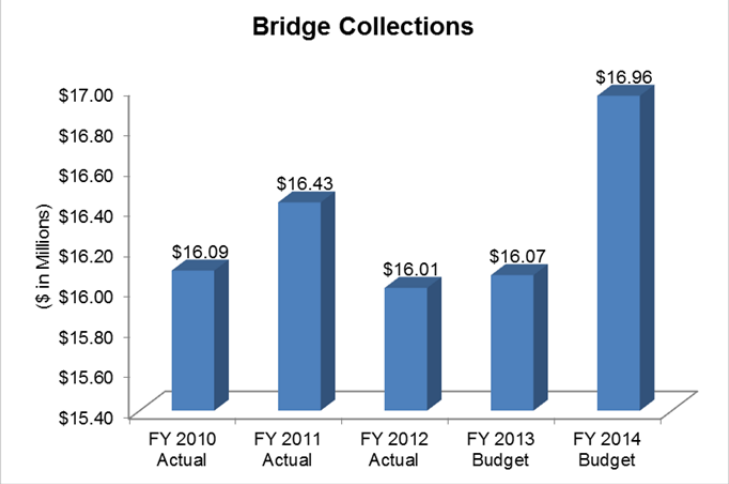
International Bridges Crossing Rates

	FY2011	FY2012	FY2013	FY2014
Pedestrian	$0.50	$0.50	$0.50	$0.50
Passenger Vehicle	$2.50	$2.50	$2.50	$2.50
Commercial Vehicle	$3.50/axle	$3.50/axle	$3.50/axle	$3.50/axle
Empty Commercial Vehicle		$4.00 to $7.50	$4.00 to $7.50	$4.00 to $7.50

Note: In FY 2013, City Council approved a reduced rate of $0.25 on Saturdays to improve crossings.

Note: Effective 1/26/14, the passenger vehicle rate will increase to $3.00 and the commercial vehicle rate will increase to $4.00 per axle.

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 charged. Collected revenues for FY 2011 increased by $337,844 or 2.10% compared to FY 2010 collections. Pedestrian and passenger vehicle crossings have declined continuously since 2010 though they are beginnning to improve slightly, particularly for commercial vehicles. For FY 2012, collections were $16.1 million, an increase of 0.40% over FY 2011. The City is projecting an increase of 5.53% from FY 2013 with total collections estimated at $17 million.

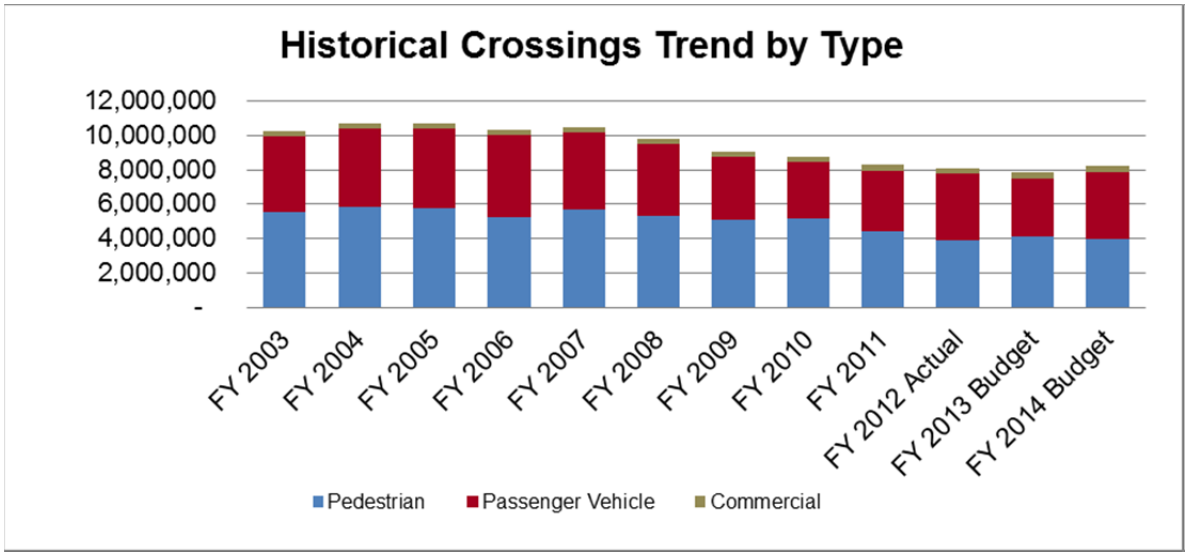
International Bridges Revenue

	FY2011 Actual	FY2012 Actual	FY2013 Budget	FY2014 Budget	Variance
Crossing Revenue	$16,431,688	$16,007,568	$16,071,088	$16,959,851	5.53%

International Bridges Crossings					
	FY2011 Actual	FY2012 Actual	FY2013 Budget	FY2014 Budget	Variance
Pedestrians	4,455,679	3,938,677	4,111,610	3,995,840	-2.82%
Passenger vehicles	3,485,357	3,817,784	3,395,233	3,828,334	12.76%
Commercial vehicles	323,608	356,567	368,630	369,690	0.29%
Total Crossings	8,264,644	8,113,028	7,875,473	8,193,864	4.04%

The economic recession and increased safety issues have 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. Both the passenger vehicle and pedestrian crossings showed a decline of 6.08% in FY 2011 compared to FY 2010. The commercial activity showed a decline in FY 2011 of less than 1% in crossings from the prior year. For FY 2012, passenger vehicle and pedestrian crossings continued to decline at a rate of 2.32%. However, commercial crossings increased by 32,949 or 10.18% in FY 2012. Revenue streams derived from bridge crossings for FY 2013 increased by only 0.40% or $63,520. For FY 2013, 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 2013 increased by 3.38% over FY 2012. 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 2003	5,533,156	4,422,995	277,135
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	3,938,677	3,817,784	356,567
FY 2013	4,111,610	3,395,233	368,630
FY 2014	3,995,840	3,828,334	369,690



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.

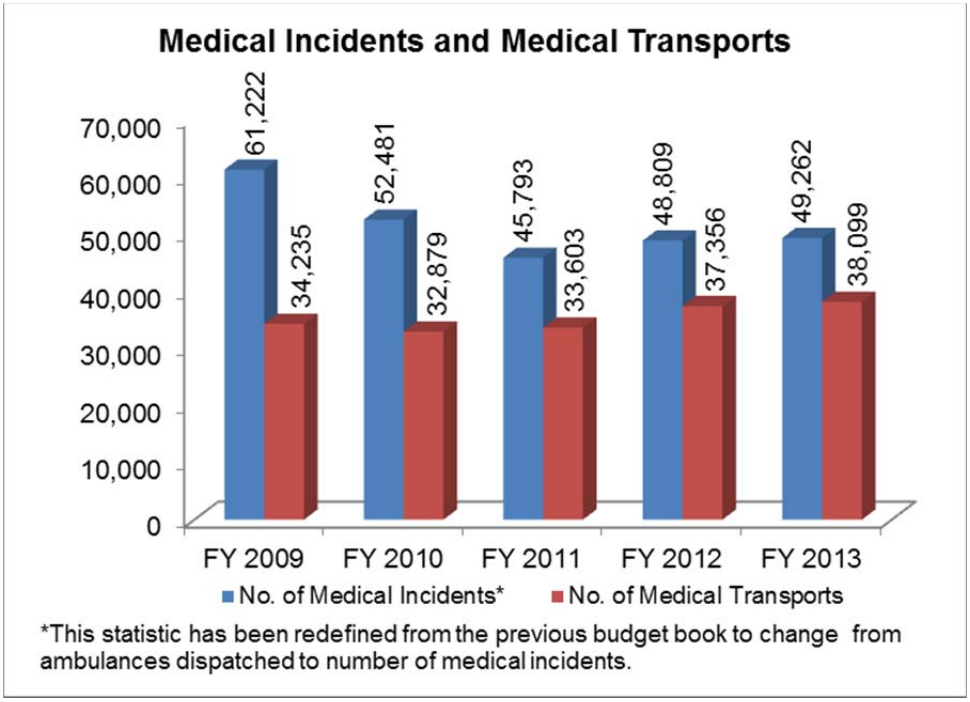
Analysis and Assumptions

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 million to $7.3 million in FY 2011, a decrease of $2.6 million or 26.72%. The decrease in receipts is due to a change in the billing process and trends in collections. For FY 2012, ambulance collections increased by $3.4 million, an increase of 46.86% over FY 2011. 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. For FY 2013, ambulance revenue collections were estimated to decrease by 14.66% or $1.6 million due to several factors which include litigation with the previous billing/collection vendor and the transition to a new vendor.

Ambulance Collections						
	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget	Variance
General Fund	$10,020,221	$7,342,475	$10,782,896	$9,202,025	$10,188,700	10.72%

For FY 2014, the revenue stream is expected to stabilize and an increase of $986,675 or 10.72% is budgeted.



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					
	FY2011 Actual	FY2012 Actual	FY2013 Budget	FY2014 Budget	Variance
Enplaned	1,491,302	1,471,845	1,530,946	1,420,100	-7.24%
Deplaned	1,474,553	1,455,927	1,515,637	1,420,100	-6.30%
Total Passenger Count	2,965,855	2,927,772	3,046,583	2,840,200	-6.77%

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. For 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.

Selected Airport Revenues

	FY2011 Actual	FY2012 Actual	FY2013 Budget	FY2014 Budget	Variance
Customer Facility Charge	$0	$1,765,621	$3,002,300	$3,450,000	15%
Building Leases	1,601,193	1,498,077	1,773,532	1,510,000	-15%
Parking Lot Fees	5,892,972	5,767,272	6,249,745	6,324,745	1%
Scheduled Landing Fees	3,083,522	2,963,169	2,957,000	2,957,000	0%
Terminal Space Rental	4,346,913	5,553,346	5,449,000	5,449,000	0%
Airport Car Rentals	4,460,850	4,335,144	4,400,000	4,330,000	-2%
Ground Rentals	7,216,112	7,294,851	7,174,354	7,398,950	3%
Golf Course Green Fees	975,966	1,004,957	996,883	1,035,649	4%
Cargo Landing Fees	1,204,340	965,553	777,900	777,900	0%
Passenger Facility Charge	5,846,384	5,535,166	6,036,569	6,139,498	2%
Total Selected Revenues	$34,628,252	$36,683,156	$38,817,283	$39,372,742	1%

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 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. The budget for FY 2013 was 4% over FY 2012 actual revenues with year-end estimates holding at that level. Ridership revenue estimates for FY 2014 were determined using the latest actual revenue collections at the time of budget preparation and are expected to continue to 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.

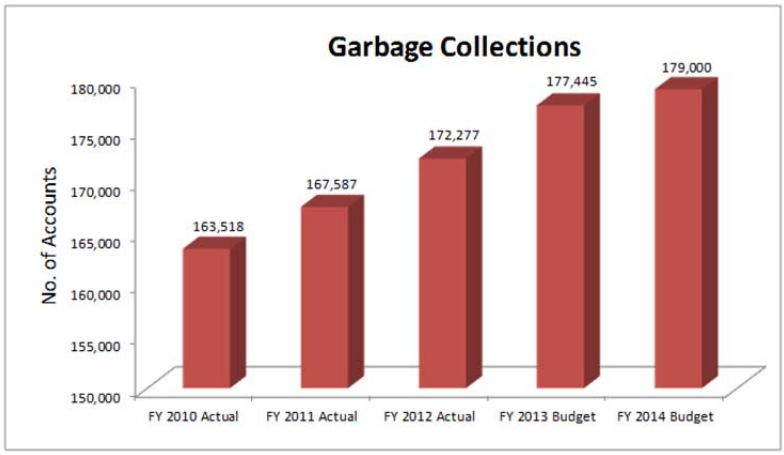
Mass Transit Fare Revenue by Type

Fare Type	FY2011 Actual	FY2012 Actuals	FY2013 Budget	FY2014 Budget	Variance
Fare Box Revenue	$7,827,673	$8,217,176	$8,526,254	$8,720,415	2.28%
Ticket Sales	519,182	515,004	551,000	607,818	10.31%
Trolley Token Sales	83,612	92,499	102,700	88,740	-13.59%
Fare Box County Service	51,996	54,235	56,400	58,200	3.19%
Fare Box City of Sunland Park	50,752	43,361	55,500	55,000	-0.90%
Total Fixed Route Revenue	$8,533,215	$8,922,275	$9,291,854	$9,530,173	2.56%
Sr. Citizen Bus Pass	$196,110	$168,000	$175,200	$169,877	-3.04%
LIFT Bus Revenue-Tickets	215,060	257,803	269,000	238,000	-11.52%
LIFT Bus Revenue - Fare Box	256,356	256,010	269,900	269,178	-0.27%
Total LIFT Bus Revenue	$667,526	$681,813	$714,100	$677,055	-5.19%
Total Service Revenue	$9,200,741	$9,604,088	$10,005,954	$10,207,228	2.01%

Mass Transit Statistics

Fare Type	FY2011 Actual	FY2012 Actuals	FY2013 Budget	FY2014 Budget	Variance
Ridership Fixed Route	15,799,858	16,589,851	16,459,000	17,282,000	5.00%
Demand Response	200,305	194,111	250,838	257,408	2.62%
Sunland Park Ridership	129,631	136,113	130,254	133,510	2.50%
El Paso County Ridership	63,066	66,219	71,027	72,803	2.50%
Ticket Sales - Weekly Passes	369,642	396,283	321,695	362,540	12.70%
Ticket Sales - Monthly Passes	30,753	32,582	25,302	29,546	16.77%
Ticket - Demand Response	86,024	90,325	98,525	100,988	2.50%
Tokens	62,428	65,549	61,033	63,003	3.23%

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.

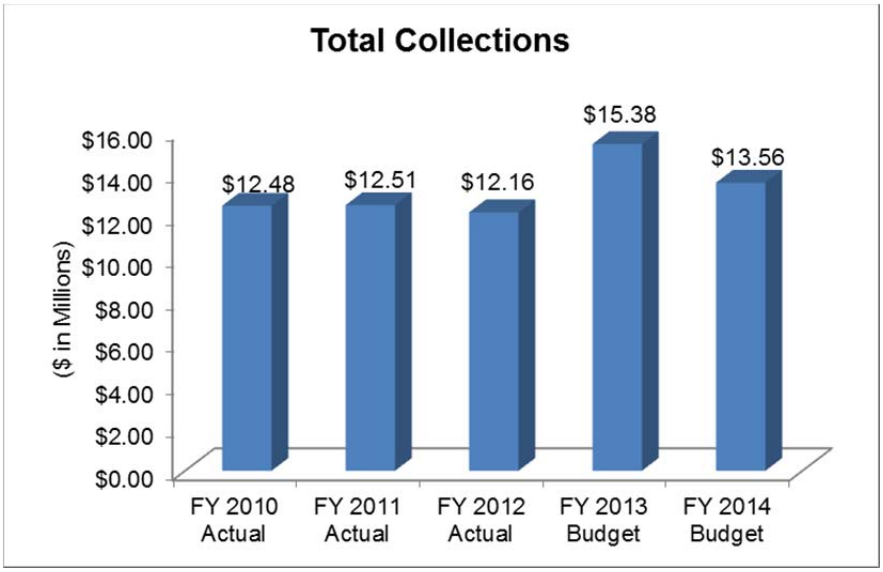
For FY 2012, the number of customer accounts increased by 4,690 from FY 2011. During the same time period, revenue collections increased from $35.5 million to $35.8 million. The increase in collections can be tied to the increase in customer accounts. In FY 2013, collections were estimated at $35.9 million, an increase of $120,084 or 0.33% from 2012. For FY 2014, City Council approved an increase to the residential environmental fee from $3.00 to $5.00 and an increase to the commercial monthly fee of $14 to $15. The bulk of the estimated revenue increase will be used for environmental initiatives and not day to day operations. For FY 2014, collections are projected at $36.6 million, an increase of $718,387 or 1.96% over FY 2013. Customer accounts are estimated to increase by 1,555, for a total of 179,000 in FY 2014.

Solid Waste Collections							
	FY2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget	Variance
Garbage Collection Billings	$31,118,813	$33,434,570	$35,492,864	$35,799,260	$35,919,344	$36,637,731	2.00%

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. This source of revenue includes some revenues attributed to fees charged by various enterprise funds such as Mass Transit that are discussed in general under the specific paragraph. 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 16.84% of the All Funds revenue with a total budget of $135 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.

From FY 2010 to FY 2011, total collections were flat with a slight increase of $28,665 or 0.23% due to the economic downturn. 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 is expected and total collections are estimated at $13.6 million, a decrease of $1.8 million or 11.84% from FY 2013.

Selected municipal fines collected by the City show an overall decrease of 12.69% for the four major revenue sources. The decrease in 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 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2014 Budget	Variance
Moving Violations	$2,355,152	$2,599,995	$2,814,505	$3,400,000	$3,115,767	-8.36%
Liability Insurance Violations	2,042,987	2,083,489	1,915,169	2,600,000	2,249,200	-13.49%
Moving Violations Forfeits	3,087,973	2,848,098	2,420,480	3,118,853	2,948,960	-5.45%
Parking Forfeits/Fines	1,718,083	1,339,097	1,342,982	2,202,030	1,570,000	-28.70%
Total Collections	$9,204,195	$8,870,679	$8,493,136	$11,320,883	$9,883,927	-12.69%

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. During the FY 2014 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, fees that had not been adjusted in years were increased by six percent. Concurrently, the City began to experience an increase in commercial development which started in FY 2013 and is projected to continue well through FY 2014. 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 11.1% 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 decreasing. Below you will see a 13.8% 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 2013 budget levels (with the six percent increase applied). Roofing permits were also decreased by 6.7% since the demand is driven by weather conditions and the City is unsure what to anticipate with such an elastic source. Lastly, subdivision permits show a large increase simply due to correcting chartfields showing were funds should properly post.

Selected Building and Permits Revenue

Permit Type	FY2011 Actual	FY2012 Actuals	FY2013 Budget	FY2014 Budget	Variance
Building Permits	$1,952,768	$2,111,686	$1,800,000	$2,000,000	11.11%
Demolition Permits	7,303	12,535	12,000	13,780	14.83%
Electrical Permits	689,136	710,935	650,000	1,067,950	64.30%
Grading Permits	181,709	132,925	142,286	201,400	41.55%
Mechanical Permits	703,077	642,431	725,000	845,350	16.60%
Plan Review Fees	331,413	223,290	275,000	291,500	6.00%
Plumbing Permits	466,087	567,008	547,601	725,571	32.50%
Roofing Permits	659,517	424,710	522,363	487,600	-6.65%
Zoning Board Fees	24,375	25,000	26,000	27,560	6.00%
Subdivision Permits	218,941	258,759	68,338	265,000	287.78%
Residential Building Permits	3,767,704	3,614,936	3,573,997	3,081,523	-13.78%
Total Selected Revenue	$9,002,030	$8,724,215	$8,342,585	$9,007,234	7.97%

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 Budget	FY2014 Budget	Variance
General Fund	$117,620	$120,359	$400,000	$400,000	0.00%
Other Funds	307,591	430,370	187,054	282,348	50.94%
Total	$425,211	$550,729	$587,054	$682,348	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 2012 this source of revenue decreased by 18.63% for a total of $14.1 million from $75.8 million in FY 2011. The budget figures for FY 2012 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 2013 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					
	FY2011 Actual	FY2012 Actual	FY2013 Budget	FY2014 Budget	Variance
Federal Grant Proceeds	$55,662,097	$41,368,008	$17,927,776	$11,519,612	-35.74%
State Grant Proceeds	17,804,614	17,981,564	16,015,572	15,696,669	-1.99%
Interlocal Tax Collection	1,076,489	1,212,255	1,641,342	2,155,958	31.35%
Health Agreements	1,304,145	1,154,621	1,325,000	1,444,621	9.03%
Total	$75,847,345	$61,716,448	$36,909,690	$30,816,860	-16.51%

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

	FY2011 Actual	FY2012 Actual	FY2013 Budget	FY2014 Budget	Variance
Airport IDC	$1,572,000	$1,759,000	$1,779,000	$1,272,979	-28.44%
Mass Transit IDC	3,250,000	3,300,000	3,300,000	3,340,800	1.24%
Solid Waste Transfer	3,635,395	3,479,598	3,411,066	3,963,710	16.20%
Capital Project Recovery	3,065,479	2,419,490	4,562,318	6,520,020	42.91%
Indirect Cost Recovery	2,549,745	2,131,911	1,900,000	1,671,289	-12.04%
Transfer-Intl. Bridges	11,033,611	9,334,585	9,549,240	10,247,741	7.31%
Total	$25,106,230	$22,424,584	$24,501,624	$27,016,539	10.26%

ALL SOURCES REVENUE DETAIL

Description	Actual FY 2011	Actual FY 2012	Adopted FY 2013	Adopted FY 2014
TAXES				
Real Property Tax Collections	$192,373,339	$201,139,122	$209,857,185	$218,390,368
Personal Prop. Tax Collection	0	36,229	0	32,529
Penalties Prop. Tax Collection	1,839,123	1,893,514	1,277,732	1,232,070
Special Fees/Deling. Tax Collect	1,506,468	1,451,199	1,450,000	1,412,351
Sales Tax	108,091,685	109,557,006	116,202,825	121,336,202
Hotel Occupancy Tax	8,566,646	8,930,059	9,368,640	9,217,065
Mixed Beverage Tax	1,939,188	1,522,055	1,697,880	1,934,036
Bingo Tax	56,405	57,050	56,000	55,332
Hotel/Motel Tax Penalty/Int	54,241	32,206	0	0
Motor Vehicle Rental Taxes	2,818,990	3,041,011	2,800,000	3,000,000
TOTAL	**$317,246,086**	**$327,659,451**	**$342,710,262**	**$356,609,953**
FRANCHISES				
Other Franchise Fees	$72,404	$172,815	$36,100	$30,500
Pipeline Easements	411,789	1,052,867	528,033	542,750
Texas Gas Service	2,838,437	2,527,388	3,625,261	2,951,280
Time-Warner	4,104,526	4,025,592	4,163,515	3,969,428
El Paso Water Utilities	10,435,540	10,755,558	10,454,077	11,436,200
AT&T	7,097,502	6,776,091	6,656,620	6,995,528
Oneok	2,483,900	1,614,243	1,200,000	1,200,000
Electric Company	19,720,564	19,718,188	20,155,676	19,660,549
Telecom Franchises	1,888,487	2,071,430	1,839,066	2,338,546
Passenger Vehicle Crossings	16,431,688	16,007,568	16,071,088	16,959,851
TOTAL	**$65,484,838**	**$64,721,740**	**$64,729,436**	**$66,084,632**
SERVICE REVENUE				
Customer Facility Charge	$0	$1,765,621	$3,002,300	$3,450,000
Airport Building Lease Revenue	1,601,193	1,498,077	$1,773,532	$1,510,000
Airport Parking Lot Fees	5,892,972	5,767,272	6,249,745	6,324,745
Airline Scheduled Landing Fees	3,083,522	2,963,169	2,957,000	2,957,000
Nonscheduled Landing Fees	168,506	123,938	133,000	133,000
Airport Gate Use Fees	128,895	0	0	0
Fuel Flowage Fees	519,857	447,076	469,000	520,000
Aircraft Parking Fees	509,377	480,176	433,000	442,200
Term. Space Rental - Airline	4,346,913	5,553,346	5,449,000	5,449,000
Terminal Space Rental-Other	527,261	614,356	606,000	624,000
Airport Advertising Revenues	157,716	182,434	161,600	210,000
Airport Food And Beve. Revenue	1,239,600	1,351,974	1,303,822	1,368,246
Airport Giftshop Newstand Rev	557,705	563,240	565,000	565,000

ALL SOURCES REVENUE DETAIL

Description	Actual FY 2011	Actual FY 2012	Adopted FY 2013	Adopted FY 2014
SERVICE REVENUE (continued)				
Airport Vending Machine Rev.	208	6,050	500	500
Airport Car Rentals	4,460,850	4,335,144	4,400,000	4,330,000
Airport La Placita Revenues	138,952	139,249	83,000	23,200
Airport Taxi And Limousine Fee	28,050	21,650	35,500	35,500
Airport Phone Telecommunication	409	203	1,000	1,000
Airport Equipment Parking Rent	106,347	102,572	98,100	88,400
Airport Loading Bridge Charges	14,400	33,150	14,400	14,400
Airport Car Rental Parking Rev	102,995	114,907	117,000	114,000
Airport Cost Reimbursements	0	(1)	0	0
Airport Sec. Cost Reimbursement	179,091	162,826	156,000	145,000
Airport Util. Costs Reimbursement	359,389	375,937	376,100	363,000
Aircraft Tie Down Fees	3,120	3,120	3,100	3,120
T-Hangar Rental Fees	317,568	297,513	315,000	280,000
Ground Rentals	7,216,112	7,294,851	7,174,354	7,398,950
Other Airport Revenue	58,729	84,282	62,550	80,050
Airport Washrack Revenue	136	145	200	200
Airport Fingerprint Revenue	29,835	23,945	30,000	27,000
Golf Course Green Fees	975,966	1,004,957	996,883	1,035,649
Pro Shop Sales	150,556	160,312	171,215	168,625
Driving Range Fees	26,919	33,095	32,443	44,744
Cargo Scheduled Landing Fees	1,204,340	965,553	777,900	777,900
Fare Box Revenue	7,827,673	8,217,176	8,526,254	8,720,415
Ticket Sales	519,182	515,004	551,000	607,818
Trolley Token Sales	83,612	92,499	102,700	88,740
Lift Bus Revenue - Tickets	215,060	257,803	269,000	238,000
Senior Citizen Bus Pass	196,110	168,000	175,200	169,877
Lift Bus Revenue - Fare Box	256,356	256,010	269,900	269,178
Non-Transportation Revenue	88,479	118,219	129,998	162,800
Union Depot Office Lease Revenue	32,670	32,670	32,670	32,670
Reimbursed Damages	42,888	31,441	36,100	47,923
Warranty Claims Reimbursement	938	0	1,000	0
FTA Subsidy	9,969,580	10,773,391	11,000,000	11,000,000
Fare Box County Service	51,996	54,235	56,400	58,200
Fare Box City of Sunland Park	50,752	43,361	55,500	55,000
Food Estab. Site Assessment	93,587	98,143	92,000	92,000
Ambulance Service Revenue	7,383,366	10,825,472	9,277,025	10,263,700
Primary Care TB Clinic	6,462	33,408	0	0
County Food Safety	126,525	86,215	128,000	95,000

ALL SOURCES REVENUE DETAIL

Description	Actual FY 2011	Actual FY 2012	Adopted FY 2013	Adopted FY 2014
SERVICE REVENUE (continued)				
Overseas Immunizations	5,850	24,491	6,514	23,000
Animal Impoundment Fees	248,142	431,175	298,000	168,000
Dental Clinic Fees	370,586	210,749	451,361	300,000
STD Clinic Visit	153,692	145,207	135,056	135,000
Lab TB-Mycology Tests	23,289	7,678	18,000	30,000
Milk And Dairy Lab Tests	24,104	26,032	22,783	25,000
Routine Immunizations	177,256	517,171	500	25,000
STD HIV Lab Tests	31,772	23,954	44,000	25,000
Water Lab Tests	95,083	52,046	68,000	70,000
Animal Adoptions	630	0	1,000	5,000
Garbage Collection Billings	35,492,864	35,799,260	35,919,344	36,637,731
Landfill Fees	4,979,633	5,080,879	4,736,855	4,831,593
Recycling Revenues	576,604	926,979	915,225	933,530
Special Waste Removal Fees	146,683	141,757	157,576	160,728
Weed Removal Charges	170,761	139,824	175,351	178,858
Downtown Area Service Fee	0	(69)	0	0
Airport Indirect Cost Reimbursement	1,572,000	1,759,000	$1,779,000	$1,272,979
Mass Transit Indir. Cost Reimb.	3,250,000	3,300,000	3,300,000	3,340,800
TOTAL	**$108,371,671**	**$116,659,317**	**$116,679,556**	**$118,547,969**
OPERATING REVENUE				
Pos City - Employee Deductions	$7,449,221	$8,616,503	$5,234,335	$8,827,029
Pos Fire - Employee Deductions	1,714,748	1,713,779	$1,812,018	$1,785,004
Pos Police - Employee Deduction	2,271,528	2,314,312	$2,378,251	$2,323,521
Pos Retiree's Deductions	2,625,358	2,257,385	$4,120,948	$5,655,970
Pos Cobra Deductions	36,821	55,140	$73,120	$73,120
Pos City - Employer Contrib.	11,074,337	11,987,030	$12,864,968	$12,939,107
Pos Fire - Employer Contrib.	5,791,860	6,139,426	$6,481,910	$6,482,690
Pos Police - Employer Contrib.	7,517,687	7,773,798	$7,389,451	$8,207,469
Workers' Compensation Contrib.	8,626,623	6,504,399	$8,354,050	$9,547,564
Unemployment Contributions	499,266	392,528	$401,005	$538,121
Group Life Insurance City Cont	372,377	377,451	$406,262	$434,146
Grp Dent Cty Contrb-Fire&Police	556,924	517,676	$637,584	$569,956
Grp Dent Employee Ded-Fire&Police	27,960	75,065	$26,578	$76,320
Grp Vision Cty Contrib-Fire&Police	75,294	75,000	$79,258	$78,019
Grp Dental Deducts - Active Cty	0	547	$0	$0
Workers Compensation Payback	1,324,962	1,094,193	$474,043	$0
Museums Admissions Revenue	0	0	$0	$42

ALL SOURCES REVENUE DETAIL

Description	Actual FY 2011	Actual FY 2012	Adopted FY 2013	Adopted FY 2014
OPERATING REVENUE (continued)				
Zoo Admission Revenue	1,883,657	1,774,182	2,065,000	1,927,911
Civic Center Events Admission	0	0	0	0
General Admissions Revenue	616,708	656,474	638,950	628,950
Parking Fee Revenue	(101,431)	(189,621)	815,000	709,246
Meter Revenue	1,326,033	1,296,527	1,614,321	1,582,632
Patching Street Cuts	24,975	55,424	70,000	38,508
Street Lights	51,193	14,840	60,000	17,844
Anticipated Warrant Fees	293,198	329,086	298,926	274,400
Moving Violation Fines	2,599,995	2,814,505	3,400,000	3,115,767
Public Inspection Violations	57,025	46,600	60,000	51,250
Health Code Violations	28,492	35,415	25,000	22,540
Animal Violations	37,277	46,310	45,000	50,924
Liability Insurance Violations	2,083,489	1,915,169	2,600,000	2,249,200
Misdemeanors	454,543	413,556	470,000	431,200
Misdemeanor Warrants	29,642	28,657	28,438	64,008
Moving Warrants	536,227	520,909	590,000	536,560
Arrest Fees - Moving Violation	573,428	558,414	655,000	593,400
Parking Court Costs	62,003	62,740	71,725	73,110
City Court Costs	356,576	361,574	399,637	400,830
Undistributed	6,685	64,386	0	20,000
Overpayment Muni Court Tickets	9,988	14,702	4,455	10,000
Special Expense Fee	634,416	698,163	692,000	676,200
Muni Court Bldg Security Fund	350,779	342,608	325,970	333,868
Moving Violation Forfeits	2,848,098	2,420,480	3,118,853	2,948,960
Parking Forfeits/Fines	1,339,097	1,342,982	2,202,030	1,570,000
Appellate Docket Fees	2,165	2,533	2,500	2,440
Recoveries - Professional Bond	5,502	6,106	3,800	3,724
Muni Court Tech Fee Collection	467,244	456,583	434,204	444,933
Time Payment Fees- Muni Court	316,388	313,265	334,554	330,780
City - FTA	39,867	40,389	41,100	60,180
Narcotics Reimbursement Fee	27,647	16,416	17,500	9,504
Judicial Salaries- City	67,747	67,219	64,251	63,700
Red Light Camera Violations	1,260,585	729,703	882,092	1,951,352
Appeals Board Fees	96,179	45,380	255,000	0
Building Services Investigation Fees	34,944	18,038	14,775	12,000
Building Permits	1,952,768	2,111,686	1,800,000	2,000,000
Demolition Permits	7,303	12,535	12,000	13,780
Electrical Permits	689,136	710,935	650,000	1,067,950

ALL SOURCES REVENUE DETAIL

Description	Actual FY 2011	Actual FY 2012	Adopted FY 2013	Adopted FY 2014
OPERATING REVENUE (continued)				
Fire Protection Permits	1,127	0	0	0
Grading Permits	181,709	132,925	142,286	201,400
Mechanical Permits	703,077	642,431	725,000	845,350
Mobile Home Placement Permits	2,592	7,632	4,000	8,000
Plan Review Fees	331,413	223,290	275,000	301,500
TAS Plan Review Fees	0	6,570	0	7,500
Plumbing (Chp) Health Permits	5,139	0	10,000	0
Plumbing Permits	466,087	567,008	547,601	725,571
Roofing Permits	659,517	424,710	522,363	487,600
Sidewalk And Driveway Permits	13,291	24,882	10,000	0
Signs Permits	97,525	105,421	89,000	159,000
Zoning Board Fees	24,375	25,000	26,000	27,560
Building Services Report Sales	558	0	4,500	0
Other Permits And Licenses	459,673	426,509	452,058	464,873
Charitable Solicitation Permit	7,521	7,968	8,000	8,000
Foreign Trade Zone Permits	256,535	279,230	288,275	284,285
Parade Permits	9,540	8,640	9,000	9,000
Paving Cut Permits	5,840	7,820	8,000	8,000
Refuse Collection Permits	61,576	116,990	64,655	65,948
Subdivision Permits	218,941	258,759	68,338	265,000
Taxi Cab Operating Permits	53,077	51,933	35,100	53,450
Alarms Licenses	353,642	595,223	350,706	46,000
Alcoholic Beverage Licenses	132,307	133,809	135,000	120,428
Amplification Permits	2,604	11,903	8,000	8,000
Animal Permit And Registration	790,079	819,627	789,923	805,721
Assembly Permits	69	0	100	0
Cab Driver Licenses	276	759	0	276
Chauffeur Licenses	4,500	3,496	3,000	3,000
Electrical Licenses	2,988	0	2,500	0
Food Establishment Licenses	744,776	741,908	750,432	751,000
Food Management School Fees	654,894	732,483	680,198	650,000
Home Improvement Contractor Fee	140,490	142,000	150,000	150,000
Sign Contractor Licenses	15,390	11,146	14,000	14,000
Zoning Home Occupation License	10,445	0	11,000	11,000
Penalties/Late Fees	224,728	61,269	70,000	53,702
Hazardous Chemicals Permits	510	(93)	0	144
Chartered Tour Limo Fees	14,584	14,673	15,612	15,612

ALL SOURCES REVENUE DETAIL

Description	Actual FY 2011	Actual FY 2012	Adopted FY 2013	Adopted FY 2014
OPERATING REVENUE (continued)				
Driverless Rental Fees	900	1,050	0	0
Storm Drain Permits/Fees	7,829	12,810	9,882	9,882
Professional Occup. License	27,175	23,400	29,355	29,942
Special Privilege Permits	13,986	360	15,000	360
Residential Building Permits	3,767,704	3,614,936	3,573,997	3,081,523
Application Annual Process Fee	61,427	61,957	62,646	65,000
Condemnation Fee	1,052	2,263	1,789	1,500
Fire Accident Investigation Fe	6,093	5,874	5,000	6,000
Temporary Late Fee Penalty	7,577	10,744	4,500	9,000
Plumb Ins Net 3rd Party Payment	0	(32,472)	0	0
Taxicab Zone 12.88 Zone Permit	6,500	750	6,000	950
3rd Party Ins Vision Consultant	15,216	62,190	0	0
3rd Party Ins Code Comp Inc	2,200	20,136	0	0
Fire Inspections Fees	126,238	89,876	143,411	101,193
Hazmat Fees	365,154	345,208	344,537	378,990
Wrecker And Storage Fees	15,240	120,860	0	0
Taxi Inspection Fees	23,532	22,001	22,915	22,977
Vehicle For Hire Inspect Fee	868	1,344	1,500	1,500
False Alarm Penalty	39,975	78,850	71,173	89,575
Library Fees	207,608	212,676	217,571	241,000
Event Fees	133,843	147,373	121,927	103,363
Instructional Fees	394,443	474,653	427,205	476,403
Membership Fees	117,037	129,971	98,563	152,542
Child Care Services	429,382	434,043	476,450	476,450
Sales To The Public	4,674,663	4,541,459	3,119,135	3,059,813
Organized Sports Leagues Fees	908,896	956,149	986,500	1,037,500
Motor Pool Usage Fees	54,864	55,194	56,000	56,000
Equipment Maintenance Charges	7,572,342	7,769,454	8,629,570	9,661,229
Fuel And Lubricants Charges	8,037,063	8,601,270	9,963,369	10,047,369
Misc. Charges-Sales To Depts.	537,896	561,502	377,117	376,833
Indirect Cost Recovery	2,549,745	2,131,911	1,900,000	1,671,289
Environmental Fees	8,888,814	10,366,736	10,604,405	15,439,957
Gp Vision Deducts - Active Cty	0	30	0	0
Pension Payback - Principal	6,654	0	0	0
Pension Payback - Interest Portion	8,716	0	0	0
Nsf Check And Other Fees	3,701	0	4,085	83
Tax Office Certificates	14,827	25,373	13,730	18,000
TOTAL	**$116,715,090**	**$117,484,952**	**$123,052,841**	**$134,992,870**

ALL SOURCES REVENUE DETAIL

Description	Actual FY 2011	Actual FY 2012	Adopted FY 2013	Adopted FY 2014
NON-OPERATING REVENUE				
Reimbursed Expenditures	$10,401,206	$10,935,904	$5,816,390	$10,486,340
Investment Interest Revenue	425,211	550,729	$587,054	$682,348
Facility Rentals Revenue	851,984	830,799	1,859,867	1,883,982
Property Lease Revenue	876,296	1,032,770	991,611	1,034,250
Gus And Goldie Royalty Revenue	3,282	0	2,500	2,500
Revenue Prog. Income Fthb-567	852,799	888,213	0	2,381,860
Revenue Prog. Income Single 568	702,859	625,850	0	773,712
Revenue Prog. Income Multi -569	790,936	683,123	0	760,000
Revenue Prog Income CHDO-573	0	120,630	0	335,115
Donations	633,608	1,258,388	349,407	487,674
Non-Cash In Kind Contributions	0	0	0	272,321
Gains On Disp-Enterp Fix Asset	16,027	(180,003)	0	0
Public Infor. Distribution Fee	33,101	25,739	30,000	27,189
Bank Fees Credit Card Fees	54,975	44,221	125,373	84,487
Misc. Non-Operating Revenues	5,308,490	5,929,751	3,011,078	2,731,550
Penalties And Interest	1,447,850	(3,482,142)	65,000	118,567
Photostats	285,889	293,979	298,047	365,894
Vending Machine Proceeds	19,993	40,732	26,500	58,532
Escheat To City Misc. Revenues	549	818	549	549
Fees Required by Ordinance	19,125	15,866	0	0
Parkland Dedication Fees	481,126	344,530	0	0
Annual Registration Fee-Lobby	2,920	3,500	4,800	2,470
EconomicDevelopment-City Fund	40,408	6,809	292,811	292,811
Passenger Facility Charges	5,846,384	5,535,166	6,036,569	6,139,498
Unrealized Gains Losses	0	0	0	0
TOTAL	**$29,095,019**	**$25,505,371**	**$19,497,556**	**$28,921,649**
INTERGOVERNMENTAL				
Federal Grant Proceeds	$55,662,097	$41,368,008	$17,927,776	$11,519,612
State Grant Proceeds	17,804,614	17,981,564	16,015,572	15,696,669
Local Grant Proceeds	411,303	1,023,062	370,315	229,417
City Match Of Grant Proceeds	2,004,993	1,623,250	1,258,013	1,032,606
Interlocal Tax Collect Agreement	1,076,489	1,212,255	1,641,342	2,155,958
County Participation	438,658	522,500	470,000	448,496
Interlocal Agreements - Health	865,487	632,121	855,000	996,125
Program Income	349,524	201,576	743,174	956,098
TOTAL	**$78,613,165**	**$64,564,336**	**$39,281,192**	**$33,034,981**

ALL SOURCES REVENUE DETAIL

Description	Actual FY 2011	Actual FY 2012	Adopted FY 2013	Adopted FY 2014
TRANSFERS IN				
Interfund Transfers (Sources)	20,794,902	14,738,538	31,401,252	44,242,880
Fund Balance Transfers (Sources)	0	0	10,931,862	829,980
City Contribution-Retiree Health	3,118,704	3,184,335	0	4,282,896
Original Issues Bond Proceeds	69,280,000	32,775,000	0	453,921
Refundings Bond Proceeds **	0	5,860,000	0	0
Premium On Bonds Sold	57,868	3,162,848	0	0
Proceeds-Sale Of Used Equip	385,199	328,619	92,720	248,000
Proceeds-Sale Of Fixed Asset	22,882	0	0	0
Proceeds From The Sale Of Land	187,404	32	0	2,323,987
Claims Settlement	0	96,931	0	22,380
Transfer From Capital Projects	3,065,479	2,419,490	4,562,318	6,520,020
Loan Proceeds	0	12,849,000	0	0
Payment In Lieu Of Taxes	2,839,325	3,880,141	3,865,800	4,305,202
TOTAL	**$99,751,763**	**$79,294,933**	**$50,853,952**	**$63,229,267**
TOTAL REVENUE - ALL SOURCES	**$815,277,631**	**$795,890,100**	**$756,804,795**	**$801,421,321**

CITY OF EL PASO, TEXAS

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

GOVERNMENTAL FUNDS

For the Year Ended August 31, 2011

	General Fund	Community Development Block Grants	Debt Service	Capital Projects	Nonmajor Governmental Funds	Total Governmental Funds
REVENUES						
Property Taxes	$ 127,264,779	-	66,139,094	-	449,634	193,853,507
Penalties and Interest-Delinquent taxes	1,240,645	-	598,145	-	-	1,838,790
Sales Taxes	74,284,237	-	-	3,078,949	5,532,475	82,895,661
Franchise Fees	44,248,798	-	-	-	4,543,826	48,792,624
Charges for Services	19,888,110	3,050,187	1,321,060	716,820	7,731,417	32,707,594
Fines and Forfeitures	12,409,494	-	-	-	2,078,608	14,488,102
Licenses and Permits	13,367,297	-	-	-	17,792	13,385,089
Intergovernmental Revenues	729,857	15,052,528	-	9,994,534	46,169,554	71,946,473
County Participation	438,658	-	-	-	-	438,658
Interest	121,028	-	54,583	73,677	3,172	252,460
Rents and Other	1,165,077	-	-	-	3,797,238	4,962,315
TOTAL REVENUES	295,157,980	18,102,715	68,112,882	13,863,980	70,323,716	465,561,273
EXPENDITURES						
Current:						
General Government	28,090,271	-	-	-	1,671,533	29,761,804
Public Safety	194,109,169	-	-	-	11,785,337	205,894,506
Public Works	19,549,097	-	-	-	560,014	20,109,111
Facilities Maintenance	22,578,339	-	-	-	-	22,578,339
Public Health	8,418,981	-	-	-	12,403,404	20,822,385
Parks Department	10,605,808	288,051	-	-	66,801	10,960,660
Library	7,970,984	-	-	-	542,794	8,513,778
Non Departmental	5,441,674	-	-	-	-	5,441,674
Culture and Recreation	5,702,875	-	-	-	12,273,548	17,976,423
Economic Development	3,242,582	-	-	-	4,578,092	7,820,674
Environmental Code Compliance	453,977	52,894	-	-	896,611	1,403,482
Community and Human Development	495,025	17,761,770	-	-	7,752,687	26,009,482
Debt Service:						
Principal	1,081,915	-	29,483,928	-	-	30,565,843
Interest Expense	728,484	-	42,243,471	-	-	42,971,955
Fiscal Fees	-	-	3,476	702,335	-	705,811
Capital Outlay	288,927	-	-	76,641,688	14,276,775	91,207,390
TOTAL EXPENDITURES	308,758,108	18,102,715	71,730,875	77,344,023	66,807,596	542,743,317
Excess(Deficiency) of revenues over expenditures	(13,600,128)	-	(3,617,993)	(63,480,043)	3,516,120	(77,182,044)
OTHER FINANCING SOURCES(USES):						
Transfers In	18,534,404	-	2,603,564	4,546,116	214,746	25,898,830
Transfers Out	(3,240,862)	-	-	(2,603,564)	(1,520,000)	(7,364,426)
Federal Tax Credit - Build America Bonds	-	-	1,885,064	-	-	1,885,064
Face Amount of Bonds Issued	-	-	-	69,280,000	-	69,280,000
Premium on Issuance of Bonds	-	-	-	57,868	-	57,868
Proceeds from Sale of Capital Assets	-	-	-	547,063	8,714	555,777
TOTAL OTHER FINANCING SOURCES(USES)	15,293,542	-	4,488,628	71,827,483	(1,296,540)	90,313,113
Net change in fund balances	1,693,414	-	870,635	8,347,440	2,219,580	13,131,069
Fund balances - beginning of year	40,639,730	-	5,328,983	14,202,947	20,568,032	80,739,692
Fund balances - end of year	$ 42,333,144	-	6,199,618	22,550,387	22,787,612	93,870,761

Note: Excerpt from the FY 2011 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 Year Ended August 31, 2011

	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	$ 34,388,300	50,349,179	24,064	32,634	84,794,177	-
Charges of Tolls	-	-	-	16,431,696	16,431,696	-
Charges of Fares and Fees	297,426	-	9,253,890	-	9,551,316	-
Sales to Departments	-	-	-	-	-	16,202,567
Premium Contributions	-	-	-	-	-	51,758,705
General Revenues	23,536	179,578	20,996	10,940	235,050	1,475,220
Total Operating Revenues	34,709,262	50,528,757	9,298,950	16,475,270	111,012,239	69,436,492
OPERATING EXPENSES:						
Personnel Services	16,204,181	15,705,535	35,278,093	2,264,573	69,452,382	5,001,669
Contractual Services	10,050	94,489	-	-	104,539	-
Professional Services	639,586	39,585	500,356	4,976	1,184,503	1,075,825
Outside Contracts	5,878,069	2,825,371	4,202,836	865,137	13,771,413	3,583,195
Fuel and Lubricants	311,469	3,108,802	3,919,967	11,143	7,351,381	8,298,064
Materials and Supplies	675,297	4,835,139	3,883,537	55,002	9,448,975	3,407,848
Communications	219,209	185,751	173,848	20,813	599,621	15,845
Utilities	1,852,751	38,000	598,058	32,384	2,521,193	22,478
Operating Leases	35,068	38,177	496,586	-	569,831	94,437
Travel and Entertainment	127,746	61,607	32,322	9,663	231,338	892
Benefits Provided	177	-	30,076	-	30,253	45,313,292
Maintenance and Repairs	832,537	380,598	535,368	39,773	1,788,276	1,008,368
Landfill and Transfer Station Utilization	-	(1,538,159)	-	-	(1,538,159)	-
Other Operating Expenses	381,151	3,953,023	2,245,563	67,045	6,646,782	21,595
Depreciation	14,581,757	6,291,789	10,610,981	574,264	32,058,791	35,698
Total Operating Expenses	41,749,048	36,019,707	62,507,591	3,944,773	144,221,119	67,879,206
Operating Income (Loss)	(7,039,786)	14,509,050	(53,208,641)	12,530,497	(33,208,880)	1,557,286
NONOPERATING REVENUES (EXPENSES):						
Interest Revenue	145,858	68,842	-	21,358	236,058	38,197
Interest Expense	(490,076)	(1,235,677)	(1,035,146)	(614,782)	(3,375,681)	-
Federal Tax Credit - Build America Bonds	-	-	206,950	-	206,950	-
Gain(Loss) on Sale of Equipment and Land	16,027	104,008	2,293	-	122,328	-
Passenger Facility Charge	5,846,384	-	-	-	5,846,384	-
Sales Tax	-	-	35,812,504	-	35,812,504	-
FTA Subsidy	-	-	9,969,580	-	9,969,580	-
Total NonOperating Revenues (Expenses)	5,518,193	(1,062,827)	44,956,181	(593,424)	48,818,123	38,197
Income (Loss) Before Capital Contributions and Transfers	(1,521,593)	13,446,223	(8,252,460)	11,937,073	15,609,243	1,595,483
Capital Contributions	3,244,337	845,165	9,695,901	-	13,785,403	-
Capital Contributions-ARRA Stimulus Grants	-	-	5,884,735	-	5,884,735	-
Transfers Out	(1,612,408)	(2,638,385)	(3,250,000)	(11,033,611)	(18,534,404)	-
Change in net assets	110,336	11,653,003	4,078,176	903,462	16,744,977	1,595,483
Total Net Assets(Deficit)-beginning	221,375,747	9,617,828	94,991,893	4,773,002	330,758,470	3,641,308
Total Net Assets-ending	$ 221,486,083	21,270,831	99,070,069	5,676,464	347,503,447	5,236,791

Note: Excerpt from the FY 2011 City of El Paso Comprehensive Annual Financial Report.

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 Lan	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.

All Funds Appropriations Summary by Department

Department	Actual FY 2011	Actual FY 2012	Adopted FY 2013	Adopted FY 2014
Aviation	$43,899,227	$46,505,270	$48,445,795	$49,025,295
Capital Improvement Program	$70,980,711	$68,669,778	$1,361,998	$453,921
City Attorney	$4,893,276	$4,579,976	$4,686,973	$4,273,595
City Development	$10,335,968	$12,660,604	$14,156,633	$16,070,276
City Manager	$2,654,017	$2,925,114	$2,751,693	$2,878,521
Community & Human Development	$25,806,192	$20,162,220	$14,876,599	$13,592,438
Convention & Performing Arts Center	$10,874,578	$11,657,864	$12,896,358	$12,730,782
Department of Transportation	$15,724,555	$15,737,621	$17,348,517	$19,062,615
Engineering & Construction Management	$2,465,446	$3,799,205	$2,893,352	$5,195,303
Environmental Services	$44,339,256	$51,036,580	$66,419,245	$69,130,144
Fire	$90,899,503	$98,013,163	$94,084,197	$98,145,652
General Services	$50,163,741	$55,148,586	$48,530,636	$50,263,571
Human Resources	$42,431,936	$47,486,113	$45,496,085	$63,744,161
Information Technology	$12,736,423	$10,698,414	$15,080,230	$11,597,634
International Bridges	$13,525,438	$13,632,535	$16,981,825	$17,845,679
Library	$11,345,060	$11,925,191	$8,771,050	$8,678,310
Mass Transit - Sun Metro	$66,287,962	$67,515,564	$63,017,538	$66,004,768
Mayor & Council	$1,293,765	$1,316,842	$1,333,970	$1,346,734
Metropolitan Planning Organization	$1,369,297	$1,762,326	$1,764,680	$1,543,142
Municipal Clerk	$6,890,495	$5,585,544	$6,238,082	$6,388,160
Museums & Cultral Affairs	$4,596,480	$5,047,172	$4,574,707	$4,348,984
Non-Departmental	$103,421,689	$111,153,918	$104,937,516	$113,880,186
Office of the Comptroller	$2,461,197	$2,478,594	$2,430,823	$2,326,625
Parks & Recreation	$13,100,871	$12,954,890	$12,507,335	$12,153,472
Police	$116,744,526	$121,851,597	$116,626,014	$122,544,024
Public Health	$18,112,176	$18,185,444	$19,416,200	$19,291,915
Purchasing & Statregic Sourcing	$767,592	$709,765	$847,798	$933,846
Tax	$3,941,556	$1,965,941	$2,019,531	$2,159,016
Zoo	$5,800,865	$6,320,099	$6,309,415	$5,812,553
Grand Total	**$797,863,798**	**$831,485,928**	**$756,804,795**	**$801,421,321**

Variance in Actual FY 2011 to Actual FY 2012:

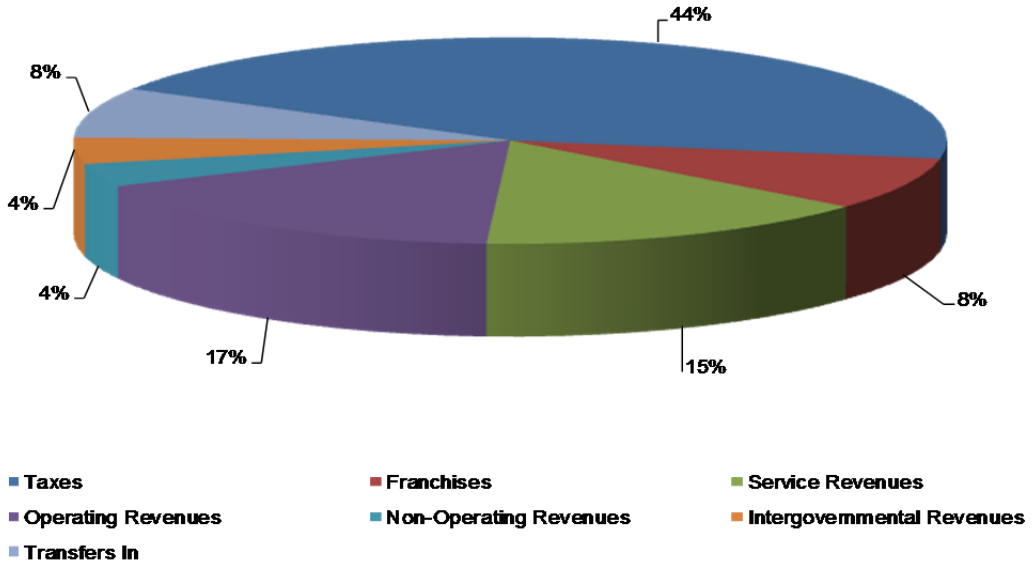
Environmental Services: Increase due to transfer of Animal Services from General Fund to Environmental Service Fund, 311 Call Center contract, fuel & maintenance, landfill expenditures, and depreciation expense. **General Services**: Increase due to purchase of LED street light upgrades. **Information Technology**: Decrease due to the FY 2011 purchase of public safety equipment for Police and Fire with federal grant funds. **Metropolitan Planning Organization**: Increase due to salary increases and contractual work with Texas Tech University and New Mexico State University for research. **Municipal Court**: Paid for 1.5m to IT for new court management software in FY11. **Museums & Cultural Affairs**: Increase due to Exhibition hosted at Art Museum. **Tax**: decrease due to transfer of Appraisal Services to Non-Dept; Reduction in Mail Room charges. **Zoo**: Increase due to operational costs on the Africa expansion.

All Funds Revenue Summary by Source

Revenue Classification	Actual FY 2011	Actual FY 2012	Adopted FY 2013	Adopted FY 2014
Taxes	$317,246,086	$327,659,451	$342,710,262	$356,609,953
Franchises	$65,484,838	$64,721,740	$64,729,436	$66,084,632
Service Revenues	$108,371,671	$116,659,317	$116,679,556	$118,547,969
Operating Revenues	$116,715,090	$117,484,952	$123,052,841	$134,992,870
Non-Operating Revenues	$29,095,019	$25,505,371	$19,497,556	$28,921,649
Intergovernmental Revenues	$78,613,165	$64,564,336	$39,281,192	$33,034,981
Transfers In	$99,751,763	$79,294,933	$50,853,952	$63,229,267
Total	**$815,277,631**	**$795,890,100**	**$756,804,795**	**$801,421,321**

Variance in Actual FY 2011 to Actual FY 2012:
Taxes: Increase in property tax collections due to a slight increase in existing and commercial property valuations. Slight increase in sales tax collections. **Franchises:** Decrease in collections from gas and AT&T franchises and bridge passenger vehicle crossings. Increase in El Paso Water Utility franchise and pipeline easements. **Service Revenues:** Increase in Airport's customer facility charge and terminal space rental, fee increase in Ambulance Service, and Environmental Services garbage collection, recycling and landfill revenues. **Operating revenues:** Increase in Environmental Fee collections, fuel and lubricant charges, and alarm licenses. Decrease in collections from red light camera violations, Municipal Court moving violations, indirect cost recovery from Enterprise Funds, and roofing permits. **Non-Operating Revenues:** Decrease in penalties and interest related to recording notes receiveable for CDBG grant. Increase in misc. non-operating revenues and reimbursed expenditures. **Intergovernmental Revenues:** Decrease in federal grant proceeds. **Transfers In:** Decrease in amount related to bond and loan proceeds and internal transfers.

All Funds Revenue Summary by Source for FY 2014



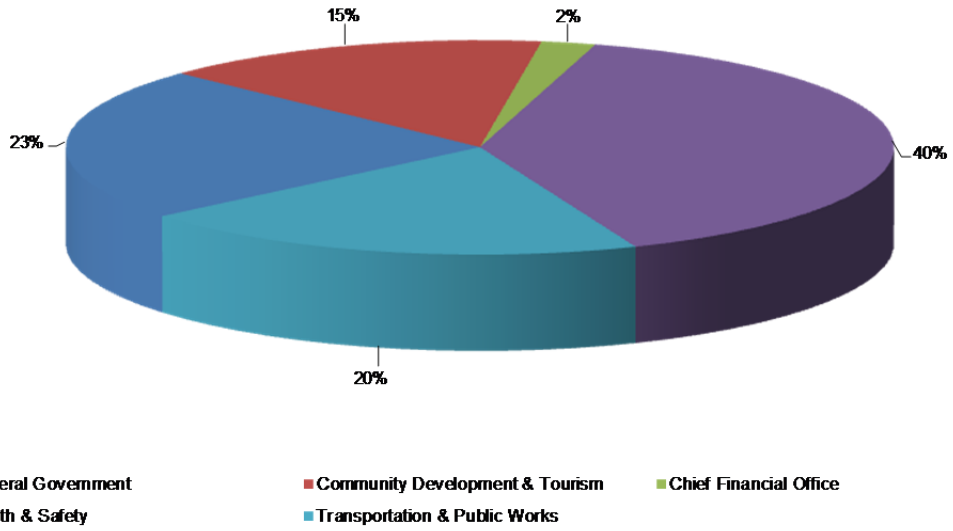
All Funds Appropriations
Summary by Function

Portfolio	Actual FY 2011	Actual FY 2012	Adopted FY 2013	Adopted FY 2014
General Government	$154,694,684	$167,461,963	$159,206,237	$186,123,196
Community Development & Tourism	$202,091,917	$179,402,887	$122,537,892	$122,412,110
Chief Financial Office	$19,906,769	$15,852,714	$20,378,382	$17,017,120
Health & Safety	$276,985,957	$294,672,327	$302,783,738	$315,499,895
Transportation & Public Works	$220,699,783	$226,484,103	$151,898,546	$160,368,999
Grand Total	**$874,379,109**	**$883,873,994**	**$756,804,795**	**$801,421,321**

Variance in Actual FY 2011 to Actual FY 2012

General Government: There was significant increase due to competency and salary increases; and an addition of graduate intern. **Community Development & Tourism:** There was an Increase due to Exhibition hosted at Art Museum and operational costs on the Africa expansion. **Health & Safety:** 1.5m management software was purchased for the city courts. **Transportation & Public Works:** Increase due to transfer of Animal Services from General Fund to Environmental Service Fund, 311 Call Center contract, fuel & maintenance, landfill expenditures, and depreciation expense. Increase also included LED Street light were purchased for upgrades. The department of Metropolitan

All Funds Appropriations by Function for FY 2014



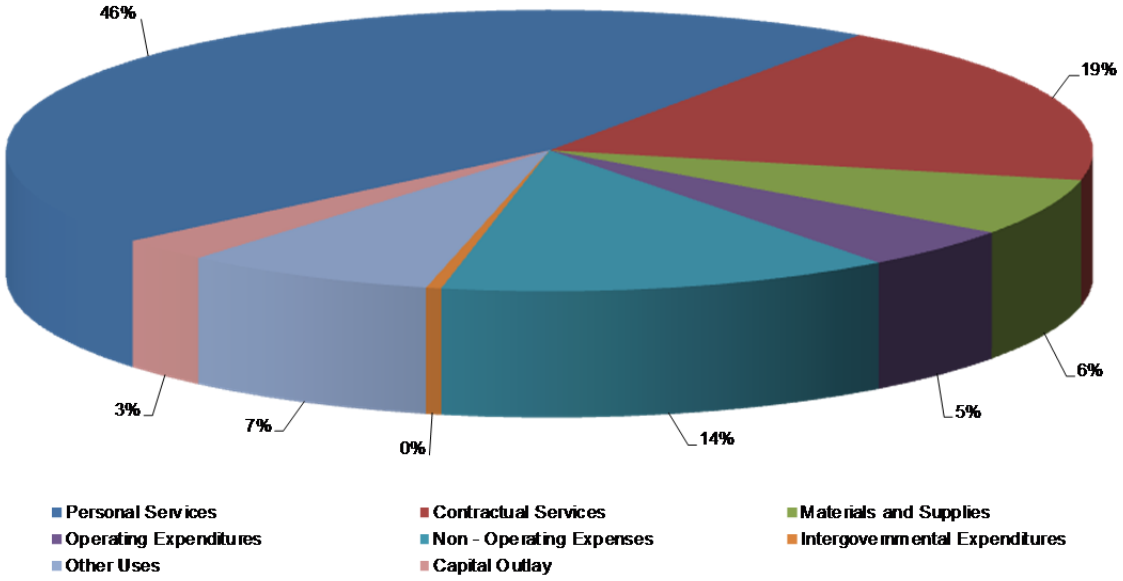
General Government:	*City Attorney, City Manager, Human Resources, Mayor & Council, Non-Departmental*
Community Development & Tourism:	*Aviation, City Development, Community & Human Development, Convention & Performing Arts Center, Library, Museum & Cultural Affairs, Parks & Recreation, Zoo*
Chief Financial 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 Character

Character	Actual FY 2011	Actual FY 2012	Adopted FY 2013	Adopted FY 2014
Personal Services	$344,451,050	$353,923,466	$355,422,999	$366,864,871
Contractual Services	$117,497,851	$121,877,997	$133,508,995	$150,136,877
Materials and Supplies	$42,980,307	$49,826,409	$51,106,529	$52,210,234
Operating Expenditures	$65,322,849	$71,826,221	$37,540,871	$38,126,800
Non-Operating Expenditures	$96,368,117	$107,760,760	$106,014,140	$108,333,256
Intergovernmental Expenditures	$1,848,949	$1,790,457	$3,436,587	$3,633,180
Other Uses	$98,197,186	$74,541,030	$49,207,545	$60,237,165
Capital Outlay	$107,712,800	$102,327,654	$20,567,129	$21,878,937
Grand Total	**$874,379,109**	**$883,873,994**	**$756,804,795**	**$801,421,321**

Variance in Actual FY2011 to Actual FY2012:
Personal Services: Increase is due to contractual obligations for Police and Fire uniform employees. **Contractual Services:** Increase in costs for health care provider services and data processing contracts. **Materials and Supplies:** Increase is due to fuel inventory purchases and outside equipment repairs. **Operating Expenditures:** Increase is due to landfill expenditures and depreciation expense as well as Red Light Camera expenses started in FY12. **Non-Operating Expenditures:** Increase is due to creation of TIRZ 6 payment to Medical Center of Americas and principal payment expenses. **Intergovernmental Expenditures:** Decrease in grant match requirements for Police. **Other Uses:** Increase due to debt refunding payment to escrow. **Capital Outlay:** Decrease due to vehicles and equipment purchased in FY11.

All Funds Appropriations by Character for FY 2014



General Fund Appropriations Summary by Department

Department	Actual FY 2011	Actual FY 2012	Adopted FY 2013	Adopted FY 2014
Aviation	$29	$0	$0	$0
Capital Improvement Program	$0	$0	$0	$0
City Attorney	$4,538,016	$4,348,075	$4,243,540	$3,972,005
City Development	$8,121,927	$6,996,845	$8,421,200	$8,339,418
City Manager	$2,675,928	$2,925,114	$2,751,693	$2,878,521
Community & Human Development	$495,025	$485,396	$528,016	$463,234
Convention & Performing Arts Center	$0	$0	$0	$0
Department of Transportation	$12,451,795	$12,491,191	$13,452,239	$13,263,070
Engineering & Construction Management	$2,465,446	$3,799,205	$2,893,352	$4,945,303
Environmental Services	$3,221,704	$2,270,643	$2,247,985	$0
Fire	$85,039,638	$87,571,311	$91,853,046	$96,234,569
General Services	$24,636,365	$25,997,735	$27,273,421	$25,014,882
Human Resources	$1,814,696	$1,830,303	$1,877,543	$1,923,230
Information Technology	$10,063,149	$10,294,245	$14,657,624	$10,857,634
International Bridges	$0	$0	$0	$0
Library	$7,970,979	$8,397,099	$8,656,780	$8,678,310
Mass Transit - Sun Metro	$0	($42)	$0	$0
Mayor & Council	$1,215,230	$1,293,429	$1,333,970	$1,346,734
Metropolitan Planning Organization	$0	$0	$0	$0
Municipal Clerk	$4,884,235	$4,531,962	$5,255,507	$5,058,023
Museums & Cultral Affairs	$2,141,707	$2,245,314	$2,327,705	$2,332,762
Non-Departmental	$8,610,689	$6,087,484	$8,322,928	$20,831,614
Office of the Comptroller	$2,243,992	$2,247,794	$2,205,063	$2,076,225
Parks & Recreation	$10,573,551	$11,208,019	$12,174,203	$11,867,021
Police	$104,932,591	$110,957,068	$112,285,362	$118,251,195
Public Health	$5,651,242	$5,744,145	$6,061,985	$6,052,616
Purchasing & Strategic Sourcing	$761,066	$722,351	$847,798	$933,846
Tax	$3,929,056	$1,965,941	$2,019,531	$2,159,016
Zoo	$3,561,164	$3,726,248	$3,792,405	$3,776,642
Grand Total	**$311,999,219**	**$318,136,874**	**$335,482,896**	**$351,255,869**

Variance in Actual FY 2011 to Actual FY 2012:

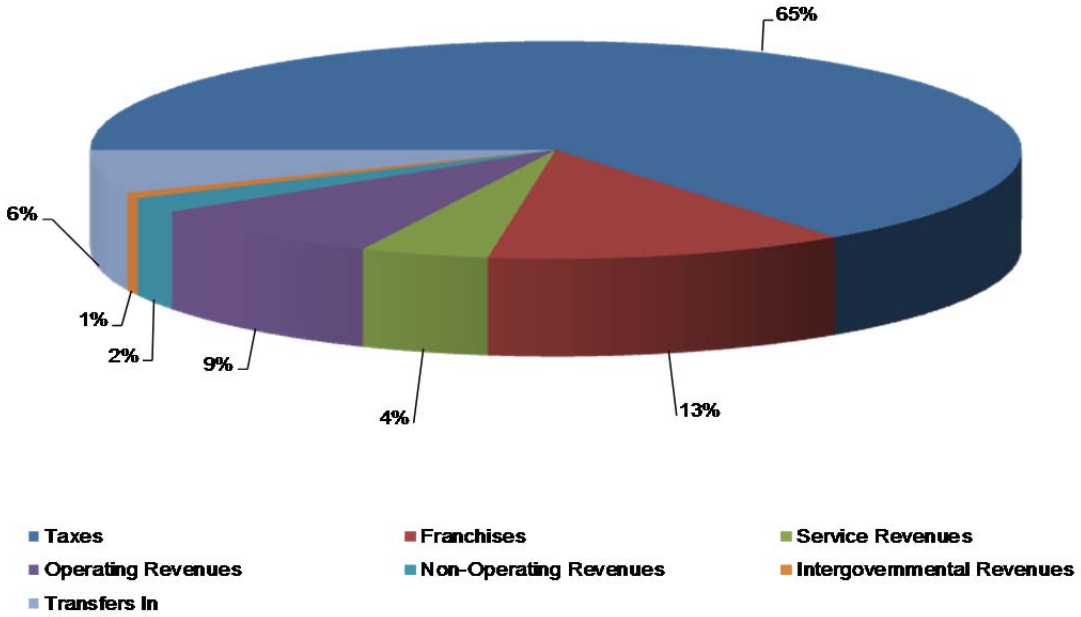
City Manager: Increase due to competency and salary increases; addition of graduate intern. **Engineering & Construction Management**: Increase due to Transfer of Capital Assets Division from Financial Services. **Tax**: Decrease due to transfer of Capital Assets Division over to Engineering & Construction Management.

General Fund Revenue Summary by Source

Revenue Source	Actual FY 2011	Actual FY 2012	Adopted FY 2013	Adopted FY 2014
Taxes	$202,774,834	$207,432,067	$219,977,943	$227,583,786
Franchises	$44,026,459	$42,964,820	$43,350,496	$44,059,942
Service Revenues	$13,354,275	$16,912,691	$15,451,239	$15,637,202
Operating Revenues	$30,984,546	$29,240,537	$31,838,569	$30,217,895
Non-Operating Revenues	$3,569,775	$3,888,737	$4,505,683	$8,096,950
Intergovernmental Revenues	$2,245,004	$2,366,877	$2,836,342	$3,000,579
Transfers In	$16,737,475	$15,228,543	$17,522,624	$22,659,515
Grand Total	**$313,692,368**	**$318,034,272**	**$335,482,896**	**$351,255,869**

Variance in Actual FY 2011 to Actual FY 2012:
Taxes: Increase in property tax collections due to a slight increase in existing and commercial property valuations and a slight increase in sales tax collections. Decrease in mixed beverage tax. Franchises: Decrease in gas and AT & T franchise collections. Increase in Electric Company and El Paso Water Utility franchise collections. Service Revenues: Increase in ambulance service revenue due to a fee increase. Increase in Airport indirect cost reimbursement. Operating Revenues: Decrease in animal permits and registrations which were transferred to the Environmental Services fund, indirect cost recovery from Enterprise funds, Municipal Court moving violation forfeitures, and roofing permits. Increase in alarms licenses due to new option to pay for a three year license. Non-Operating Revenues: Increase in reimbursed expenditures. Intergovernmental Revenues: Increase in interlocal tax collection agreement. Transfers In: Decreased transfers from Bridges and capital projects.

General Fund Revenue Summary by Source for FY 2014

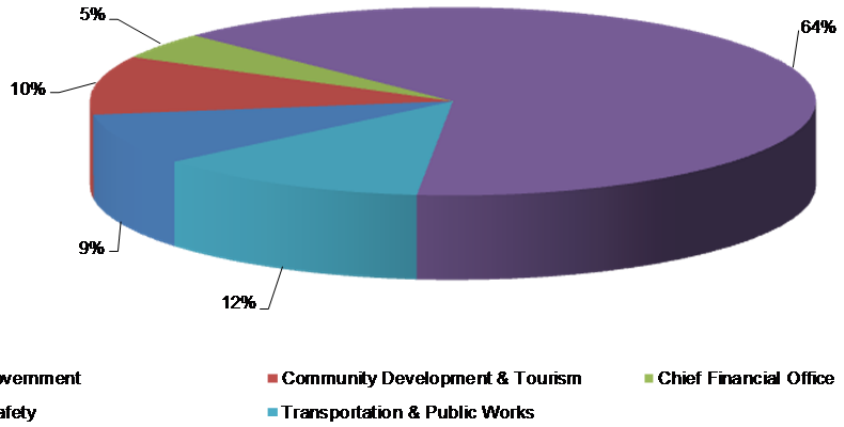


General Fund Appropriations
Summary by Function

Portfolio	Actual FY 2011	Actual FY 2012	Adopted FY 2013	Adopted FY 2014
General Government	$18,854,559	$16,484,405	$18,529,674	$30,952,103
Community Development & Tourism	$32,864,382	$33,058,921	$35,900,309	$35,457,387
Chief Financial Office	$16,997,263	$15,230,330	$19,730,016	$16,026,720
Health & Safety	$203,729,410	$211,075,128	$217,703,885	$225,596,403
Transportation & Public Works	$39,553,606	$42,288,089	$43,619,012	$43,223,255
Grand Total	**$311,999,219**	**$318,136,874**	**$335,482,896**	**$351,255,869**

General Government: There was a decrease in Collective Bargaining services. Decrease in External Legal Counsel and Expert Witnesses. There was also a decrease due to transfer of Appraisal Services to Non-Dept; Reduction in Mail Room charges due to new contract in the Tax Office. Community Development & Tourism: There was an Increase due to Exhibition hosted at Art Museum and operational costs on the Africa expansion. Health & Safety: 1.5m management software was purchased for the city courts. Transportation & Public Works: Increase due to transfer of Animal Services from General Fund to Environmental Service Fund, 311 Call Center contract, fuel & maintenance, landfill expenditures, and depreciation expense.

General Fund Appropriations by Function for FY 2014



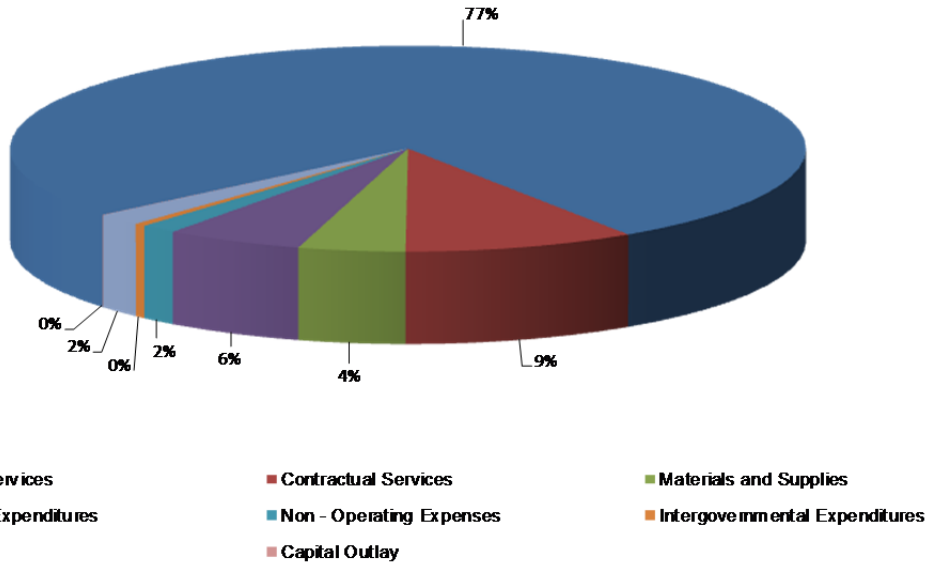
General Government:	*City Attorney, City Manager, Human Resources, Mayor & Council, Non-Departmental*
Community Development & Tourism:	*Aviation, City Development, Community & Human Development, Convention & Performing Arts Center, Library, Museum & Cultural Affairs, Parks & Recreation, Zoo*
Chief Financial 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*

General Fund Appropriations
Summary by Character

Character	Actual FY 2011	Actual FY 2012	Adopted FY 2013	Adopted FY 2014
Personal Services	$247,912,266	$251,803,128	$260,707,218	$269,734,483
Contractual Services	$26,949,323	$27,357,509	$31,026,806	$33,082,446
Materials and Supplies	$12,258,934	$14,134,296	$15,895,796	$15,248,880
Operating Expenditures	$16,832,772	$19,549,582	$18,897,729	$19,670,797
Non-Operating Expenditures	$2,952,899	$3,034,057	$4,338,727	$5,177,732
Intergovernmental Expenditures	$1,563,236	$1,511,938	$1,486,289	$1,611,221
Other Uses	$3,240,861	$113,385	$2,806,005	$6,580,310
Capital Outlay	$288,928	$632,978	$324,326	$150,000
Grand Total	**$311,999,219**	**$318,136,874**	**$335,482,896**	**$351,255,869**

Variance in Actual FY2011 to Actual FY2012:
Personal Services: Increase is due to contractual obligations for Police and Fire uniform employees. **Contractual Services:** Increase in temporary service contracts for Fire. **Materials and Supplies:** Increase is due to purchases for fuel and safety gear. **Operating Expenditures:** Increase is due to city-wide usage for electricity and phone expenses. **Non-Operating Expenditures:** Increase is due to principal payment expense. **Intergovernmental Expenditures:** Decrease in city grant match for Police. **Other Uses:** Decrease due to $3M transferred for vehicle replacement. **Capital Outlay:** Increase due to data processing equipment for billing system.

General Fund Appropriations by Character for FY 2014



General Fund

	Actual FY 2011	Actual FY 2012	Adopted FY 2013	Adopted FY 2014
Beginning Fund Balance	$40,639,730	$42,333,144	$42,259,671	$42,259,671
Revenues				
Taxes	$202,774,850	$207,432,068	$219,977,943	$227,583,786
Franchises	44,026,459	42,964,822	43,350,496	44,059,942
Service Revenues	13,354,275	16,912,691	15,451,239	15,637,202
Operating Revenues	30,984,546	29,251,625	31,838,569	30,217,895
Non-Operating Revenues	3,569,775	3,888,737	4,505,683	8,096,950
Intergovernmental Revenue	2,245,004	2,366,877	2,836,342	3,000,579
Transfers In	16,737,475	15,246,597	17,522,624	22,659,515
Total	**$313,692,384**	**$318,063,418**	**$335,482,896**	**$351,255,869**
Appropriations/Expenditures				
Personal Services	$247,912,017	$251,803,145	$260,707,218	$269,734,483
Contractual Services	26,949,323	27,357,509	31,026,806	33,082,446
Materials and Supplies	12,258,934	14,134,296	15,895,796	15,248,880
Operating Expenditures	16,832,772	19,549,582	18,897,729	19,670,797
Non-Operating Expenditures	2,952,899	3,034,057	4,338,727	5,177,732
Intergovernmental Expenditures	1,563,236	1,511,938	1,486,289	1,611,221
Other Uses	3,240,861	113,385	2,806,005	6,580,310
Capital Outlay	288,928	632,978	324,326	150,000
Total	**$311,998,970**	**$318,136,891**	**$335,482,896**	**$351,255,869**
Revenues & Financing Sources Over (Under) Expenditures	$1,693,414	($73,473)	$0	$0
Ending Fund Balance	**$42,333,144**	**$42,259,671**	**$42,259,671**	**$42,259,671**

Note: The fund balance includes 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 repaid within the same fund year.

Community Development Block Grant

	Actual FY 2011	Actual FY 2012	Adopted FY 2013	Adopted FY 2014
Revenue				
Taxes	$0	$0	$0	$0
Franchises	0	0	0	0
Service Revenues	0	0	0	0
Operating Revenues	0	0	0	0
Non-Operating Revenues	3,050,187	1,636,259	0	4,490,014
Intergovernmental Revenue	15,052,528	15,132,620	14,860,235	9,085,331
Transfers In	0	3,368	0	0
Total	**$18,102,715**	**$16,772,247**	**$14,860,235**	**$13,575,345**
Appropriations/Expenditures				
Personal Services	$2,360,947	$2,659,701	$2,191,083	$2,227,800
Contractual Services	282,211	224,222	265,288	234,537
Materials and Supplies	55,562	42,562	54,944	54,266
Operating Expenditures	869,356	753,586	844,090	787,731
Non-Operating Expenditures	9,468,680	7,336,755	7,711,128	6,138,979
Intergovermental Expenditures	0	0	0	0
Other Uses	0	0	0	0
Capital Outlay	5,065,960	5,758,788	3,793,702	4,132,032
Total	**$18,102,715**	**$16,775,615**	**$14,860,235**	**$13,575,345**

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

Fund Balance Variance: Federal funding for Community Development Block Programs has been consistently reduced over the last four fiscal years.

Debt Service

	Actual FY 2011	Actual FY 2012	Adopted FY 2013	Adopted FY 2014
Beginning Fund Balance	$5,328,983	$6,199,618	$5,600,757	$5,600,757
Revenue				
Taxes	$66,737,239	$70,469,743	$68,358,277	$74,239,551
Franchises	0	0	0	0
Service Revenues	0	0	0	0
Operating Revenues	1,321,059	1,295,597	1,348,180	1,347,080
Non-Operating Revenues	54,583	2,363,476	2,281,309	2,281,308
Intergovernmental Revenue	0	0	0	0
Transfers In	4,826,749	11,789,085	7,722,979	4,904,451
Total	**$72,939,631**	**$85,917,901**	**$79,710,745**	**$82,772,390**
Appropriations/Expenditures				
Personal Services	$0	$0	$0	$0
Contractual Services	8,648	156,575	57,000	60,000
Materials and Supplies	0	0	0	0
Operating Expenditures	(5,172)	(13,690)	0	0
Non-Operating Expenditures	72,065,519	79,521,483	79,653,745	82,712,390
Intergovernmental Expenditures	0	0	0	0
Other Uses	0	6,852,395	0	0
Capital Outlay	0	0	0	0
Total	**$72,068,995**	**$86,516,763**	**$79,710,745**	**$82,772,390**
Revenues & Financing Sources Over (Under) Expenditures	$870,635	($598,862)	$0	$0
Ending Fund Balance	**$6,199,618**	**$5,600,757**	**$5,600,757**	**$5,600,757**

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

Fund Balance Variance: Reduction in fund balance from FY 2011 to FY 2012 is a result of an increase in Principal Payments and Interest on various obligations.

Nonmajor Governmental Funds

	Actual FY 2011	Actual FY 2012	Adopted FY 2013	Adopted FY 2014
Revenue				
Taxes	$8,842,559	$7,176,233	$12,437,298	$11,205,987
Franchises	4,543,827	4,523,669	4,743,719	4,491,589
Service Revenues	174,365	3,193,744	0	0
Operating Revenues	8,904,399	8,255,754	7,712,946	8,686,269
Non-Operating Revenues	4,204,373	1,276,044	3,281,271	3,525,484
Intergovernmental Revenue	43,654,193	36,289,016	17,647,320	17,100,813
Transfers In	223,460	139,713	2,091,320	4,649,090
Total	**$70,547,176**	**$60,854,173**	**$47,913,874**	**$49,659,233**
Appropriations/Expenditures				
Personal Services	$19,502,357	$18,647,922	$15,655,093	$14,933,718
Contractual Services	18,138,492	15,283,588	19,207,161	19,150,403
Materials and Supplies	3,933,921	7,391,077	1,937,620	1,928,666
Operating Expenditures	3,299,187	4,667,331	3,079,342	3,308,321
Non-Operating Expenditures	7,636,749	5,943,299	3,421,442	4,181,483
Intergovernmental Expenditures	20,115	0	0	0
Other Uses	1,520,000	68,254	3,822,392	4,131,157
Capital Outlay	14,276,775	9,691,369	790,824	2,025,485
Total	**$68,327,596**	**$61,692,840**	**$47,913,874**	**$49,659,233**

Fund Balance Variance: The FY 2011 and FY 2012 figures include grants received and capital projects completed utilizing the grant awards. In FY 2013 and FY 2014 budgets are established as grants are awarded and capital projects are approved by Council.

Airport Operating

	Actual FY 2011	Actual FY 2012	Adopted FY 2013	Adopted FY 2014
Beginning Fund Balance	$221,375,747	$221,486,082	$220,783,943	$220,783,943
Revenue				
Taxes	$0	$0	$0	$0
Franchises	411,789	1,052,867	527,283	542,000
Service Revenues	34,148,380	36,527,876	34,308,899	34,722,920
Operating Revenues	259,266	281,880	292,275	288,285
Non-Operating Revenues	6,043,393	5,668,559	142,200	142,300
Intergovernmental Revenue	3,244,337	972,555	0	0
Transfers In	0	0	0	0
Total	**$44,107,165**	**$44,503,737**	**$35,270,657**	**$35,695,505**
Appropriations/Expenditures				
Personal Services	$16,204,181	$16,354,960	$16,547,651	$16,727,699
Contractual Services	6,569,686	6,220,502	6,907,075	7,190,064
Materials and Supplies	1,812,566	2,027,746	2,225,444	2,610,947
Operating Expenditures	18,649,649	19,139,061	5,388,609	5,079,324
Non-Operating Expenditures	760,749	1,463,607	345,100	345,100
Intergovernmental Expenditures	0	0	0	0
Other Uses	0	0	3,856,778	3,742,371
Capital Outlay	0	0	0	0
Total	**$43,996,830**	**$45,205,876**	**$35,270,657**	**$35,695,505**
Revenues & Financing Sources Over (Under) Expenditures	$110,335	($702,139)	$0	$0
Ending Fund Balance	**$221,486,082**	**$220,783,943**	**$220,783,943**	**$220,783,943**

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

Mass Transit - Sun Metro

	Actual FY 2011	Actual FY 2012	Adopted FY 2013	Adopted FY 2014
Beginning Fund Balance	$94,991,893	$99,070,069	$93,876,673	$93,876,673
Revenue				
Taxes	$35,812,504	$36,294,778	$38,510,401	$40,208,844
Franchises	34,880	30,638	31,700	26,100
Service Revenues	19,328,108	20,632,234	21,200,722	21,435,898
Operating Revenues	(104,638)	(189,624)	2,000	0
Non-Operating Revenues	20,996	(189,332)	2,516,000	3,600,000
Intergovernmental Revenue	15,580,636	4,919,486	0	0
Transfers In	2,293	8,432	0	0
Total	**$70,674,779**	**$61,506,611**	**$62,260,823**	**$65,270,842**
Appropriations/Expenditures				
Personal Services	$35,278,093	$36,420,197	$30,122,383	$30,053,763
Contractual Services	5,237,971	6,143,893	10,878,637	12,287,309
Materials and Supplies	8,330,755	8,712,784	10,977,624	11,037,630
Operating Expenditures	13,000,241	11,042,237	4,972,555	5,119,515
Non-Operating Expenditures	1,499,541	1,080,896	2,555,630	2,265,666
Intergovernmental Expenditures	0	0	1,631,200	2,021,959
Other Uses	3,250,000	3,300,000	0	0
Capital Outlay	2	0	1,122,794	2,485,000
Total	**$66,596,603**	**$66,700,007**	**$62,260,823**	**$65,270,842**
Revenues & Financing Sources Over (Under) Expenditures	$4,078,176	($5,193,396)	$0	$0
Ending Fund Balance	**$99,070,069**	**$93,876,673**	**$93,876,673**	**$93,876,673**

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

	Actual FY 2011	Actual FY 2012	Adopted FY 2013	Adopted FY 2014
Beginning Fund Balance	$9,617,828	$21,270,831	$27,381,617	$27,381,617
Revenues				
Taxes	$0	$0	$0	$0
Franchises	3,560	5,120	4,400	4,400
Service Revenues	41,366,545	42,139,206	41,904,351	42,742,440
Operating Revenues	9,144,085	11,494,548	11,659,782	1,076,484
Non-Operating Revenues	83,409	107,093	82,408	132,776
Intergovernmental Revenue	1,246,945	1,193,008	130,000	350,000
Transfers In	104,008	207,517	2,065,442	4,954,264
Total	**$51,948,552**	**$55,146,492**	**$55,846,383**	**$49,260,364**
Appropriations/Expenditures				
Personal Services	$15,705,535	$18,822,966	$19,550,897	$17,716,056
Contractual Services	7,391,364	8,675,342	10,374,685	9,595,180
Materials and Supplies	3,930,797	4,458,225	5,142,291	5,403,842
Operating Expenditures	8,271,948	11,308,260	3,690,030	3,586,413
Non-Operating Expenditures	2,091,390	2,012,797	3,290,934	2,953,251
Intergovernmental Expenditures	265,599	278,519	319,098	0
Other Uses	2,638,385	3,479,598	13,478,448	10,005,622
Capital Outlay	531	0	0	0
Total	**$40,295,549**	**$49,035,707**	**$55,846,383**	**$49,260,364**
Revenues & Financing Sources Over (Under) Expenditures	$11,653,003	$6,110,785	$0	$0
Ending Fund Balance	**$21,270,831**	**$27,381,617**	**$27,381,617**	**$27,381,617**

Fund Balance Variance: The increase in FY 2012 is a result of an increase in rates and the accumulation of reserves for future capital acquisitions.

International Bridges

	Actual FY 2011	Actual FY 2012	Adopted FY 2013	Adopted FY 2014
Beginning Fund Balance	$4,773,002	$5,676,464	$7,989,509	$7,989,509
Revenue				
Taxes	$0	$0	$0	$0
Franchises	16,464,330	16,144,623	16,071,088	16,959,851
Service Revenues	0	0	71,913	75,509
Operating Revenues	0	0	265,661	233,560
Non-Operating Revenues	32,298	21,372	351,250	351,250
Intergovernmental Revenue	0	0	0	0
Transfers In	0	530	2,622,313	2,384,568
Total	**$16,496,628**	**$16,166,525**	**$19,382,225**	**$20,004,738**
Appropriations/Expenditures by Character				
Personal Services	$2,264,573	$2,469,601	$2,323,899	$2,284,383
Contractual Services	1,220,878	997,897	1,517,132	1,544,826
Materials and Supplies	97,973	179,934	458,887	514,875
Operating Expenditures	329,546	269,025	109,315	135,792
Non-Operating Expenditures	646,585	602,439	2,440,400	2,430,568
Intergovernmental Expenditures	0	0	0	0
Other Uses	11,033,611	9,334,585	12,299,250	13,008,204
Capital Outlay	0	(0)	233,342	86,090
Total	**$15,593,166**	**$13,853,481**	**$19,382,225**	**$20,004,738**
Revenues & Financing Sources Over (Under) Expenditures	$903,462	$2,313,044	$0	$0
Ending Fund Balance	**$5,676,464**	**$7,989,509**	**$7,989,509**	**$7,989,509**

Fund Balance Variance: The increase in FY 2012 fund balance is a result of a decrease in the transfer to the General Fund.

Internal Services

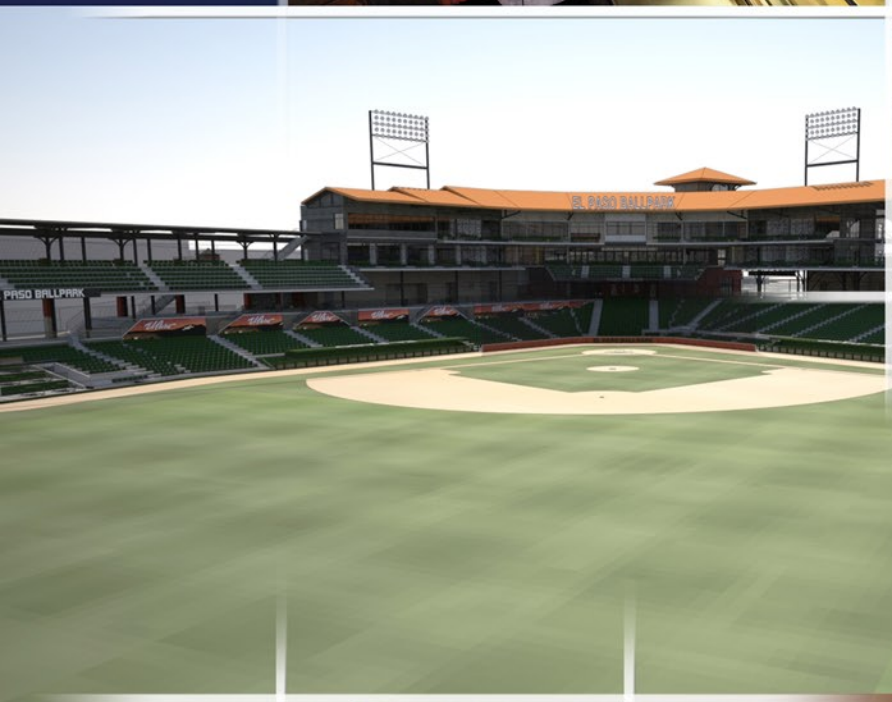
	Actual FY 2011	Actual FY 2012	Adopted FY 2013	Adopted FY 2014
Beginning Fund Balance		($724,455)	($1,247,710)	($1,247,710)
Revenue				
Taxes	$0	$0	$0	$0
Franchises	0	0	0	0
Service Revenues	0	0	0	0
Operating Revenues	16,226,035	17,009,775	19,049,647	20,165,306
Non-Operating Revenues	20,069	15,558	20,069	20,069
Intergovernmental Revenue	0	0	0	0
Transfers In	0	0	0	0
Total	**$16,246,104**	**$17,025,333**	**$19,069,716**	**$20,185,375**
Appropriations/Expenditures				
Personal Services	$3,982,858	$4,064,701	$4,266,468	$4,809,281
Contractual Services	490,866	587,762	560,488	606,735
Materials and Supplies	12,409,552	12,793,125	14,121,667	14,122,074
Operating Expenditures	51,585	67,302	103,040	101,040
Non-Operating Expenditures	35,698	35,698	0	0
Intergovernmental Expenditures	0	0	0	0
Other Uses	0	0	0	402,192
Capital Outlay	0	0	18,053	144,053
Total	**$16,970,559**	**$17,548,587**	**$19,069,716**	**$20,185,375**
Revenues & Financing Sources Over (Under) Expenditures	($724,455)	($523,254)	$0	$0
Ending Fund Balance	**($724,455)**	**($1,247,710)**	**($1,247,710)**	**($1,247,710)**

Fund Balance Variance: The decrease in FY 2012 fund balance is a result of increased maintenance costs on city vehicles. Internal services rates were adjusted in FY 2014 to recover the deficit in fund balance over a period not to exceed five years.

Self-Insurance Fund

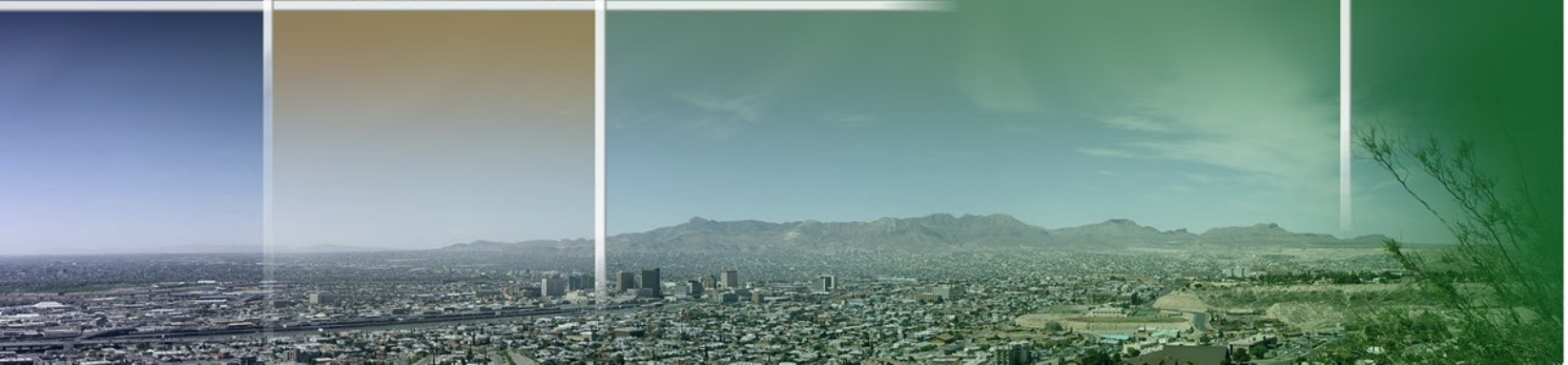
	Actual FY 2011	Actual FY 2012	Adopted FY 2013	Adopted FY 2014
Beginning Fund Balance	$4,311,500	$6,631,438	$7,139,155	$7,139,155
Revenue				
Taxes	$0	$0	$0	$0
Franchises	0	0	0	0
Service Revenues	0	0	0	0
Operating Revenues	49,964,963	49,894,260	50,733,781	57,538,035
Non-Operating Revenues	144,917	2,897,845	15,000	0
Intergovernmental Revenue	0	0	0	0
Transfers In	3,118,704	3,184,335	2,098,859	4,282,896
Total	**$53,228,585**	**$55,976,440**	**$52,847,640**	**$61,820,931**
Appropriations/Expenditures				
Personal Services	$1,018,813	$1,080,611	$1,029,951	$1,109,632
Contractual Services	49,872,129	54,371,193	51,673,225	60,568,085
Materials and Supplies	9,988	9,742	29,650	29,650
Operating Expenditures	7,718	7,176	11,850	10,600
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	60,000
Total	**$50,908,647**	**$55,468,722**	**$52,847,640**	**$61,820,931**
Revenues & Financing Sources Over (Under) Expenditures	$2,319,938	$507,718	$0	$0
Ending Fund Balance	**$6,631,438**	**$7,139,155**	**$7,139,155**	**$7,139,155**

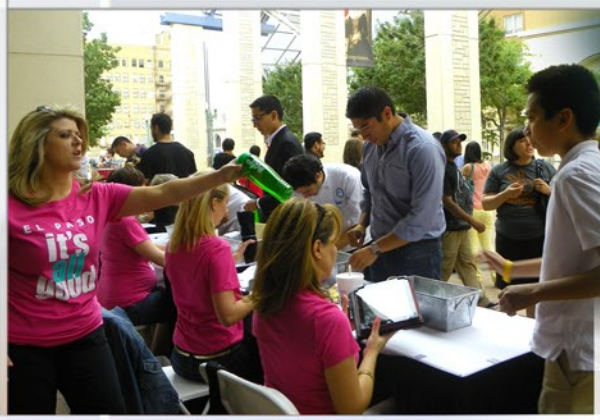
Fund Balance Variance: The increase in FY 2012 is a result increased contribution rates by the City and employees.



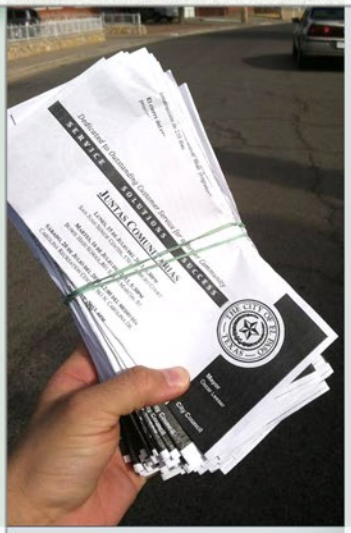
BUDGET DETAIL

- 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

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	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
Personal Services	2,989,380	2,930,429	3,144,928	2,942,740
Contractual Services	1,215,189	1,057,869	764,100	631,519
Materials/Supplies	12,343	22,519	33,200	29,800
Operating Expenditures	54,348	38,722	64,926	57,137
Non-Operating/Intergovt. Exp	471,070	462,734	467,419	400,000
Internal Transfers	71,081	0	137,400	137,400
Capital Outlay	79,865	67,704	75,000	75,000
Total Appropriation	**4,893,276**	**4,579,976**	**4,686,973**	**4,273,595**

Source of Funds	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government	4,538,016	4,348,075	4,243,540	3,972,005
Community Development Block Grants	78,278	84,239	102,380	94,190
Debt Service	0	0	0	0
Capital Projects	65,967	67,704	75,000	75,000
Nonmajor Governmental Funds	36,562	23,633	137,400	132,400
Fiduciary Funds	0	0	0	0
Proprietary Funds	174,453	56,324	128,653	0
Total Funds	**4,893,276**	**4,579,976**	**4,686,973**	**4,273,595**

Positions	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Adopted
General Fund	33.20	33.20	33.32	34.24
Non-General Fund	5.80	5.80	6.68	6.76
Total Authorized	**39.00**	**39.00**	**40.00**	**41.00**

City Attorney

Division Summary

	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government				
Attorneys and Paralegals	2,306,677	2,354,432	2,428,939	2,361,263
Trial Operating Expenses - Damages Settlements	657,895	588,041	614,419	513,419
Outside Counsel Services	1,067,924	897,954	612,900	523,400
Legal Secretarial Staff	360,525	362,968	417,748	418,568
Legal Support Staff	82,654	84,978	86,892	87,713
Legal Operating Expenses	62,340	59,702	82,642	67,642
Sub Total	4,538,016	4,348,075	4,243,540	3,972,005
Community Development Block Grants				
Legal CD Administration	78,278	84,239	102,380	94,190
Capital Projects				
City Attorney Capital Outlay	65,967	67,704	75,000	75,000
Nonmajor Governmental Funds				
Lobbyist	36,562	23,419	137,400	132,400
Outside Counsel Services	0	200	0	0
Legal Operating Expenses	0	14	0	0
Sub Total	36,562	23,633	137,400	132,400
Proprietary Funds				
Attorneys and Paralegals	172,179	65,767	128653	0
Legal Secretarial Staff	2,274	-9,443	0	0
Legal Operating Expenses	0	0	0	0
Sub Total	174,453	56,324	128,653	0
All Funds Total	**4,893,276**	**4,579,976**	**4,686,973**	**4,273,595**

City Attorney
Significant Changes

General Fund

Expenditure Changes	Dollars
Personal Services	
Reclassified a vacant Chief Prosecutor to a Senior Assistant City Attorney, salary is based on legal pay schedule	$46,270
Realized savings due to attrition	($87,305)
Contractual Services	
Decreased dependency on print shop offset by increasing the use of existing leased equipment	($2,000)
Decreased office equipment maintenance contracts due to fewer anticipated expenditures	($2,500)
Decreased office equipment lease expenses offset by increasing the use of network copiers and printers	($5,000)
Decreased telephone franchise review expenses because they were addressed in FY 2013	($7,000)
Decreased outside contracts by reducing miscellaneous purchases	($7,500)
Decreased expert witness expenses back to FY 2012 level of $30,000 (FY 2013 budget of $78,000 was due to a special case)	($8,581)
Decreased arbitration mediation services based on historical expenditures	($10,000)
Decreased court reporter expenses based on historical expenditures	($15,000)
Decreased external legal counsel services contingent on budget resolution authorizing the use of fund balance as needed	($75,000)
Materials and Supplies	
Transferred paging services budget to Information Technology Department for centralized payment	($3,500)
Non-Operating Expenditures	
Decreased litigation settlement costs contingent on budget resolution authorizing the use of fund balance as needed	($67,419)

City Attorney

Goals, Objectives & Performance Measures

Function: Legal Services

Providing legal services including: general counsel; document preparation and review; representation in litigation; and prosecution of Class C misdemeanor offenses.

Serves Council's Strategic Policy:

To ensure long-term financial stability and sustainability of the City Government.

Goal:

To provide timely, cost efficient and high quality legal services to support the City Council, City Manager and City staff and assisting all departments in achieving the City's Strategic Goals, and to advance, advocate and safeguard the interests of the City in accordance with applicable law.

Objectives:

1.) In FY 2014, represent the City in civil proceedings before judicial and administrative bodies and process claims against the City while continuing effective management of external legal counsel services.

2.) In FY 2014, draft and review municipal ordinances/resolutions or contracts, leases, and agreements in conjunction with increasing efficiency of legal document preparation while improving responsiveness to all clients.

3.) In FY 2014, prosecute misdemeanor violations of ordinances and state statute Class C Misdemeanors and prepare complaints within ten (10) working days of request.

Performance Measures	Actual FY 2012	Actual FY 2013*	Projected FY 2014
Prepare initial response within ten (10) working days of the receipt of a claim.	95%	96%	95%
Prepare routine ordinances, resolutions, contracts, leases and agreements within ten (10) working days of the request for a document.	94%	97%	95%
Prepare complaint for prosecution within ten (10) working days of the request.	81%	95%	95%

* Through 2nd quarter.

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	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
Personal Services	2,518,310	2,686,397	2,544,423	2,717,425
Contractual Services	67,429	146,986	112,250	106,928
Materials/Supplies	24,797	28,932	31,520	23,370
Operating Expenditures	43,482	62,799	63,500	30,797
Non-Operating/Intergovt. Exp	0	0	0	0
Internal Transfers	0	0	0	0
Capital Outlay	0	0	0	0
Total Appropriation	**2,654,017**	**2,925,114**	**2,751,693**	**2,878,521**

Source of Funds	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government	2,675,928	2,925,114	2,751,693	2,878,521
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	-21,911	0	0	0
Total Funds	**2,654,017**	**2,925,114**	**2,751,693**	**2,878,521**

Positions	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Adopted
General Fund	33.03	33.63	31.60	33.50
Non-General Fund	0.30	0.30	0.30	1.10
Total Authorized	**33.33**	**33.93**	**31.90**	**34.60**

City Manager

Division Summary

	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government				
Office of Management and Budget	1,000,154	1,062,572	1,140,661	1,149,551
City Manager	1,110,968	1,217,967	931,195	987,999
Public Information Office	196,663	228,095	266,197	297,390
Internal Audit	368,142	416,480	413,640	443,580
Sub Total	2,675,928	2,925,114	2,751,693	2,878,521

Proprietary Funds				
City Manager	-6,952	0	0	0
Public Information Office	-4,910	0	0	0
Internal Audit	-10,049	0	0	0
Sub Total	-21,911	0	0	0

All Funds Total	**2,654,017**	**2,925,114**	**2,751,693**	**2,878,521**

City Manager
Significant Changes

General Fund

Expenditure Changes	Dollars
Personal Services	
Increased Salaries in Office of Budget & Management due to market rate adjustments and no attrition savings	$87,238
Increase in health contributions based on actuals vs. estimated	$9,693
Increase in pension rate from 12.85% to 13.45%	$20,961
Transferred 25% of Salary for Chief Financial Officer and Administrative Analyst from Office of the Comptroller to City Manager Budget	$66,090
Upgraded two existing positions to Research and Management Assistants	$29,424
Deleted 0.5 FTE Clerical Assistant and added 1.0 FTE Public Records Coordinator	$42,933
During FY13, Deleted 1.0 FTE Lead Auditor and Added 1.0 FTE Audit Supervisor	$9,014
Deleted 0.6 FTE Graduate Intern and Added 1.0 FTE Senior Secretary	$14,660
Contractual Services	
Increase for temporary lease agreement	$36,093
Reduced printing, temporary employee, and outside contracts	($40,415)
Materials and Supplies	
Reduced various materials/supplies accounts	($8,150)
Operating Expenditures	
Transferred paging services to IT for centralized payment	($12,000)
Reduced travel and continuing education expenses	($19,000)

City Manager

Goals, Objectives & Performance Measures

FUNCTION: MANAGEMENT AND BUDGET ANALYSIS

Develop and administer the City's annual operating, debt service and capital acquisition budgets and to perform comprehensive management studies.

Serves Council's Strategic Policy

To ensure long-term financial stability and sustainability of the City Government.

Goal:

Provide assistance to City Department Heads by performing comprehensive budget and management analysis so that stakeholders are able to make informed decisions throughout the budget process.

Objectives:

1.) In FY 2014, quickly and accurately respond to budget related questions requiring analysis and data compilation.

2.) In FY 2014, accurately project revenue and appropriations in order to provide reliable information for decision making bodies.

3.) In FY 2014, present a citywide quarterly budget report to City Council as an information tool for on-going decision making and policy development (within 45 days of available data).

4.) In FY 2014, oversee, monitor, and provide timely processing of budget transfers for City departments (Goal: less than $25,000 within two business days).

5.) In FY 2014, finish implementing Managing for Results (MFR) throughout the city. All city departments will have a Strategic Business Plan that includes performance measures, target goals and actual results for each program .

6.) In FY 2014, perform comprehensive management studies and activity based costing studies of City departments, services and programs as directed by the City administration.

7.) In FY 2014, maintain or improve the categorical rating received by the Government Finance Officers Association (GFOA) for the Distinguished Budget Award.

Performance Measures	Actual FY12	Estimated FY13	Projected FY14
Percent of projected Third Quarter General Fund revenue variance versus actual	1%	< 1%	<1%
Average number of days to prepare Quarterly Budget Reports for presentation	40.0	45.0	45.0
Average budget transfer processing time in equivalent working days (transfers less than $25,000)*	4.5 days	2.0 days	2.0 days
GFOA Distinguished Budget Award rating**			
Policy	3.67	4.00	4.00
Financial	3.33	3.33	3.70
Operations	3.67	3.33	3.70
Communications	3.67	4.00	4.00

* Significant increase in FY 2011 due to departmental reorganization.

** Based on a scale (1) Information not Present to (4) Outstanding.

Note: OMB is administratively organized under the Chief Financial Officer but functions within the City Manager's Office.

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 car achieve strategic and operational results for the community.

Budget Summary	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
Personal Services	1,960,302	1,976,755	2,035,267	2,623,334
Contractual Services	40,190,459	45,209,233	43,156,275	60,645,135
Materials/Supplies	23,883	32,042	42,477	54,395
Operating Expenditures	257,293	268,082	262,066	318,333
Non-Operating/Intergovt. Exp	0	0	0	0
Internal Transfers	0	0	0	42,964
Capital Outlay	0	0	0	60,000
Total Appropriation	**42,431,936**	**47,486,113**	**45,496,085**	**63,744,161**

Source of Funds	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government	1,814,696	1,830,303	1,877,543	1,923,230
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	40,617,241	45,655,810	43,618,542	61,820,931
Total Funds	**42,431,936**	**47,486,113**	**45,496,085**	**63,744,161**

Positions	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Adopted
General Fund	32.70	27.70	27.70	28.70
Non-General Fund	10.22	11.10	11.10	13.60
Total Authorized	**42.92**	**38.80**	**38.80**	**42.30**

Human Resources

Division Summary

	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government				
Human Capital Management	0	0	0	18,450
Recruitment Exam	529,852	544,809	546,263	0
Labor Relations	0	0	0	512,303
Organizational Development	423,119	455,574	473,063	555,669
Payroll and Benefits	0	0	0	407,517
Payroll and Records	463,713	412,325	430,031	42,628
Human Resources Administration	397,989	417,594	428,186	386,663
Risk Management	23	0	0	0
Sub Total	1,814,696	1,830,303	1,877,543	1,923,230

Proprietary Funds				
Health Insurance Benefits	40,244,601	44,467,185	42,930,025	0
Payroll & Benefits	0	0	0	52,525,371
Risk Management	546,175	663,547	688,517	9,295,559
Payroll and Records	2,386	-15,192	0	0
Health Insurance Benefits	-175,921	540,270	0	0
OMB Insurance Benefits Administration	0	0	0	0
Sub Total	40,617,241	45,655,810	43,618,542	61,820,931

All Funds Total	**42,431,936**	**47,486,113**	**45,496,085**	**63,744,161**

Human Resources
Significant Changes

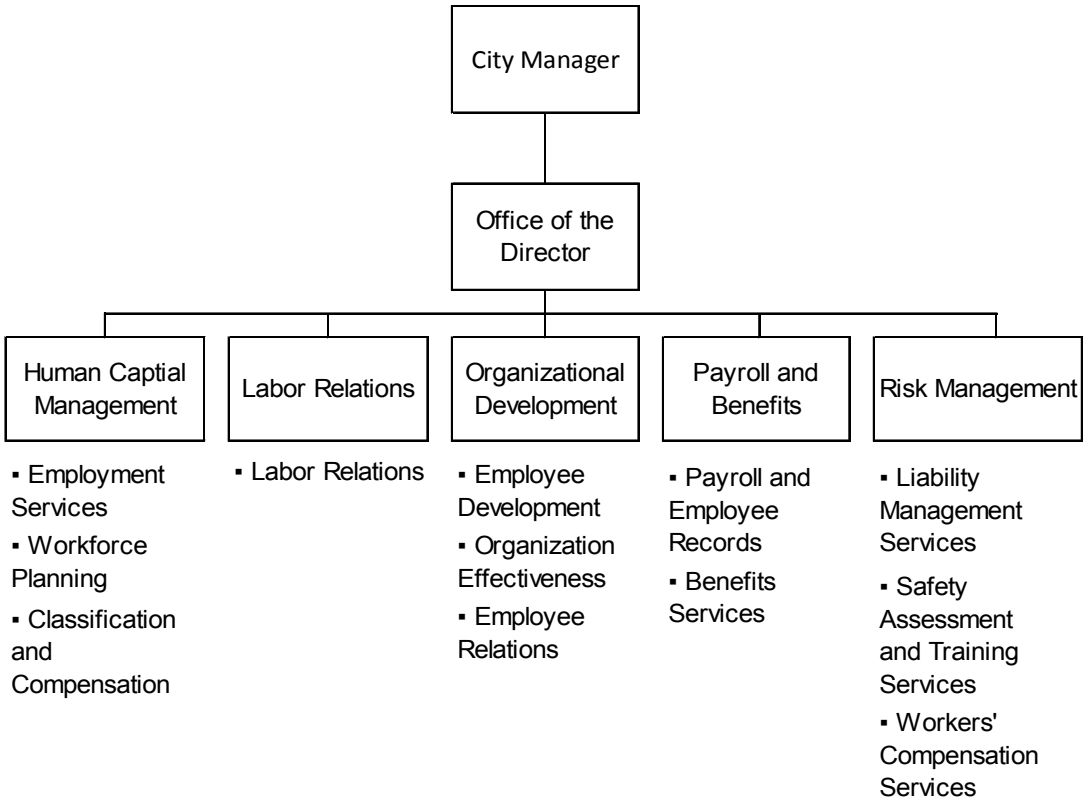
General Fund

Expenditure Changes	Dollars
Personal Services	
Increased salaries due to market rate adjustments	$15,968
Increased health contributions based on actuals vs. estimated	$19,971
Contractual Services	
Increased outside contracts for hearing officers to hear mediations	$18,000
Operating Expenditures	
Increased for Supervisory Academy	$35,000
Increased for UTEP continuing education opportunities	$75,000
Decreased tuition reimbursement to transfer funding to City Development for continuing education	($10,000)

All Fund

Expenditure Changes	Dollars
Personal Services	
Increased salaries to add a Senior HR Analyst	$46,704
Increased health contributions based on actuals vs. estimated	$10,140

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 FY2014 with the implementation of new programs as outlined in the MFR. All positions were filled throughout FY2013: however, recently we have lost 2 long term employees who possessed a wealth of knowledge.

We are requesting additional funding to align with citywide organizational goals. The impact to the general fund in FY14 is a requested increase in outside contracts for the Hearing Officers, to meet the demands of the growing number of hearings. Outside contracts were budgeted at $18,000 in FY13 and HR has expended almost $16,000.
During FY2014, the HR department is also requesting $75,000 to be added to the seminar account to pay for the fall cohort. Additionally, we are requesting $35,000 to pay for mandatory training, Supervisory Academy.

A new division, Organizational Development, has been created to address the need for citywide organizational development. HR is requesting the addition of a HR Manager position. We have a vacant Senior Human Resources Analyst that we wish to reprogram to a HR Business Partner which will add a position for succession in the Human Capital Management division.

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 laws, the Payroll and Benefits division has added the position of a Senior Human Resources Analyst. This new position will be funded from the Unemployment Fund 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, and
- 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, and
- 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, and
- 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 increased unmet demand for training from Departments 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, 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 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, 80% 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.

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, 90% of probationary employees become permanent employees.
- By 2015, 90% 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 calendar days.*
  - 75% of requisitioned positions where initial eligible list is provided within 21 calendar days
  - 75% of requisitioned positions filled within 21 calendar 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 calendar days. *
  - 75% of requisitioned positions where initial eligible list is provided within 21 calendar days
  - 75% of requisitioned positions filled within 21 calendar 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 calendar days
  - 75% of requisitioned positions filled within 21 calendar 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 MFR Live and will include certain exceptions, such as when positions are intentionally lapsed for budgetary reasons.

Employee Development

(Affects Issue Statements #s 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, 80% 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
    a. Office of the Director

2. Human Capital Management Division
    a. Employment Services
    b. Workforce Planning
    c. Classification and Compensation

3. Labor Relations Division
    a. Labor Relations

4. Organizational Development Division
    a. Employee Development
    b. Organization Effectiveness
    c. Employee Relations

5. Payroll and Benefits Division
    a. Payroll and Employee Records
    b. Benefit Services

6. Risk Management Division
    a. Liability Management Services
    b. Safety Assessment and Training Services
    c. Workers' Compensation Services

SIGNIFICANT CHANGES

General Fund

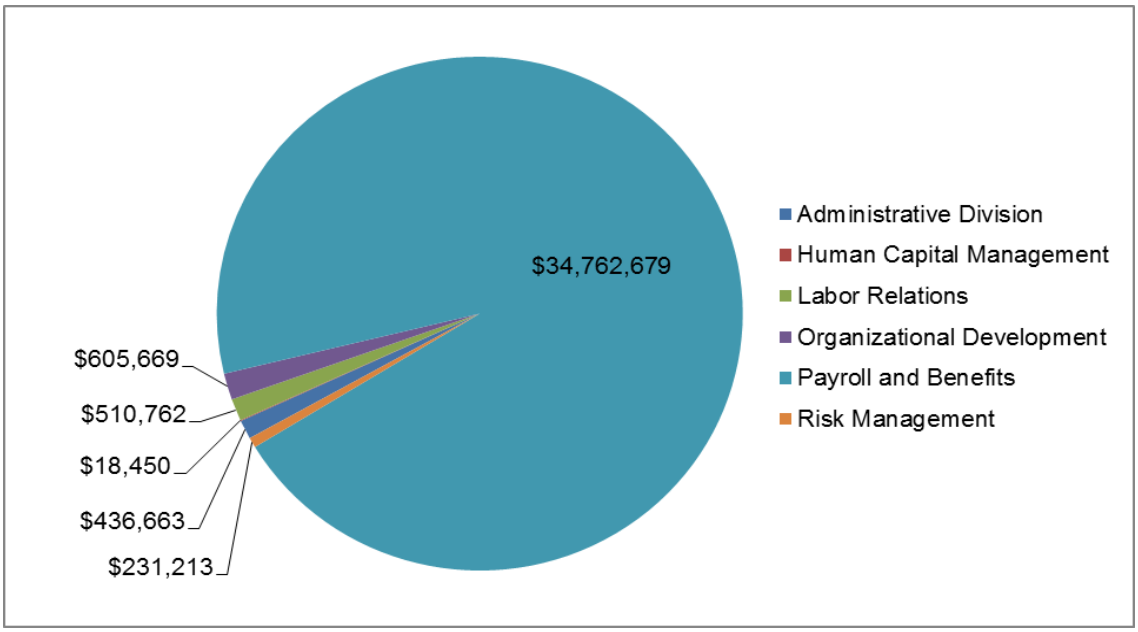
	Expenditure Changes	Dollars
	Personal Services	
1	Increased Salaries due to market rate adjustments	$15,968
2	Increased Health Contributions based on actuals vs estimated	$19,971
	Contractual Services	
3	Increased outside contracts for hearing officers to hear mediations	$18,000
	Operating Expenditures	
4	Increased for Supervisory Academy	$35,000
5	Increased for UTEP Continuing Education Opportunities	$75,000
6	Decreased Tuition Reimbursement to transfer funding to City Development for continuing education	($10,000)

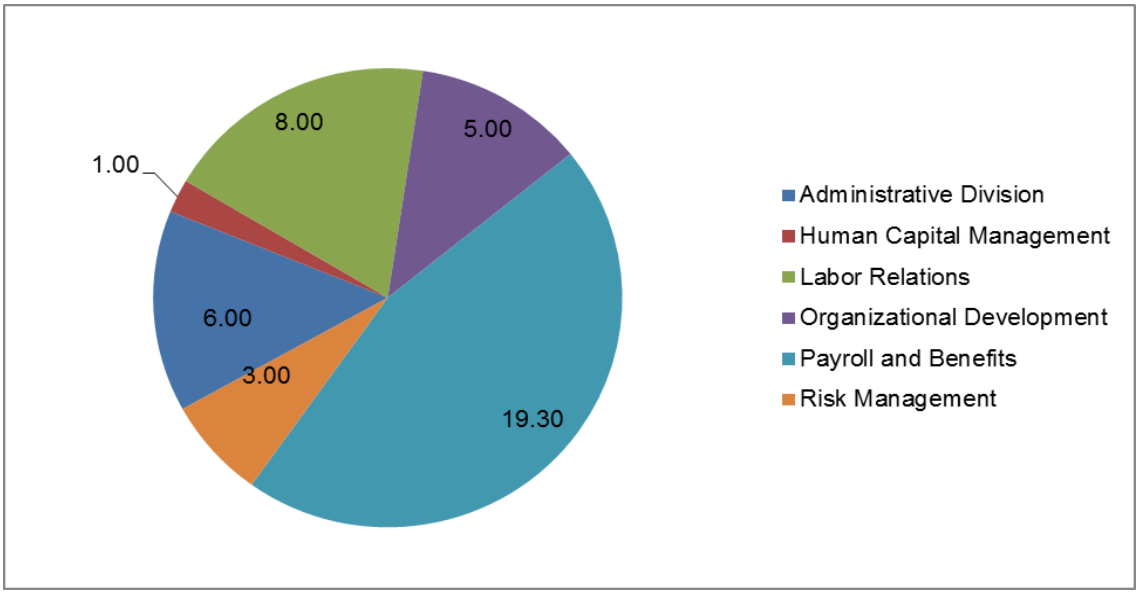
All Fund

	Expenditure Changes	Dollars
	Personal Services	
7	Increased salaries to add a Senior HR Analyst	$46,704
8	Increased health contributions based on actuals vs estimated	$10,140
	Contractual Services	
9	The decrease in Self Insurance Fund is offset by an equivalent increase in Non-Departmental, due to Workers' Compensation and Unemployment funds being budgeted in Non-Departmental	($9,160,127)

EXPENSES AND FULL-TIME EQUIVALENT POSITIONS

Division	Total	FTE
Administrative Division	$436,663	6.00
Human Capital Management	$18,450	1.00
Labor Relations	$510,762	8.00
Organizational Development	$605,669	5.00
Payroll and Benefits	$34,762,679	19.30
Risk Management	$231,213	3.00
Grand Total	$36,565,436	42.30





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

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

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

*New Measure
** Baseline data will need to be established for annual tracking.

DIVISION: Human Capital Management Division

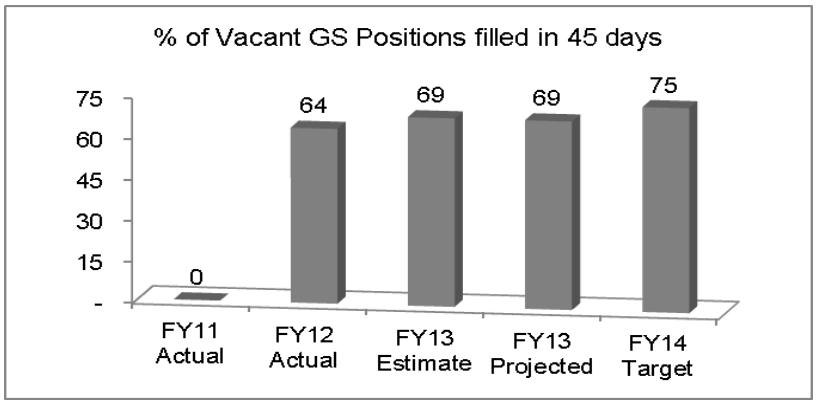
The purpose of the Human Capital Management Division is to provide workforce planning, classification, compensation and employment services to the City and its Departments so they can meet business needs and achieve their business results.

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/COST: Employment Services/$16,850

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

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

Note: 52 working days was the overall average in FY12
*New measure

PROGRAM/COST: Workforce Planning/$800

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

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

Note: Average expenditure determined by dividing the cost of FTEs by output
*New measure

PROGRAM/COST: Classification and Compensation/$800

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

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

Note: Average expenditure determined by dividing the cost of FTEs by output
* Where benchmarks are available

DIVISION: Labor Relations

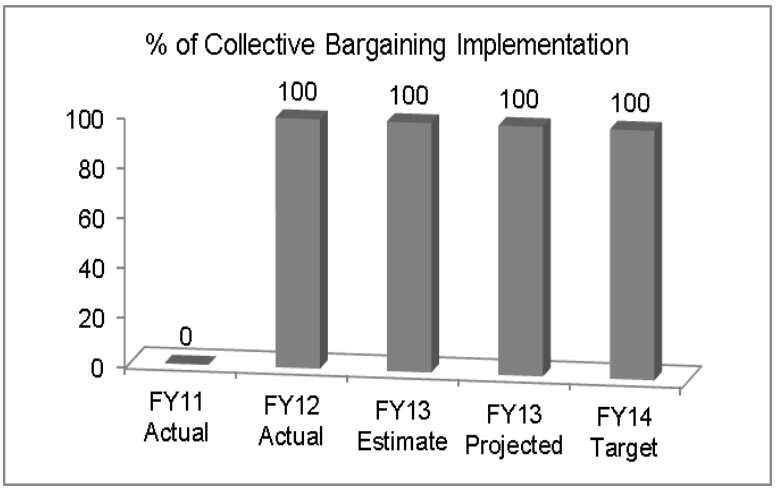
The purpose of the Labor Relations division is to provide collective bargaining representation, comparative and cost analysis and implementation services to City Management so they can have an effectively working relationship with members of the Associations recognized by the City.

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/COST: Labor Relations/$512,305

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

Labor Relations		FY 2012 Actual	FY 2013 Projected	FY 2014 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*	N/A	90%
Output	# of collective bargaining management representations delivered	N/A*	6	TBD**
Demand	# of collective bargaining management representations requested/required	N/A*	6	TBD**
Efficiency	$ program expenditure per collective bargaining management representation delivered	N/A*	$1,172	$1,240

*New Measure

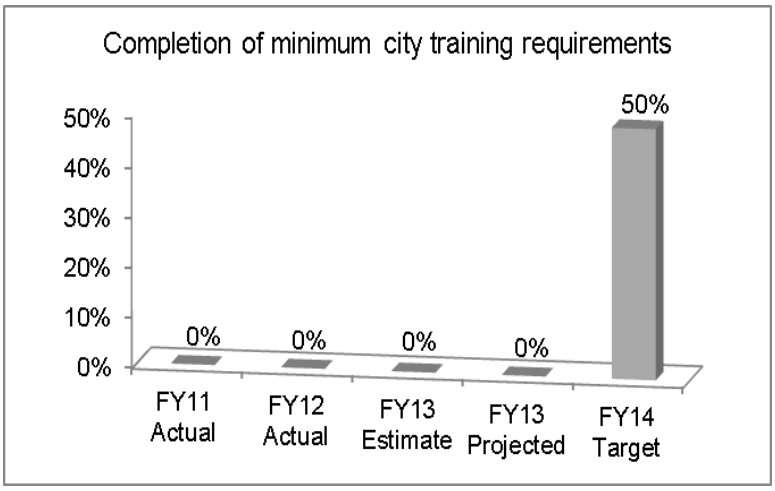
** Baseline data will need to be established for annual tracking; actual number of milestones will be determined during the beginning phase of collective bargaining.

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

PROGRAM/COST: Employee Relations/$135,360

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

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

* Extracted from Citywide employee surveys. FY2015 target will be 70%.

PROGRAM/COST: Organizational Effectiveness/$66,247

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

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

*New Measure

PROGRAM/COST: Employee Development/$354,061

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

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

*New Measure
** Projection based on lack of funding.
*** 50% is a City HR target; if it includes department specific training, recommend 25% target.

DIVISION: Payroll and Benefits

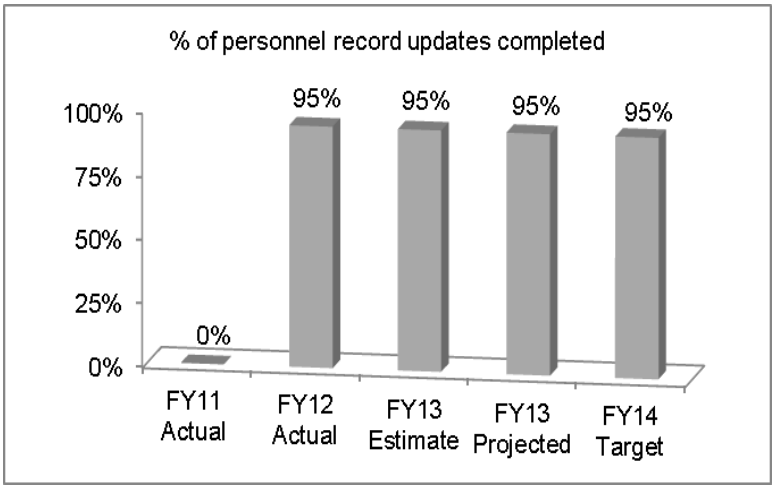
The purpose of the Payroll and Benefits division is to provide pay, benefits & wellness services to Departments and their employees so they can have a productive workforce to achieve their operational and strategic results.

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/COST: Payroll and Employee Records/$578,724

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

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

PROGRAM/COST: Benefit Services/$52,324,352

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

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

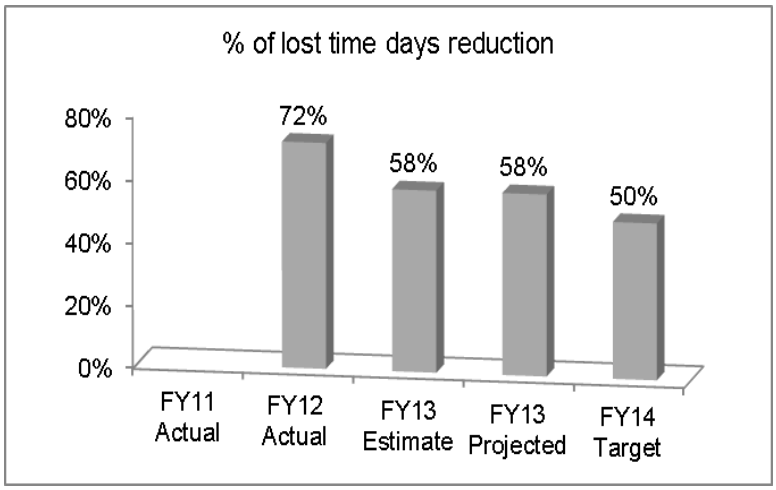
DIVISION: Risk Management

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/COST: Liability Management Services/$36,395

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

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

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

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

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

PROGRAM/COST: Workers' Compensation Services/$9,268,113

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

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

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	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
Personal Services	3,083,908	3,385,911	5,343,300	5,664,475
Contractual Services	5,228,251	4,754,575	7,371,218	2,497,419
Materials/Supplies	164,893	216,359	150,005	241,070
Operating Expenditures	1,701,103	2,011,716	1,793,101	2,454,670
Non-Operating/Intergovt. Exp	0	0	0	0
Internal Transfers	0	12,275	0	0
Capital Outlay	2,558,269	317,578	422,606	740,000
Total Appropriation	**12,736,423**	**10,698,414**	**15,080,230**	**11,597,634**

Source of Funds	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government	10,063,149	10,294,245	14,657,624	10,857,634
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	486,124	195,015	422,606	740,000
Nonmajor Governmental Funds	2,187,151	209,155	0	0
Fiduciary Funds	0	0	0	0
Proprietary Funds	0	0	0	0
Total Funds	**12,736,423**	**10,698,414**	**15,080,230**	**11,597,634**

Positions	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Adopted
General Fund	56.00	65.77	95.75	95.75
Non-General Fund	1.00	0.00	3.50	2.00
Total Authorized	**57.00**	**65.77**	**99.25**	**97.75**

Information Technology

Division Summary

	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government				
Information Services	6,249,879	5,810,479	9,110,669	0
Information Technology Administration	432,076	535,441	4,786,146	0
Telecommunications	3,261,365	3,559,076	427,131	0
Geographic Information Systems	0	267,708	333,678	0
Media Production	119,828	121,541	0	0
Administrative	0	0	0	5,505,696
Client Services	0	0	0	1,187,521
Application Management	0	0	0	1,854,802
Infrastructure Management	0	0	0	1,660,370
Information Security Assurance	0	0	0	4,650
Strategic Innovation & Enterprise Architecture	0	0	0	644,594
Sub Total	10,063,149	10,294,245	14,657,624	10,857,634
Capital Projects				
Information Services	0	178,219	422,606	740,000
Information Services Projects	486,124	16,796	0	0
Sub Total	486,124	195,015	422,606	740,000
Nonmajor Governmental Funds				
Information Technology Administration	167,482	208,990	0	0
Media Production	0	0	0	0
Information Services Projects	2,019,669	0	0	0
Communications Administration	0	165	0	0
Sub Total	2,187,151	209,155	0	0
All Funds Total	**12,736,423**	**10,698,414**	**15,080,230**	**11,597,634**

Department of Information and Technology Services
Significant Changes

General Fund

Revenue Changes	Dollars
Licensing and maintenance recovery from enterprise departments	$1,504,514
Capitalization of labor to place IT capital projects in service	($498,609)

Expenditure Changes	Dollars
Personal Services	
Reorganization resulting in increased FTE and costs	$273,178
Increased payroll costs	$90,855
Increased attrition	($42,859)
Contractual Services	
Decreased data process service contracts due to change in budget policy. New policy includes budgets for city-wide data processing contracts in Non-Departmental	($4,549,760)
Decreased outside contracts due to change in budget policy. New policy includes budgets for city-wide data processing contracts in Non-Departmental	($1,424,668)
Decreased equipment maintenance contracts due to change in budget policy. New policy includes budgets for all city-wide data processing contracts in Non-Departmental	($1,311,540)
Includes city-wide funding for P-25 lease agreement at a cost of $2,255,715	$2,192,115
Includes cost of building leases-El Paso International Airport location	$210,454
Materials and Supplies	
Allocation for equipment purchases under $500 to purchase connection adapters and computer supplies as needed	$8,000
Increased publications and subscriptions	$16,715
Increased computer supplies to purchase two computers and a web design software package.	$35,500
Increased desktop software supplies to purchase a data monitor software	$11,500
Allocation for communication equipment for General Fund departments	$6,400
Includes allocations for photography, training materials, cleaning supplies	$8,950
Operating Expenditures	

Increased paging services due to centralization of service	$651,824
Decreased travel	($6,000)
Increased training to keep abreast of technological developments	$11,270

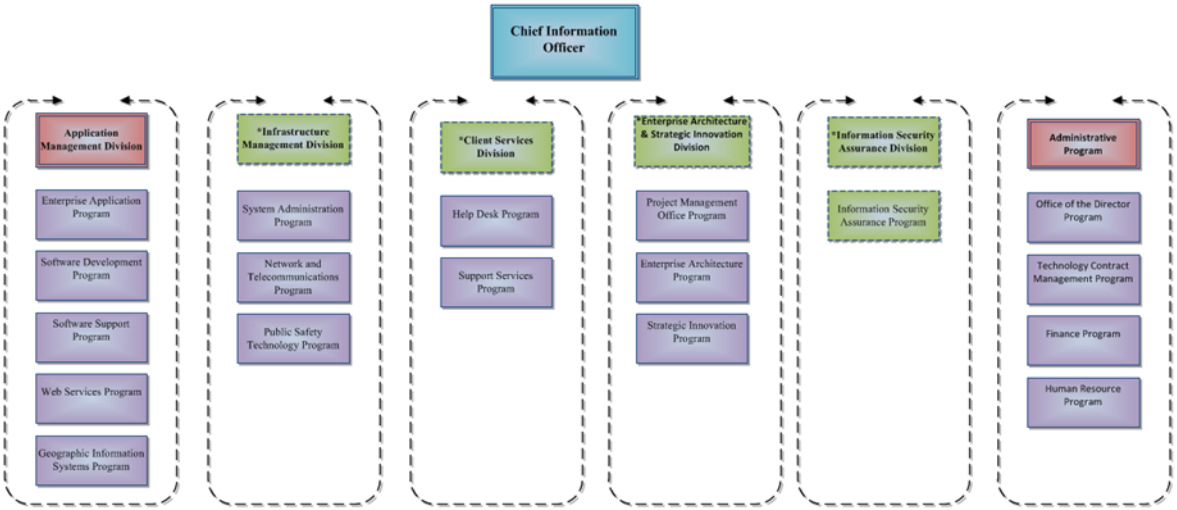
All Funds

Expenditure Changes	Dollars
Capital Expenditures	
Increased allocation for PC refreshment to include general fund and enterprise departments	$317,394

DEPARTMENT OF INFORMATION TECHNOLOGY SERVICES

City of El Paso | Department of Information Technology Services

Summary Organizational Chart



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 accomplished many critical changes and improvements in FY 2013, including our new name! This past year has seen us focused on many critical internal reorganization and infrastructure projects. The effort has been as successful as it has been busy, and will position DoITS and the City of El Paso to begin taking advantage of many technological opportunities to generate positive organizational impact and citizen services.

One of the most critical endeavors has been a complete departmental reorganization and filling of many vacancies with people who possess key skills and expertise that will serve to carry us into the future. Additionally, we've made significant progress on foundational projects including the ongoing roll-out of a new City website, PeopleSoft reimplementation, datacenter upgrades and redundancies, City-wide infrastructure, network upgrades, and VoIP implementation, just to name a few. These critical projects are all part of our ongoing Capital improvement Plan (CIP) and IT Strategic Plan.

We are also very proud to have made significant progress with the expansion of Digital El Paso, the City's free public Wi-Fi. This year we've added service at El Paso International Airport, El Paso Convention Center, El Paso Public Libraries, and downtown. This will remain one of our top priorities into the future, including service at Sun Metro facilities and other City properties around the community. During FY 2013 Department of Information Technology Services managed 89 ongoing projects totaling $56.6M. A total of 35 projects, totaling $1.68M, were successfully managed and completed.

As we move into FY 2014 we are shifting focus to our next set of goals. Next fiscal year will be focused on implementing innovative technology solutions in order to provide organizational impact and greater citizen access and service. Among many initiatives is to utilize and enforce Enterprise Architecture frameworks and reference models to plan and align IT systems and investments with the business process and functional needs of the organization.

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
Heightened scrutiny caused by increasing funding and expectations of DoITS for strategic investments will result in increased demand for transparency, due diligence and accountability.

Issue 6
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 7
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 8
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

Issue 9
City Hall relocation and pending decisions will cause increased demands in the continuous deployment of resources, technologies, and will create new challenges.

Additionally, current Project Management priorities and timelines will need to be recalibrated and reprioritized. Also, outsourcing contract requirements for the initial roll-out will need to be determined. These issues, if not effectively addressed in a coordinated manner, will result in risks to continuity of operations in the following critical areas:

- Public Safety communications
- Network uptime
- Internet connections
- City Hall phone systems
- Communication with 311 regarding relocation updates
- Helpdesk and public information access
- Availability of data, application and e-mail if deadlines are not met
- City Council meeting operations
- Public services
- Proactive communications

STRATEGIC RESULTS

Strategic Result 1: Customer Results (Addresses Issue 3)

By FY 2015, the City of El Paso has established itself as a leader in technology as evidenced by:

- 50% of City transactions 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, 8, 9)

By FY 2015, 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, 7, 8, 9)

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, 8, 9)

By FY 2015, 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
   2.2. Enterprise Architecture Program
   2.3. Strategic Innovation Program

3. **Applications Management Division**
   3.1. Software Development Program
   3.2. Software Support Program
   3.3. Web Services Program
   3.4. Geographic Information System Program
   3.5. Enterprise Applications Management Program

4. ***Infrastructure Management Division**
   4.1. Network and Telecommunications Program
   4.2. System Administration Program
   4.3. Public Safety Technology Program

5. ***Client Services Division**
   5.1. Help Desk Program
   5.2. Support Services Program

6. ***Information Security Assurance Division**
   6.1. Information Security Assurance Program

**** FY 2014 Proposed New Divisions***

SIGNIFICANT CHANGES

General Fund

Revenue Changes	Dollars
Licensing and maintenance recovery from enterprise departments	$1,504,514
Capitalization of labor to place IT capital projects in service	($498,609)

Expenditure Changes	Dollars
Personal Services	
Reorganization resulting in increased FTE and costs	$273,178
Increased payroll costs	$90,855
Increased attrition	($42,859)
Contractual Services	
Decreased data process service contracts due to change in budget policy. New policy includes budgets for city-wide data processing contracts in Non-Departmental	($4,549,760)
Decreased outside contracts due to change in budget policy. New policy includes budgets for city-wide data processing contracts in Non-Departmental	($1,424,668)
Decreased equipment maintenance contracts due to change in budget policy. New policy includes budgets for all city-wide data processing contracts in Non-Departmental	($1,311,540)
Includes city-wide funding for P-25 lease agreement at a cost of $2,255,715	$2,192,115
Includes cost of building leases-El Paso International Airport location	$210,454
Materials and Supplies	
Allocation for equipment purchases under $500 to purchase connection adapters and computer supplies as needed	$8,000
Increased publications and subscriptions	$16,715
Increased computer supplies to purchase two computers and a web design software package.	$35,500
Increased desktop software supplies to purchase a data monitor software	$11,500
Allocation for communication equipment for General Fund departments	$6,400
Includes allocations for photography, training materials, cleaning supplies	$8,950

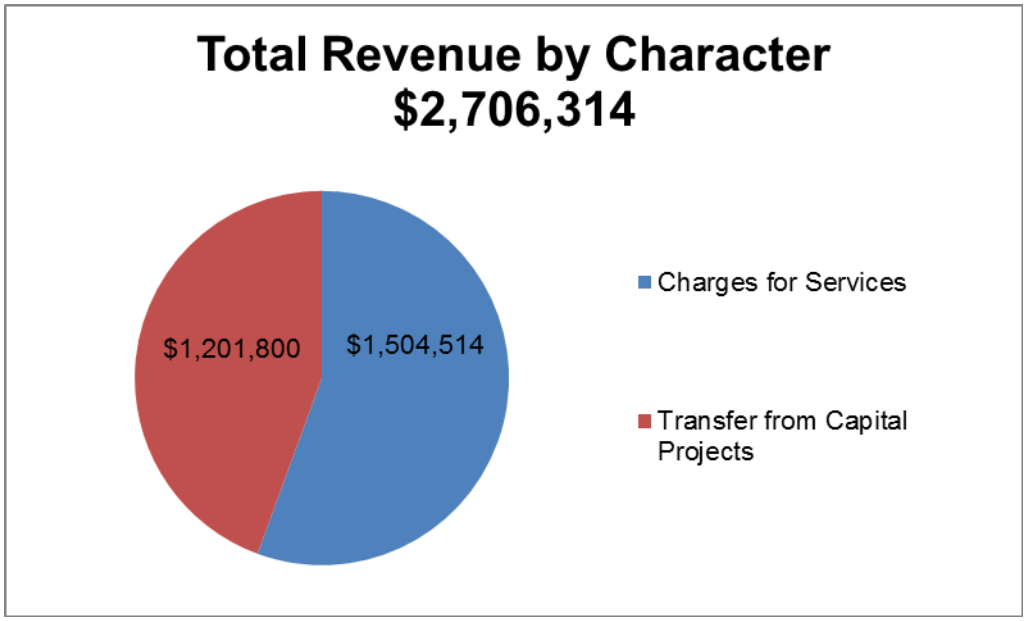
General Fund

Expenditure Changes	Dollars
Personal Services	
Reorganization resulting in increased FTE and costs	$273,178
Operating Expenditures	
Increased paging services due to centralization of service	$651,824
Decreased travel	($6,000)
Increased training to keep abreast of technological developments	$11,270

All Funds

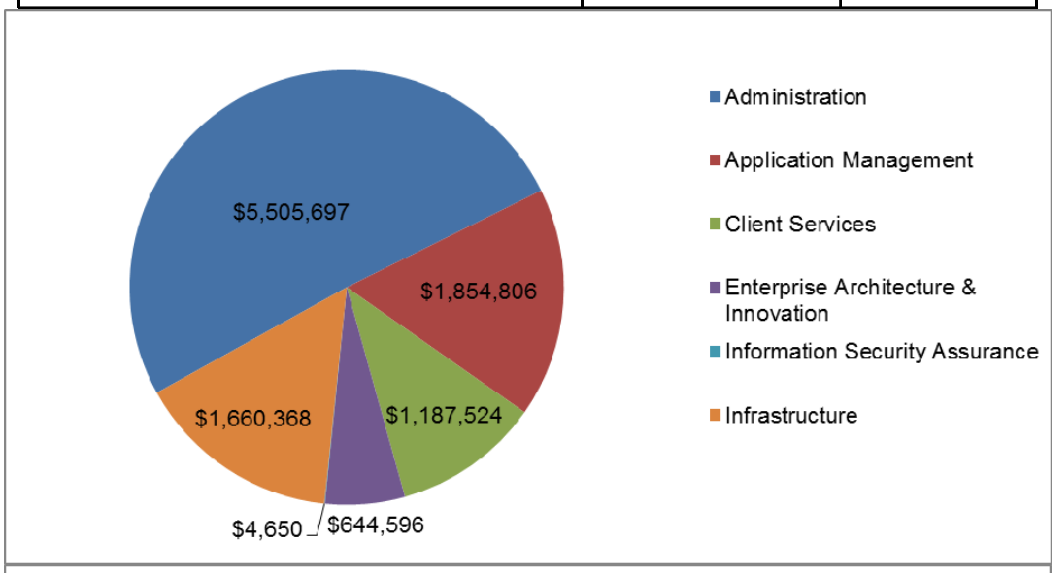
Expenditure Changes	Dollars
Capital Expenditures	
Increased allocation for PC refreshment to include general fund and enterprise departments	$317,394

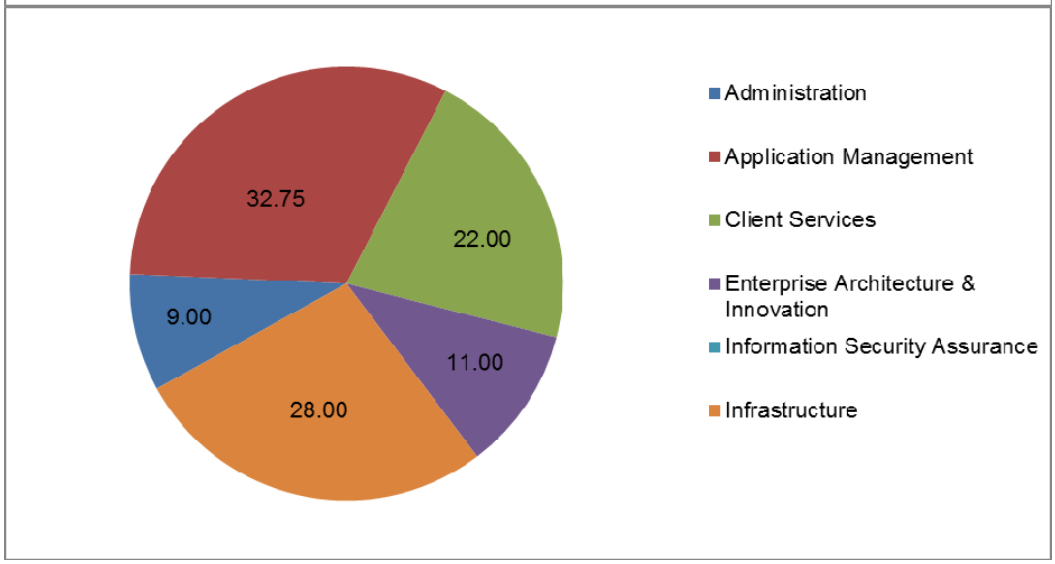
REVENUE BY CHARACTER



EXPENDITURES AND FULL-TIME-EQUIVALENT POSITIONS

Division	Total	FTE
Administration	$5,505,697	8.00
Application Management	$1,854,806	30.75
Client Services	$1,187,524	22.00
Enterprise Architecture & Innovation	$644,596	11.00
Information Security Assurance	$4,650	-
Infrastructure	$1,660,368	26.00
Total	$10,857,641	97.75
Data Processing Equipment	$740,000	
Licensing and Maintenance Agreement	$7,151,578	
Grand Total	$18,749,219	97.75





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/COST: Office of the Director/$238,580

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

Office of the Director		FY 2012 Actual	FY 2013 Projected	FY 2014 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 provided	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.	$0.023	$0.024	$0.024

PROGRAM/COST: Technology Contracts Management/$12,193,114

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

Technology Contracts Management		FY 2012 Actual	FY 2013 Projected	FY 2014 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	220
Demand	# of binding contracts required/requested	New Measure	212	220
Efficiency	$ program expenditure per Contract/Agreement managed	$5.5m	$7.2m	$7.2m

PROGRAM/COST: Finance/$164,406

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

Finance		FY 2012 Actual	FY 2013 Projected	FY 2014 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	2,100
Demand	# of vendor invoices anticipated to be paid	1,047	1,900	2,100
Efficiency	$ program expenditures per $ Department budget	$57.70	$31.80	$28.77

PROGRAM/COST: Human Resources/$61,175

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.

Human Resources		FY 2012 Actual	FY 2013 Projected	FY 2014 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	$609	$585	$538

DIVISION: Enterprise Architecture & Strategic Innovation Division

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

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

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

What Do These Numbers Tell Us?
These numbers tell us whether we are meeting our customers' product needs 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 on the citizens.

***This fiscal year is a baseline year and key results/measures will be gathered and collected upon start of FY 2014.**

PROGRAM/: Project Management Office/$444,225

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

Project Management		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	% of requestors whose approved projects achieve pre-established customer 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	30
Demand	# of Technology Purchase Requests (TPRs) approvals/denials required	New Measure	New Measure	100
Efficiency	$ program expenditure per PM Project managed	New Measure	New Measure	TBD

PROGRAM: Enterprise Architecture/$243,651

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

Enterprise Architecture		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	% of requestors whose approved business cases achieve pre-established customer's results	New Measure	New Measure	95%
Result	% of approved business cases completed within agreed upon schedule	New Measure	New Measure	95%
Output	# of Business Cases completed	New Measure	New Measure	40
Demand	# of Business Cases requested/required	New Measure	New Measure	40
Efficiency	Total $ spent per project that resulted in pre-established results/value of project that achieved pre-established results	New Measure	New Measure	TBD

PROGRAM/COST: Strategic Innovation/$31,058

The purpose of the Innovation program is to provide innovative ideas solutions to increase the quality of services and improve collaboration for the City, its officials and all departments so they can achieve their pre-established business results on time and within budget.

Innovation		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	% of ideas generated	New Measure	New Measure	85%
Result	% of innovation projects completed	New Measure	New Measure	90%
Output	# of ideas generated	New Measure	New Measure	20
Demand	# of Business Cases resulting from ideas generated	New Measure	New Measure	20
Efficiency	Total $ spent per innovation projects that resulted in pre-established results/value of project that achieved pre-established results	New Measure	New Measure	TBD

DIVISION: Applications Management Division

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

Key Result: *99% of authorized system users 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 citizens.

***This fiscal year is a baseline year and key results/measures will be gathered and collected upon start of FY 2014.**

PROGRAM/COST: Software Development/$321,394

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

Software Development		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	% of approved projects achieved according to pre-established customer results	New Measure	New Measure	95%
Result	95% 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	TBD

PROGRAM/COST: Software Support/$480,453

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

Software Support		FY 2012 Actual	FY 2013 Projected	FY 2014 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	TBD

PROGRAM/COST: Web Services/$212,554

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

Web Services		FY 2012 Actual	FY 2013 Projected	FY 2014 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	2,500
Demand	# of web content updates requested	New Measure	New Measure	2,500
Efficiency	$ program expenditure per web page maintained	New Measure	New Measure	TBD

PROGRAM/COST: GEOGRAPHIC INFORMATION SYSTEMS/$318,150

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

GIS		FY 2012 Actual	FY 2013 Projected	FY 2014 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	TBD

PROGRAM/COST: Enterprise Application Management/$522,255

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

Enterprise Application Management		FY 2012 Actual	FY 2013 Projected	FY 2014 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	3,328
Demand	# of technical assistance sessions requested/required	New Measure	New Measure	3,328
Efficiency	Program expenditure per enterprise application supported/managed	New Measure	New Measure	TBD

DIVISION: Infrastructure Management Division

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

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

Why is This Measure Important?
The percentage of the network and telecom resource availability measures the "up-time" of services to our customers in order for them to provide the service expected from the citizens of El Paso.

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

***This fiscal year is a baseline year and key results/measures will be gathered and collected upon start of FY 2014.**

PROGRAM/COST: Network and Telecommunications/$803,666

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

Network and Telecommunications		FY 2012 Actual	FY 2013 Projected	FY 2014 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	TBD

PROGRAM/COST: System Administration/$413,087

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

System Administration		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	% availability of server data server systems	New Measure	New Measure	99.9%
Result	% of users who are using the most current, compatible software	New Measure	New Measure	80%
Output	# of server updates completed	New Measure	New Measure	9,128
Demand	# of server updates required	New Measure	New Measure	9,128
Efficiency	$ program expenditure per user (active and inactive) supported	New Measure	New Measure	TBD

PROGRAM/COST: Public Safety Technology/443,615

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

Public Safety Technology		FY 2012 Actual	FY 2013 Projected	FY 2014 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	19
Demand	# Mobile Computer Technology (MCT) installations required/requested	New Measure	New Measure	19
Efficiency	$ program expenditure per vehicle supported	New Measure	New Measure	TBD

DIVISION: Client Services

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

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

Why is This Measure Important?
The number of help desk requests issues resolved successfully and within established timelines in order to provide the departments with resolutions to their requests is necessary 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 citizens.

***This fiscal year is a baseline year and key results/measures will be gathered and collected upon start of FY 2014.**

PROGRAM/COST: Support Services/$729,413

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

Support Services		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	% 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	6,040
Demand	# of users requiring support	New Measure	New Measure	6,040
Efficiency	$ program expenditure per user supported	New Measure	New Measure	TBD

PROGRAM/COST: Help Desk/$350,305

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

Help Desk		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	% of 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	6,040
Demand	# of users requiring support	New Measure	New Measure	6,040
Efficiency	$ program expenditure per user supported	New Measure	New Measure	TBD

DIVISION: Information Security Division

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.

Key Result: *95% of days in the year without security breaches
***This division is not staffed and measures will not be gathered untill fully staffed.**

PROGRAM/COST: Information Security Assurance/$4,650

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.

Information Security Assurance		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	% of days in the year without security breaches	New Measure	New Measure	95%
Result	% of devices updated with the latest code	New Measure	New Measure	95%
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

THE CITY OF EL PASO
TEXAS

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	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
Personal Services	1,097,733	1,128,946	1,127,470	1,203,429
Contractual Services	54,109	56,057	62,200	52,645
Materials/Supplies	28,591	14,307	22,800	19,660
Operating Expenditures	91,781	102,445	121,500	71,000
Non-Operating/Intergovt. Exp	0	0	0	0
Internal Transfers	21,550	15,086	0	0
Capital Outlay	0	0	0	0
Total Appropriation	**1,293,765**	**1,316,842**	**1,333,970**	**1,346,734**

Source of Funds	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government	1,215,230	1,293,429	1,333,970	1,346,734
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	0	0	0	0
Nonmajor Governmental Funds	78,535	23,413	0	0
Fiduciary Funds	0	0	0	0
Proprietary Funds	0	0	0	0
Total Funds	**1,293,765**	**1,316,842**	**1,333,970**	**1,346,734**

Positions	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 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

	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government				
Office of the Mayor	268,415	254,621	295,954	378,917
Council District 1	121,808	131,906	129,752	120,977
Council District 2	109,894	128,216	129,752	120,977
Council District 3	118,850	125,552	129,752	120,977
Council District 4	123,578	131,734	129,752	120,977
Council District 5	106,741	130,022	129,752	120,977
Council District 6	131,041	129,872	129,752	120,977
Council District 7	119,215	130,263	129,752	120,977
Council District 8	115,687	131,243	129,752	120,977
Sub Total	1,215,230	1,293,429	1,333,970	1,346,734

Nonmajor Governmental Funds				
Mayor's Grant Award	13,559	5,344	0	0
District 1 Capital Purchases	6,912	0	0	0
District 2 Capital Purchases	3,254	1,499	0	0
District 3 Capital Purchases	2,942	4,880	0	0
District 4 Capital Purchases	2,770	1,200	0	0
District 5 Capital Purchases	12,584	3,139	0	0
District 6 Capital Purchases	22,911	0	0	0
District 7 Capital Purchases	6,879	2,442	0	0
District 8 Capital Purchases	6,724	4,909	0	0
Sub Total	78,535	23,414	0	0

All Funds Total	**1,293,765**	**1,316,842**	**1,333,970**	**1,346,734**

Mayor & Council
Significant Changes

General Fund

Expenditure Changes	Dollars
Personal Services	
Decreased health contributions, based on actuals vs. estimated	($23,123)
Increased pension rate from 12.85% to 13.45%	$8,418
Added Clerical Assistant funded by Mayor's Office and Districts	$22,880
Increased FICA/Medicare, due to standard adjustments	$2,279
Contractual Services	
Decreased print shop and motor pool charges, based on past year's actual expenses	($9,555)
Materials and Supplies	
Decreased office supplies and equipment purchases under $500, based on past year's actual expenses	($10,340)
Operating Expenditures	
Transferred paging services budget to IT Department for centralized payment	($6,000)
Decreased other miscellaneous charges, based on past year's actual expenses	($4,500)

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	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
Personal Services	3,153,537	116,515	-146,154	-66,850
Contractual Services	11,129,592	13,364,144	12,359,236	11,047,170
Materials/Supplies	68,975	70,587	190,225	310,000
Operating Expenditures	1,836,092	2,073,044	2,137,046	2,998,247
Non-Operating/Intergovt. Exp	76,489,610	83,960,347	84,012,048	88,611,566
Internal Transfers	3,169,046	7,888,447	6,300,115	10,375,247
Capital Outlay	7,574,839	3,680,833	85,000	604,805
Total Appropriation	**103,421,689**	**111,153,918**	**104,937,516**	**113,880,186**

Source of Funds	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government	8,610,689	6,087,484	8,322,928	20,831,614
Community Development Block Grants	0	0	0	0
Debt Service	72,068,995	86,516,763	79,710,745	82,772,390
Capital Projects	8,362,277	3,706,734	0	179,805
Nonmajor Governmental Funds	3,041,007	3,983,872	6,636,343	7,711,809
Fiduciary Funds	0	0	0	0
Proprietary Funds	11,338,721	10,859,064	10,267,500	2,384,568
Total Funds	**103,421,689**	**111,153,918**	**104,937,516**	**113,880,186**

Positions	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Adopted
General Fund	0.00	0.00	2.00	2.00
Non-General Fund	3.00	3.00	3.00	0.00
Total Authorized	**3.00**	**3.00**	**5.00**	**2.00**

Non-Departmental

Division Summary

	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government				
Non Departmental	8,610,689	6,087,484	8,322,928	13,557,559
PEG	0	0	0	122,477
CH Relocation Moving Costs	0	0	0	0
Citywide IT Contracts	0	0	0	7,151,578
Sub Total	8,610,689	6,087,484	8,322,928	20,831,614

Debt Service				
99999 - Non Departmental	72,068,995	86,516,763	79,710,745	0
New Issuances	0	0	0	0
Cert of Obligation 2003	0	0	0	0
Cert of Obligation 2005 - Plaza	0	0	0	1,347,080
Cert of Obligation 2007	0	0	0	2,588,956
Cert of Obligation 2009	0	0	0	4,944,312
Cert of Obligation 2009A	0	0	0	5,082,550
Cert of Obligation 2009B	0	0	0	2,685,819
Cert of Obligation 2009C	0	0	0	202,065
Cert of Obligation 2010A	0	0	0	63,300
Cert of Obligation 2010B	0	0	0	4,292,539
Cert of Obligation 2011	0	0	0	1,526,062
Cert of Obligation 2012	0	0	0	2,061,150
Cert of Obligation 2013	0	0	0	750,000
PID Bonds - Thunder Canyon	0	0	0	0
GO Bond 2002 Refunding	0	0	0	0
GO Bond Refunding 2003	0	0	0	0
GO Bond 2005 Refunding	0	0	0	17,490,718
GO Bond 2006	0	0	0	4,055,750
GO Bond 2007 Refunding	0	0	0	7,472,075
GO Bond 2007A	0	0	0	2,825,725
GO Pension Bonds 2007	0	0	0	7,776,475
GO Bond 2008	0	0	0	4,025,150
GO Pension Bonds 2009	0	0	0	5,580,014
GO Bond 2009 Refunding	0	0	0	5,967,000
GO Bond 2011 Refunding	0	0	0	150,900
GO Bond 2012 Refunding	0	0	0	1,884,750
Toll Bridge Refunding 1998	0	0	0	0
SIB Loan Payments	0	0	0	0
SIB Loan Capital Projects	0	0	0	0

Non-Departmental

Division Summary

	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
FED Loan_1Dec 91_Zaragoza Bridge	0	0	0	0
FY00 Cert of Obligation	0	0	0	0
Sub Total	72,068,995	86,516,763	79,710,745	82,772,390
Capital Projects				
Capital Acquisition Fund	697,137	99,716	0	0
2004 Capital Acquisition	108,915	2,028	0	0
FY01 Certificate of Obligation Equipment	6,325	50,000	0	0
Non Departmental	7,549,900	3,554,991	0	179,805
Sub Total	8,362,277	3,706,734	0	179,805
Nonmajor Governmental Funds				
PID Bonds - Thunder Canyon	0	0	0	44,472
PEG	0	0	0	838,719
Non Departmental	3,041,007	3,983,872	6,636,343	6,828,618
Sub Total	3,041,007	3,983,872	6,636,343	7,711,809
Proprietary Funds				
SIB Loan Payments	0	0	0	892,152
SIB Loan Capital Projects	0	0	0	1,351,166
FED loan Dec 91 Zaragoza Bridge	0	0	0	141,250
Non Departmental	11,338,721	10,859,064	10,267,500	0
Sub Total	11,338,721	10,859,064	10,267,500	2,384,568
All Funds Total	**103,421,689**	**111,153,918**	**104,937,516**	**113,880,186**

Non-Departmental
Significant Changes

General Fund

Expenditure Changes	Dollars
Personal Services	
Increased retiree health insurance costs and use of Workers' Compensation recovery; decreased recognized pre-tax savings	$611,388
Contractual Services	
Increased appraisal services costs to cover the City's contribution to the Central Appraisal District and transferred data processing contracts from city-wide departments	$7,261,934
Operating Expenditures	
Increased liability insurance, operating contingency, and salary reserve	$867,651
Non-Operating Expenditures	
Decreased use of outside consultant services for "Managing for Results" implementation by using more in-house staff facilitators	($6,593)
Other Uses	
Transferred to assist in funding debt for the Camino Real Regional Mobility Authority Transportation Reinvestment Zones #2 and #3 and to fund 380 incentive agreements	$3,774,305

Non-Departmental
Significant Changes

All Funds

Expenditure Changes

Personal Services	
Increased retiree health insurance costs and use of Workers' Compensation recovery; decreased recognized pre-tax savings	$611,388
Decrease for transfer of self insurance personnel to Self Insurance Fund under Human Resources and Risk Management department	($532,084)
Contractual Services	
Increased appraisal services costs to cover the City's contribution to the Central Appraisal District and transferred data processing contracts from city-wide departments	$7,261,934
Decrease for transfer of all self insurance contracts to Self Insurance Fund under Human Resources and Risk Management department	($8,574,000)
Materials and Supplies	
Increase in desktop and publishing software supplies for Public and Educational Broadcasting (PEG) and decrease for transfer of all self insurance supplies to Self Insurance Fund under Human Resources and Risk Management department	$119,775
Operating Expenditures	
Increased liability insurance, operating contingency, and salary reserve	$867,651
Decrease for transfer of self insurance operating to Self Insurance Fund under Human Resources and Risk Management department	($6,450)
Non-Operating Expenditures	
Decreased use of outside consultant services for "Managing for Results" implementation by using more in-house staff facilitators	($6,593)
Increase in property tax supported debt service requirement and for International Bridge supported debt service requirement	$4,606,111
Other Uses	
Transferred to assist in funding debt for the Camino Real Regional Mobility Authority Transportation Reinvestment Zones #2 and #3 and to fund 380 incentive agreements	$3,774,305
Increase of $875,000 in property tax generated and transferred for TRZ #2 and #3 and a decrease in transfer to fund balance for Public and Educational Broadcasting (PEG)	$300,827

Capital Expenditures

Increased capital expenditures from additional sales tax to support the ballpark offset by transfer of capital expenditure budget related to Self Insurance Fund and in capital expenditures for Public and Educational Broadcasting (PEG)	$519,805

Office of the Comptroller

Mission Statement

We provide financial stability by managing the City's resources with diligence and integrity. This enables City Government to function effectively and make informed decisions on behalf of its citizens and customers. We commit to outstanding customer service and continuous improvement through teamwork, innovation, and technology.

Budget Summary	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
Personal Services	2,134,638	2,119,182	2,055,459	1,978,219
Contractual Services	242,029	252,625	281,382	270,887
Materials/Supplies	48,436	29,912	54,401	28,195
Operating Expenditures	36,061	47,372	39,581	34,299
Non-Operating/Intergovt. Exp	33	0	0	0
Internal Transfers	0	0	0	15,025
Capital Outlay	0	29,503	0	0
Total Appropriation	**2,461,197**	**2,478,594**	**2,430,823**	**2,326,625**

Source of Funds	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government	2,243,992	2,247,794	2,205,063	2,076,225
Community Development Block Grants	125,002	129,390	133,040	122,400
Debt Service	0	0	0	0
Capital Projects	92,203	101,410	92,720	128,000
Nonmajor Governmental Funds	0	0	0	0
Fiduciary Funds	0	0	0	0
Proprietary Funds	0	0	0	0
Total Funds	**2,461,197**	**2,478,594**	**2,430,823**	**2,326,625**

Positions	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Adopted
General Fund	46.18	45.25	42.80	26.88
Non-General Fund	7.82	8.25	8.20	5.12
Total Authorized	**54.00**	**53.50**	**51.00**	**32.00**

Office of the Comptroller

Division Summary

	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government				
City Auctions	0	0	0	0
Financial Acct Reporting	417,761	574,661	588,217	1,010,523
Fiscal Operations	494,184	540,666	525,881	557,526
Financial Services CFO	800,108	778,802	390,735	0
Office of the Comptroller	0	0	356,571	284,642
Treasury Services	205,709	250,256	218,141	223,534
Grant Administration	91,570	103,404	125,518	0
Capital Assets Management	234,707	0	0	0
Fin Admin Svcs Dept.	-47	5	0	0
Sub Total	2,243,992	2,247,794	2,205,063	2,076,225

Community Development Block Grants				
Grant CD Administration	125,002	129,390	133,040	122,400

Capital Projects				
City Auctions	92,203	86,747	92,720	0
Financial Acct Reporting	0	0	0	102,774
Fiscal Operations	0	0	0	10,201
Treasury Services	0	0	0	15,025
Financial Services CFO	0	14,662	0	0
Sub Total	92,203	101,410	92,720	128,000

All Funds Total	**2,461,197**	**2,478,594**	**2,430,823**	**2,326,625**

Office of the Comptroller
Significant Changes

General Fund

Expenditure Changes	Dollars
Personal Services Financial Services Department has been separated into the Office of the Comptroller and Purchasing and Strategic Sourcing	
Combined impact of increase for 1 FTE (Senior Accountant) in Treasury Services, deletion of 1 FTE (Accounting Manager), addition of 1 FTE (Assistant Comptroller), transfer of 2 FTE's (CFO and Administrative Analyst) to City Manager Department. Also included is the transition of Comptroller to Director of Office of Comptroller	($111,514)
Decrease in attrition budgeted	($11,732)
Increase in benefits and market rate adjustment	$47,005
Decrease in temporary services contracts	($10,000)
Contractual Services	
Decrease in equipment maintenance contracts, training instruction contracts and printing services contract partially attributed to the end of initial implementation of new software system and aligning expenditures to historical data	($16,000)
Increased contractual costs to properly fund the cost allocation study	$6,304
Materials and Supplies Decrease due to alignment of expenditures to historical cost of office supplies and training material	($24,906)
Operating Expenditures Transferred paging services budget to IT Department for centralized payment	($1,425)
Increased seminars and continuing education to keep abreast of financial reporting requirements	$2,000
Decreased postage to align with historical data	($500)

Office of the Comptroller
Significant Changes

All Funds

Revenue Changes

Increase in Sales Tax transfer from the general fund for portion attributable to the ball park	$179,805
Increase in interest income generated	$30,000
Decreased CDBG grant proceeds as a result of lower funding	($10,640)

Expenditure Changes

	Dollars
Personal Services	
Decreased Funding from CDBG	($10,946)
Includes funding under LGC for a portion of a Senior Accountant	$14,974
Change in allocation of time and effort for City Auction personnel	$4,031
Operating Expenditures	
Increase in Seminars and Continuing Education to keep abreast of Financial Reporting requirements.	$2,068
Decrease in Indirect Costs Expenditures due to decreasing CDBG funding	($1,425)
Other Uses	
Excess in interest revenue projected	$15,025
Capital Expenditures	
Allocation under Construction (CWIP) for portion of sales tax revenue attributed to the ball park to be used for construction purposes as approved by City Council	$179,805

Office of the Comptroller

Goals, Objectives & Performance Measures

Function: Financial Accounting & Reporting

Responsible for reporting, managing and monitoring the City's accounting system.

Serves Council's Strategic Policy:

To ensure long-term financial stability and sustainability of the city government.

Goal:

Provide comprehensive accounting and financial reporting services, and develop, implement, and monitor accounting policies and procedures to provide accurate and timely financial information to City stakeholders and other governmental agencies.

Objectives:

1.) Enhance public accountability by publishing the Comprehensive Annual Financial Report (CAFR) within 150 days (January 31) of fiscal year end.
2.) Demonstrate fiscal stewardship by preparing/publishing/filing required reports on a quarterly, and annual basis, including various tax/fee returns, periodic financial reports for the management of the City and fiscal agencies, and numerous grant filings/reports.
3.) Meet or exceed national standards for financial reporting by earning the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the City's CAFR.

Performance Measures	Actual FY 2012	Estimated FY 2013	Projected FY 2014
Number of days to publish CAFR after fiscal year end	180	180	150
Percent of reports published/filed timely (including approved extensions)	100%	100%	100%
Earn GFOA Certificate of Achievement for Excellence in Financial Reporting	Earned	Earned	Earned

Office of the Comptroller

Goals, Objectives & Performance Measures

Function: Treasury Services

Responsible for managing the City's investments in accordance with state law, city ordinances, and debt covenants.

Serves Council's Strategic Policy:

To ensure long-term financial stability and sustainability of the city government.

Goal:

Provide cash management services in accordance with state law, city ordinances, debt covenants, and the City's adopted investment policy.

Objectives:

1.) Maintain solvency and minimize uninvested daily balances in order to safely meet city's daily cash demand by having no more than 7 days with concentration account balances outside the target parameters.
2.) Maintain a profitable investment portfolio by managing risk and attaining reasonable rate of return on investments exceeding city's benchmark of the monthly 90-day treasury bill rate.
3.) Maximize financial reporting transparency by producing accurate and timely closing the city's general ledger each month.

Performance Measures	Actual FY 2012	Estimated FY 2013	Projected FY 2014
Maintain concentration account balance within target parameters	100%	100%	100%
Number of months the city's rate of return exceeds the benchmark	12	12	12
Average number of days required to produce the quarterly report	7	7	7

Office of the Comptroller

Goals, Objectives & Performance Measures

Function: Fiscal Operations

Responsible for the accurate processing of payroll, accounts payable and accounts receivable.

Serves Council's Strategic Policy:

To ensure long-term financial stability and sustainability of the city government.

Goal:

Fiscal Operations provides organizational leadership, guidance, and control for the City's revenue collection procedures and the payroll, accounts payable, and accounts receivable processes. Fiscal Operations provides the highest quality financial and related management services to internal and external customers.

Objectives:

1.) Improve customer service to vendors by expediting the disbursement process; decrease use of checks to vendors and increase the percentage of city Automated Clearing House (ACH) payments received by them to 45% of vendor disbursement dollars.

2.) Improve service to city employees by processing more correct and timely payments by reducing the number of payroll errors; provide training to all departmental payroll clerks.

3.) Demonstrate fiscal stewardship by filing and paying all payroll taxes correctly and timely resulting in minimal or zero penalties.

Performance Measures	Actual FY 2012	Estimated FY 2013	Projected FY 2014
Percent of payments to vendors that are ACH payments (compared to total disbursements to vendors receiving checks or ACH payments)	40.0%	42.00%	45.00%
Percent of departmental payroll clerks trained	30.0%	50.0%	100.0%
Payroll taxes filed correctly and timely	100.0%	100.0%	100.0%

Office of the Comptroller

Goals, Objectives & Performance Measures

Function: Grants Administration

Responsible for grant development, accounting and oversight of all grants issued to the City.

Serves Council's Strategic Policy:

To ensure long-term financial stability and sustainability of the city government.

Goal:

Actively pursue all possible grant funding opportunities available to the city. Monitor all grant funds for compliance with regulations and ensure accurate and timely information is provided to all granting agencies and oversight entities.

Objectives:

1.) Enhance public accountability by publishing the Single Audit Report within 150 days (January 31) of fiscal year end.
2.) Demonstrate fiscal stewardship by preparing/publishing/filing required reports on a quarterly, and annual basis, including periodic grant reports for city management and other city departments as well as numerous grant filings/reports.
3.) Enhance internal monitoring of all grants to ensure no findings on Single Audit or on any monitorings performed by the respective granting agencies.

Performance Measures	Actual FY 2012	Estimated FY 2013	Projected FY 2014
Number of days to publish Single Audit after fiscal year end	180	180	150
Percent of reports published/filed timely (including approved extensions)	99%	100%	100%
Number of findings on Single Audit	0	0	0

Purchasing & Strategic Sourcing

Mission Statement

The mission of the Purchasing & 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 strategic results.

Budget Summary	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
Personal Services	748,548	684,993	809,298	894,046
Contractual Services	8,179	10,175	19,900	20,900
Materials/Supplies	5,652	4,274	6,800	6,800
Operating Expenditures	5,212	7,038	11,800	12,100
Non-Operating/Intergovt. Exp	0	0	0	0
Internal Transfers	0	0	0	0
Capital Outlay	0	3,286	0	0
Total Appropriation	**767,592**	**709,765**	**847,798**	**933,846**

Source of Funds	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government	761,066	722,351	847,798	933,846
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	6,526	-12,586	0	0
Total Funds	**767,592**	**709,765**	**847,798**	**933,846**

Positions	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Adopted
General Fund	0.00	0.00	0.00	15.50
Non-General Fund	0.00	0.00	0.00	5.50
Total Authorized	**0.00**	**0.00**	**0.00**	**21.00**

Purchasing & Strategic Sourcing

Division Summary

	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government				
Purchasing Administration	761,066	722,351	847,798	933,846
Proprietary Funds				
Purchasing Administration	6,526	-12,586	0	0
All Funds Total	**767,592**	**709,765**	**847,798**	**933,846**

Purchasing & Strategic Sourcing
Significant Changes

General Fund

Expenditure Changes	Dollars
Personal Services	
The Purchasing Division in Financial Services will become a stand-alone department: Purchasing and Strategic Sourcing	
Increase due to combined impact of reorganization and personnel changes including: cost allocation for CFO and administrative support, addition of 2 FTE's (Administrative Analyst and a Purchasing Agent), deletion of 2 FTE's (Administrative Assistant and Procurement Analyst), and the transition of the Purchasing Manager to Director of Purchasing and Strategic Sourcing	$30,433
Decrease in attrition budgeted	$19,573
Contractual Services	
Increase in office equipment leases	$1,000
Operating Expenditures	
Transferred paging services to IT Department for centralized payment	($300)
Increased seminars and continuing education to be kept abreast of mandated purchasing and strategic sourcing requirements, rules and/or regulations	$3,100

THE CITY OF EL PASO
TEXAS

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	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
Personal Services	1,134,320	1,179,501	1,119,733	1,259,644
Contractual Services	2,764,226	278,269	785,122	458,122
Materials/Supplies	28,531	32,216	34,050	36,050
Operating Expenditures	19,173	10,328	80,626	279,200
Non-Operating/Intergovt. Exp	14,669	3	0	126,000
Internal Transfers	0	0	0	0
Capital Outlay	-19,363	465,623	0	0
Total Appropriation	**3,941,556**	**1,965,941**	**2,019,531**	**2,159,016**

Source of Funds	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government	3,929,056	1,965,941	2,019,531	2,159,016
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	12,500	0	0	0
Proprietary Funds	0	0	0	0
Total Funds	**3,941,556**	**1,965,941**	**2,019,531**	**2,159,016**

Positions	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Adopted
General Fund	24.50	24.50	24.50	24.50
Total Authorized	**24.50**	**24.50**	**24.50**	**24.50**

Tax

Division Summary

	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government				
Tax Office Collections	3,929,056	1,965,941	2,019,531	2,159,016

Fiduciary Funds				
Tax Office Transfers to City	12,500	0	0	0

All Funds Total	**3,941,556**	**1,965,941**	**2,019,531**	**2,159,016**

Tax
Significant Changes

General Fund	
Expenditure Changes	Dollars
Personal Services Increase due to combined impact of reorganization and personnel changes including: cost allocation for CFO and administrative support, deletion of Accounting/Payroll Specialist, addition of Senior Accountant, adjustment in salary and a reduction in attrition	$139,911
Contractual Services Eliminate external legal counsel services from tax office budget	($325,000)
Operating Expenditures Allocation for indirect cost expenditures per Maximus study to allow for full recovery of cost of service by the Tax Office	$199,574
Non-Operating Expenditures Allocation for bank service charges to reflect actual cost borne in the delivery of service by the Tax Office	$126,000

Tax

Goals, Objectives, & Performance Measures

Function: Collections

To provide tax collection and disbursement services to taxpayers and taxing entities.

Serves Council's Strategic Policy:

To ensure long-tem financial stability and sustainability of the city government.

Goal:

Ensure the timely collection and reporting of property taxes for all entities within El Paso

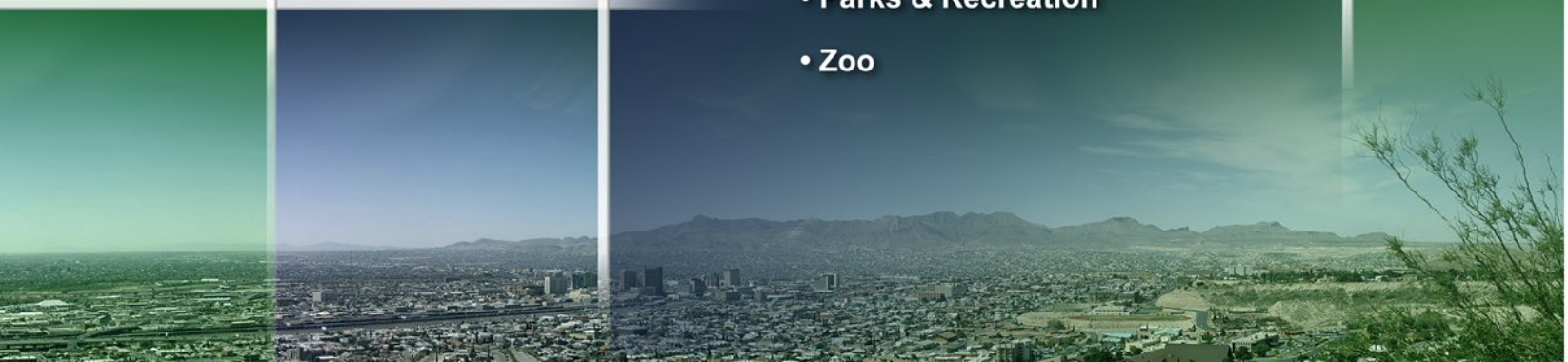
Objectives:

1.) To increase the number of tax payments processed through the website.
2.) To attain a 100% tax collection rate on current accounts and at least 35% on prior years accounts.
3.) To maintain an overall customer service rating of 4.75 on a scale of 5.

Performance Measures	Actual FY 2012	Estimated FY 2013	Projected FY 2014
Payments Processed Through Website	$50,661,998	$64,379,468	$80,000,000
Collection Rate - Current	98.32%	98.46%	98.00%
Rate of collection for Past Due (Delinquent) taxes	33.00%	30.40%	35.00%
Surveys - Customer Service Overall Rating	4.73	4.75	4.75

DEVELOPMENT & TOURISM

- Airport
- City Development
- Community & Human Development
- Convention & Performing Arts Center
- Library
- Museums & Cultural Affairs
- Parks & Recreation
- Zoo



Aviation

Mission Statement

To provide customers with a safe, efficient airport, operating in an environmentally conscious and self-sustaining manner.

Budget Summary	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
Personal Services	16,106,561	17,508,978	17,017,674	17,200,903
Contractual Services	6,569,681	6,220,502	7,046,525	7,201,014
Materials/Supplies	1,812,562	2,027,746	2,265,994	2,615,947
Operating Expenditures	18,649,674	19,284,438	5,495,999	5,079,324
Non-Operating/Intergovt. Exp	760,749	1,463,607	2,602,134	2,472,188
Internal Transfers	0	0	13,483,486	13,665,619
Capital Outlay	0	0	533,983	790,300
Total Appropriation	**43,899,227**	**46,505,270**	**48,445,795**	**49,025,295**

Source of Funds	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government	29	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	43,899,198	46,505,270	48,445,795	49,025,295
Total Funds	**43,899,227**	**46,505,270**	**48,445,795**	**49,025,295**

Positions	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Adopted
Non-General Fund	234.40	229.40	226.93	226.60
Total Authorized	**234.40**	**229.40**	**226.93**	**226.60**

Aviation

Division Summary

	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government				
Finance and Administration	29	0	0	0
Proprietary Funds				
Finance and Administration	8,830,584	8,467,425	13,306,980	13,460,478
Terminal	8,879,554	9,602,578	6,502,727	6,731,394
Passenger Facility Charges	0	0	6,057,569	6,166,498
Inventory Purchases	0	0	4,400,000	4,400,000
Customer Facility Charge	0	0	3,002,300	3,450,000
Butterfield Trail Golf Club	3,565,253	3,428,394	2,941,450	2,895,640
Aircraft Rescue Fire Fighters	2,650,624	3,708,297	2,652,459	2,592,722
Debt Reserves	491,026	1,190,907	2,257,984	2,128,038
Airport Police Operations	2,113,120	3,007,387	2,239,707	2,159,015
Ground Transportation	2,187,928	2,055,371	2,073,104	2,080,224
Airfield	7,040,076	6,889,421	1,545,941	1,555,653
Dispatch Badging	790,183	833,862	858,822	910,560
Airport FMS Unit	578,652	601,289	588,337	556,848
Hawkins Plaza	0	0	556,929	0
Butterfield Trail Industrial Park	281,752	352,541	537,620	550,112
Fixed Asset Purchases	0	0	533,983	790,300
Airport FAA Operations Canine	-51,123	335,106	512,623	524,804
Aviation	1,549,438	1,196,680	452,925	431,780
Parking Enforcement Control	386,433	460,239	420,215	459,219
Air Cargo	2,485,801	2,427,114	401,274	450,628
Foreign Trade Zone	244,911	290,042	340,745	373,850
Airport Restricted Land Sales	145,084	240,988	253,750	321,750
Southern Industrial Park	285,341	212,081	206,964	214,732
Global Reach Development	1,014,341	934,629	81,812	96,715
Airport Hotels	50,185	71,870	74,875	76,635
Science and Technology Park	380,036	209,996	44,700	47,700
Airport Operating Account	0	0	0	0
Air Cargo Construction	0	0	0	0
Airport Grant Improvements	0	0	0	0
Inventory Issues	0	0	-4,400,000	-4,400,000
Legal Reserves	0	-10,946	0	0
Sub Total	43,899,198	46,505,270	48,445,795	49,025,295
All Funds Total	**43,899,227**	**46,505,270**	**48,445,795**	**49,025,295**

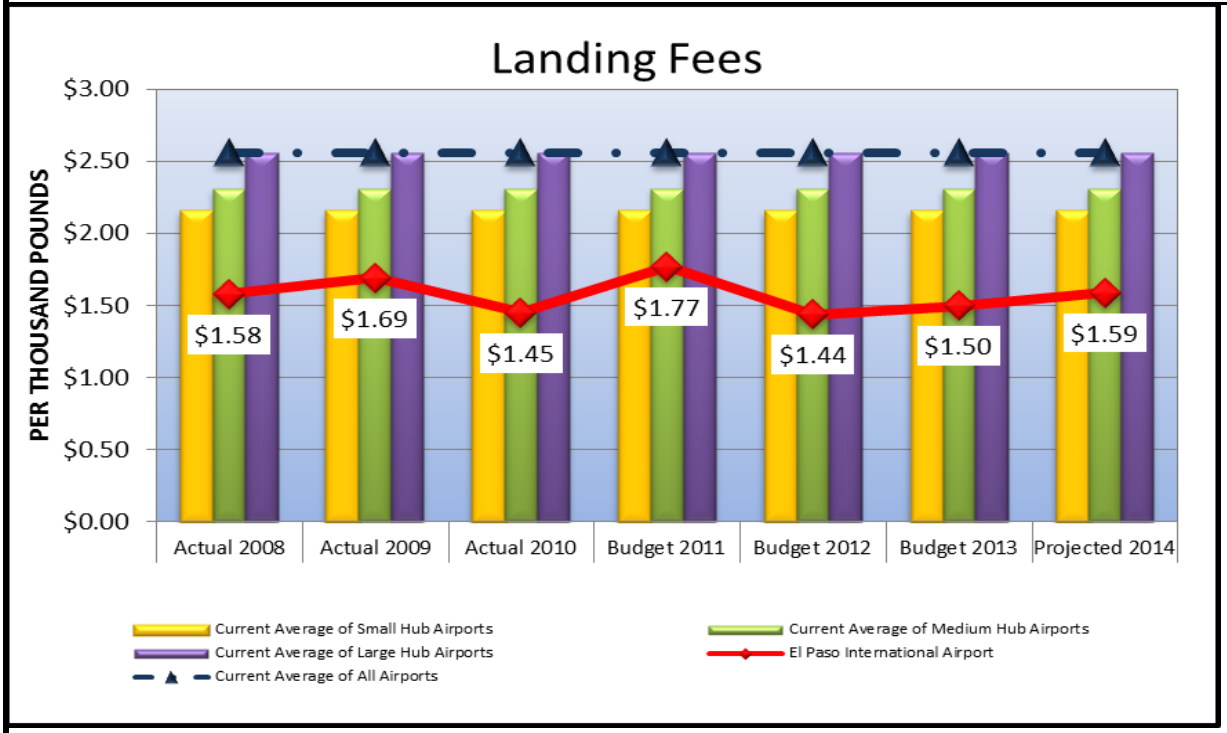
Aviation
Significant Changes

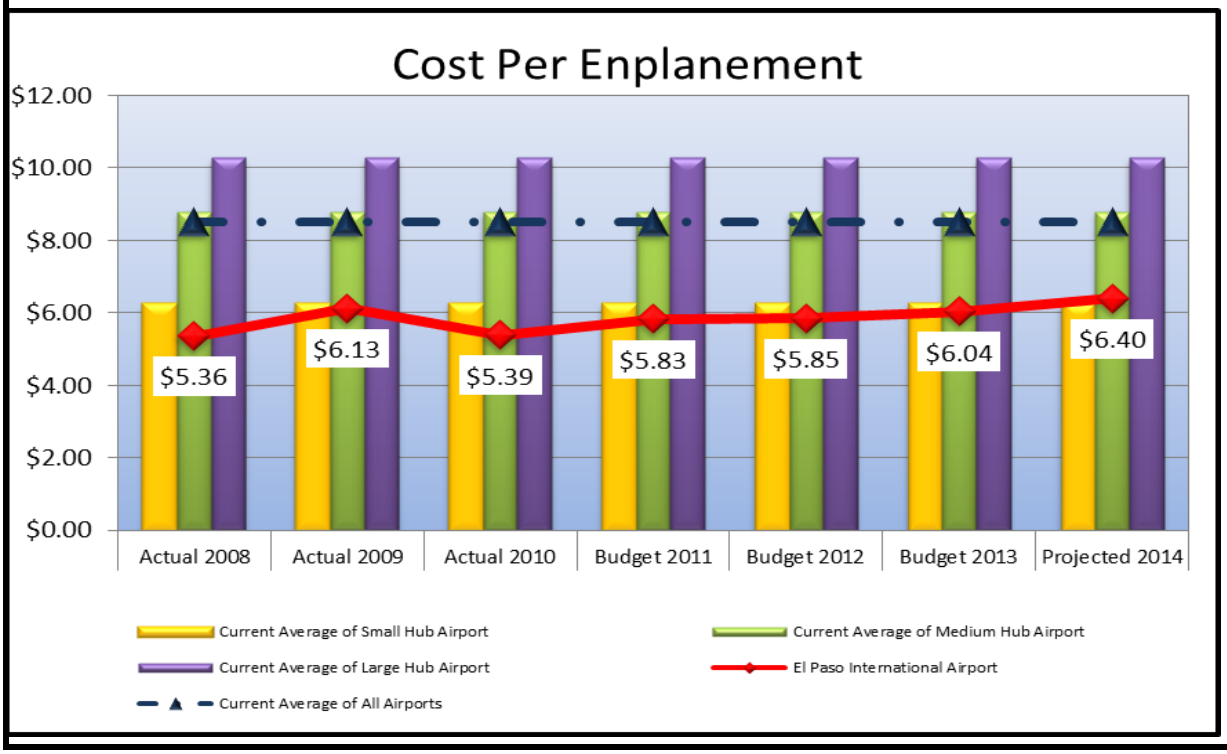
All Funds	
Revenue Changes	Dollars
Customer Facility Charges; full year v. 7 months in FY 2013	$447,700
Airport building lease revenue, increase $133,600; Airport parking lot revenues, increase $75,000	$208,600
Fuel flowage increase	$51,000
Airport food and beverage increase	$64,424
Ground rental increase	$221,000
La Placita revenue decrease of $59,800	($59,800)
Expenditure Changes	Dollars
Personal Services	
Increased personnel budget to reflect increases in wages and benefits, including increases to the City pension plan contributions	$231,334
Contractual Services	
Promotional Services for airline route development and trade missions for the Foreign Trade Zone	$48,802
Janitorial Services increased for mandatory medical coverage and cost of living adjustments	$50,000
Security Contracts increase in maintenance costs for access control system in the terminal	$45,000
Outside Contracts increase is due to marketing related to airline incentive program for development of non-stop air service	$106,945
Materials and Supplies	
Cleaning supplies increase	$25,000
Vehicle maintenance and repair increase of $23,000; Heavy equipment maintenance and repair increase of $15,000; and airfield maintenance/repairs of FBO Ramp/Heavy Ramp Pavement Preservation, $20,000	$58,000
IT annual maintenance and support cost increases	$283,622
Operating Expenditures	
Phone increase due to rate increase	$40,000
Utility cost increases in Electricity of $20,000; Water increase of $9,000; Natural gas increase of $22,100	$51,100
Indirect Cost Expenditures decrease based on A-87 cost allocation plan	($442,021)
Non-Operating Expenditures	
Increased to pay bond principal expense for the 2003 Series Bonds	$50,000
Decrease to pay bond interest expense for the 2003 & 2011 Series Bonds based on bond amortization schedules	($179,946)
Capital Expenditures	
Decrease in data processing equipment of $76,483; and increase in heavy off-road equipment needs of $351,000 for paint removal machine	$274,517

Aviation

Key Performance Measures

Overall department performance measures have been selected that best quantify the department's progress towards goals and objectives.





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	Budget FY 2012	Budget FY 2013 **	Projected FY 2014
Non-Aviation Revenue	$22,578,497	$22,619,102	$22,619,102
% Non-Aviation Revenue/Total Operating Revenue	63.0%	63.1%	63.1%
Percent change in Net Assets	0%	2%	0%
Terminal rate per square foot	$41.45	$42.64	$44.07 *
Landing fee per $1,000 lbs. landed weight	$1.44	$1.50	$1.59 *
Airport cost per enplanement	$5.85	$6.04	$6.40 *
Food & Beverage Revenue Per Enplanement	$0.52	$0.53	$0.53
Retail Revenue Per Enplanement	$0.39	$0.40	$0.40

* Source: Projected Airline Rates and Charges Analysis subject to change.
** FY2013 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.

2.) To provide El Paso/Juarez industry with first class air cargo/Foreign Trade Zone (FTZ)/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	Actual FY 2012	Estimated FY 2013	Projected FY 2014
Capital expenses for all passengers*	$14.68	$22.65	$14.86
Taxiway L Reconstruction- percentage complete	35%	40%	100%
1K Extension of Runway 8R/26L- percentage complete	100%	-	-
Butterfield Trail Industrial Park Pavement Rehabilitation -percentage complete	15%	40%	100%
Global Reach/Cottonwoods Landscaping Improvements- percentage complete	100%	-	-
Taxiway Radius Geometry Pavement Project	35%	45%	100%
Rental Car Expansion (Demo of Air Cargo #1)	5%	90%	100%
CONRAC Design & Construction	-	60% Design	20% Construction
Air Operations Area Service Roads Rehabilitation	New Measure	70%	70%
Taxiway A Realignment (Design)	5%	60%	100%

*Includes expenses for aviation-related capital improvement projects only.

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 2012	Estimated FY 2013	Projected FY 2014
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;
- Serves 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

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	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
Personal Services	7,069,065	6,207,049	7,101,162	7,613,203
Contractual Services	2,359,833	1,927,001	6,023,660	5,651,338
Materials/Supplies	180,550	113,808	198,094	203,696
Operating Expenditures	138,037	130,457	213,717	144,553
Non-Operating/Intergovt. Exp	341,639	4,226,311	620,000	1,000,000
Internal Transfers	0	55,979	0	1,457,486
Capital Outlay	246,845	0	0	0
Total Appropriation	**10,335,968**	**12,660,604**	**14,156,633**	**16,070,276**

Source of Funds	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government	8,121,927	6,996,845	8,421,200	8,339,418
Community Development Block Grants	0	0	0	0
Capital Projects	0	507,588	150,000	1,457,486
Nonmajor Governmental Funds	2,214,041	5,156,172	5,585,433	5,867,477
Fiduciary Funds	0	0	0	0
Proprietary Funds	0	0	0	405,895
Total Funds	**10,335,968**	**12,660,604**	**14,156,633**	**16,070,276**

Positions	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Adopted
General Fund	111.20	112.20	125.63	140.18
Non-General Fund	0.00	0.00	2.67	5.37
Total Authorized	**111.20**	**112.20**	**128.30**	**145.55**

City Development

Division Summary

	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government				
Business Center	746,764	624,370	1,769,460	0
Administration	0	0	0	749,602
Building Permits Inspection - Commercial Inspections	714,248	769,524	1,753,928	0
Economic Development Administration	1,515,925	1,345,989	1,554,746	0
Building Inspection Permit - Administration	409,844	53,952	994,997	0
Building Permits Inspection - Plan Review	1,115,902	1,074,702	849,537	0
Building Permits Inspection - Residential Inspections	928,828	880,114	768,190	0
Building Permits Inspection Plan Review	715,956	569,176	730,342	0
Building & Development Permitting	0	0	0	3,929,470
Planning	0	0	0	1,162,205
Land Development	492	0	0	0
Economic Development	0	0	0	1,101,051
One-Stop-Shop	0	0	0	1,323,141
Plan Review	369	0	0	0
Residential Inspections	-69	0	0	0
Building Inspection Permit Administration	13	0	0	0
Planning Administration	1,973,656	1,679,018	0	0
Marketing & Outreach Division	0	0	0	73,948
Sub Total	8,121,927	6,996,845	8,421,200	8,339,418

Capital Projects				
Economic Development Administration	0	0	150,000	0
Economic Development	0	0	0	1,457,486
Federal Economic Development Grants	0	507,588	0	0
Sub Total	0	507,588	150,000	1,457,486

Nonmajor Governmental Funds				
380 Economic Development Project	435,617	3,988,652	5,256,992	5,536,661
Economic Development Tax Increment Reinvestment Zone	0	231,742	328,441	330,816
Business Center and Administration	113,460	173,923	0	0
Planning Department Grants	0	334	0	0
Economic Development Administration	418,043	584,722	0	0
Economic Development Grants	10,000	176,800	0	0
Federal Economic Development Grants	1,236,922	0	0	0
Sub Total	2,214,041	5,156,172	5,585,433	5,867,477

Proprietary Funds				
Economic Development	0	0	0	405,895

All Funds Total	**10,335,968**	**12,660,604**	**14,156,633**	**16,070,276**

City Development
Significant Changes

General Fund

Revenue Changes	Dollars
Increased building permits & inspection fees by 6% due to projected commercial growth	$691,035

Expenditure Changes	Dollars
Personal Services	
Increased to add inspectors, real estate program, overtime, and healthcare and pension adjustments	$290,780
Contractual Services	
Decreased real estate consulting contract and funding for Institute for Policy and Economic Development but increased appraisal services and building leases	($21,041)
Decreased Outside Contracts for IPED; if studies required they will be funded from contingency	($50,000)
Materials and Supplies	
Decreased office supplies, publications and subscriptions, food and beverage, and computer equipment supplies	($51,157)
Operating Expenditures	
Decreased paging services (budget transferred to Information Technology) and decreased travel	($100,364)
Non-Operating Expenditures	
Decreased due to elimination of payment to Project ARRIBA	($200,000)

All Funds

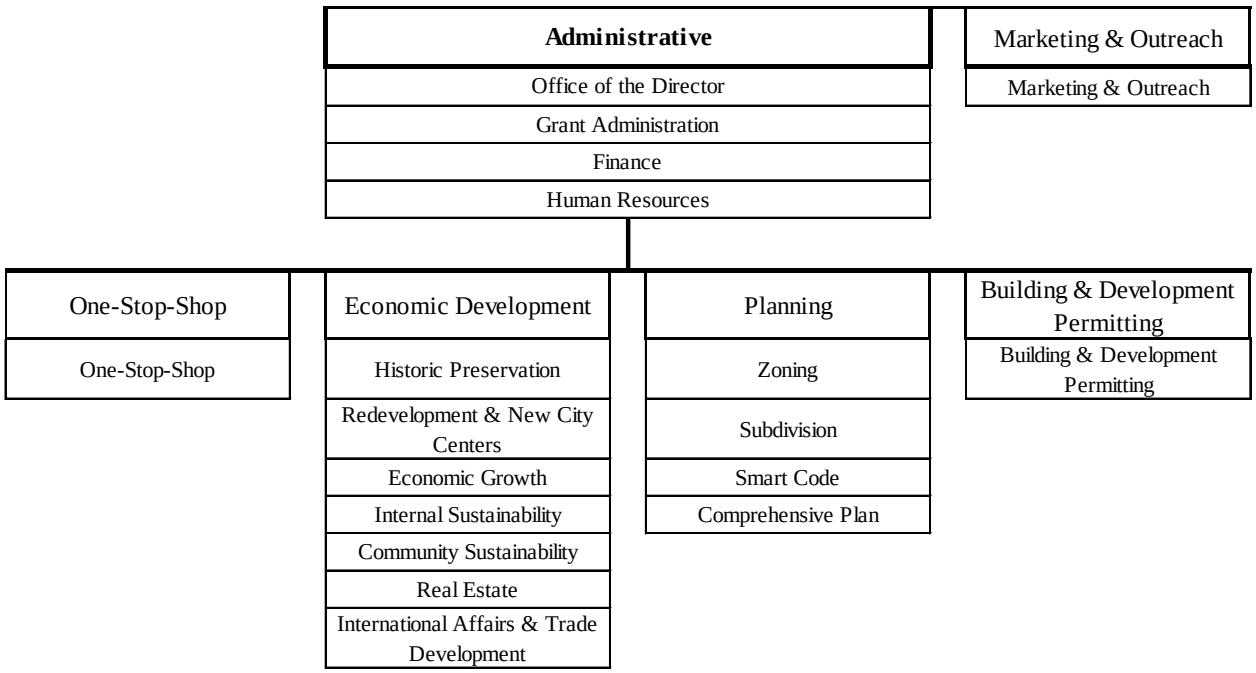
Revenue Changes	Dollars
Increased building permits & inspection fees by 6% due to projected commercial growth	$691,035
Increased proceeds from the sale of land and transfers in for Sustainability Program funded by Environmental Fee	$2,729,882

Expenditure Changes	Dollars
Personal Services	
Increased to add inspectors, real estate program, overtime, and healthcare and pension adjustments	$290,780
Increased for employees transferred from Environmental Services Department for Sustainability Program	$221,261
Contractual Services	

Decreased real estate consulting contract and funding for Institute for Policy and Economic Development but increased appraisal services and building leases	($21,041)
Decreased contract with outside real estate consultants and payments from Impact fund based on franchise fee amount	($351,281)
Materials and Supplies	
Decreased office supplies, publications and subscriptions, food and beverage, and computer equipment supplies	($51,157)
Increased office supplies, promotional materials, computer equipment for Sustainability Program funded through Environmental Fee	$56,759
Operating Expenditures	
Decreased paging services (budget transferred to Information Technology) and decreased travel	($100,364)
Increased seminars and continuing education and professional licenses	$31,200
Non-Operating Expenditures	
Decreased due to elimination of payment to Project ARRIBA	($200,000)

City Development

FY14 Proposed Organization



DEPARTMENT MISSION

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 has approached this budget process mindful of general fund revenue constraints and city-wide obligations. While the department is proposing a budgetary increase over FY13, we have 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 have added three commercial inspectors due to demand and have worked diligently to create internal capacity for increased productivity from existing staff. This budget also includes a funded Real Estate program that will manage assets to the highest and best use with the greatest return on investment for the community.

In total, we are proposing a general fund revenue increase of 691K, driven primarily by an increase in development fees and commercial activity with an offset in residential permitting, based on current and anticipated volume. General fund expenditure variances are driven by Personal Services costs, particularly the hiring of two primary positions--- The Director of Economic & International Development and the Redevelopment Manager, both of which were knowingly budgeted low in FY13 since we did not anticipate they would be filled for the entire year. Those are two major drivers along with increases for market adjustments, healthcare, pension, and other factors outlined in detail below under Significant Changes. As referenced above, we added three Inspector positions (Building, Mechanical, and Electrical) and funded the Real Estate function. The FY14 proposed budget also maintains funds for Project ARRIBA and Borderplex. Lastly of note, Economic Development 380 and Multi Family Agreements have increased by 279K and are based on contracts previously approved by Council.

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, and
- 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,
- A diminished ability to retain or recruit talent and higher paying jobs, and
- 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 regulations,
- Conflicting Council policy direction,
- Negative impact on employee morale, resulting in unsatisfactory customer interactions,
- Continued adversarial relationships, and
- Continued perceptions that the City is an impediment to the customer 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, and/or

- Development projects that are potentially abandoned.

Issue 5: Lack of City-wide complaint tracking and management

The lack of a City-wide policy and 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, and
- Friction between departments and elected officials.

Issue 6: Technology Inefficiencies

The continued lack of critical supportive technology, specifically EDR (Electronic Document Review) will, if not addressed, continue to result in:

- Inefficient paper-based workload distribution system, which leads to increased customer wait times (multiple plans split and distributed to various disciplines),
- 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, and
- Inability to provide staff trained in newest plan review technologies and methods to meet customer demands.

Issue 7: Lack of a Recognizable "El Paso" brand

The continued lack of an El Paso brand, both within the community and 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, and
- Increased tax dollars to combat negative perceptions, news, and images.

Issue 8: 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 immigration of a talented workforce,
- Decreased immigration of retirees, and
- Lack of competitive advantage.

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 will 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, 90% 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 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:

- 70% of 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

City Development
Significant Changes

General Fund	
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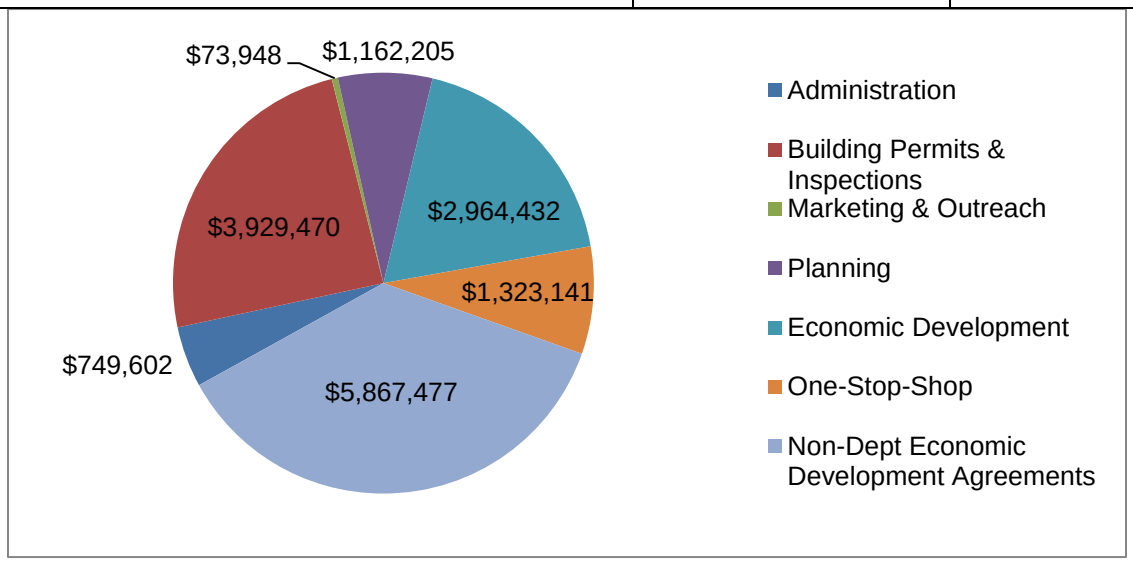
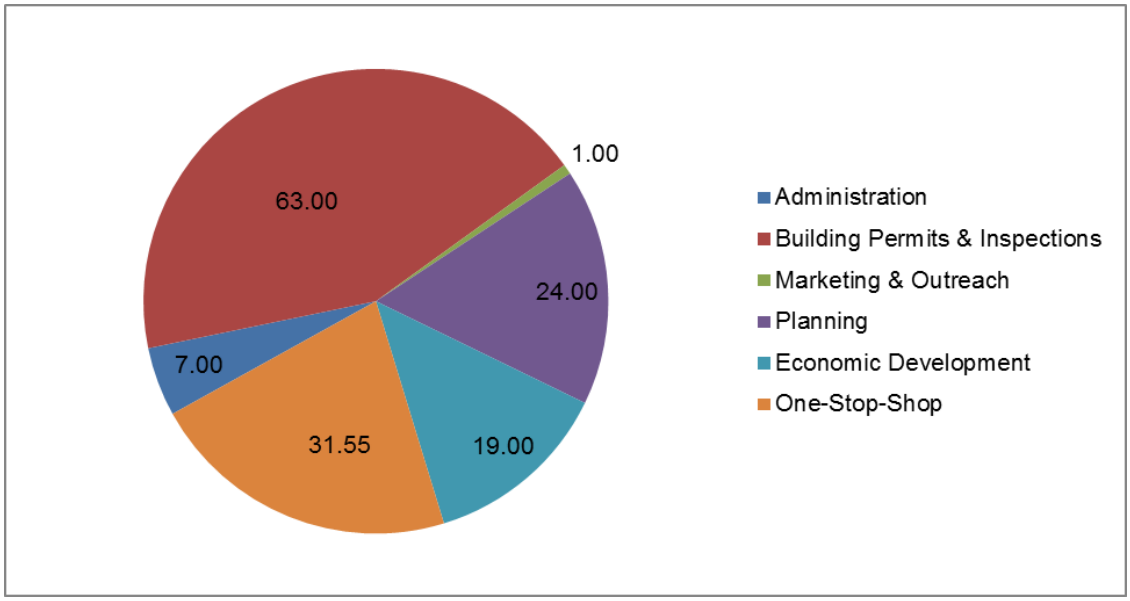
Non-Operating Expenditures	
Decreased due to elimination of payment to Project ARRIBA	($200,000)

EXPENSES AND FULL-TIME-EQUIVALENT POSITIONS

Division	Total	Total
Administration	$749,602	7.00
Building Permits & Inspections	$3,929,470	63.00
Marketing & Outreach	$73,948	1.00
Planning	$1,162,205	24.00
Economic Development	$2,964,432	19.00
One-Stop-Shop	$1,323,141	31.55
Non-Dept Economic Development Agreements	$5,867,477	
Grand Total	$16,070,275	145.55





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/$749,602

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

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

*Not currently being tracked, baseline data unknown

PROGRAM/COST: Grant Administration

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

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

* No new dollars anticipated

PROGRAM: Finance

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

Finance		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percent of reports and information submitted by deadline	95%	95%	100%
Result	Percent of vendor invoices paid within 30 days	N/A*	98%	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*	N/A*	1035
Efficiency	Program expenditures per Department budget**	N/A*	N/A	<.06

*Not currently being tracked

PROGRAM: Human Resources

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

Human Resources		FY 2012 Actual	FY 2013 Projected	FY 2014 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*	N/A*	70%
Result	Percent of positions filled within days of a certified list*	N/A*	N/A*	90%*
Demand	Number of new hires anticipated to be processed	Pending	Pending	8

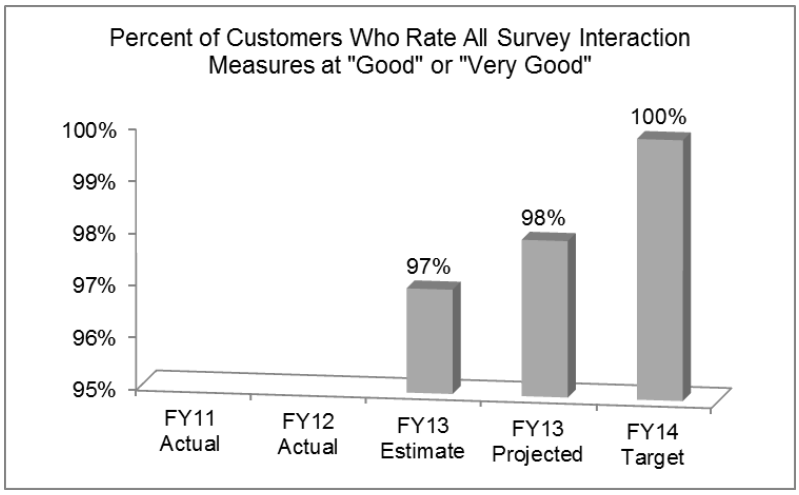
*Not currently being tracked, unsure of baseline. Out of department's direct control.

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.

Why is This Measure Important?
The public deserves competent, efficient, and responsive service from government. As a City, it is imperative that we exceed service expectations of the public.

What Do These Numbers Tell Us?
This survey is provided to every customer immediately following intake, counter review, Development Assistance Center (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/$1,323,141

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

One-Stop-Shop		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percent of customers rate all survey interaction measures at “good or “very good”	N/A*	98%	100%
Result	Percent of “secret shoppers” rate all survey interaction measures at “good” or “very good”	N/A**	100%	100%
Output	Number of Case Manager assignments provided***	N/A*	New	New
Demand	Number of Pre-Application/Pre-Development Consultations expected to be requested	77	91	97
Demand	Number of customer interactions expected to be requested	103	156	191

*Department started measuring customer satisfaction in February 2013 via survey

** Department did not commence secret shopper program until summer of FY13

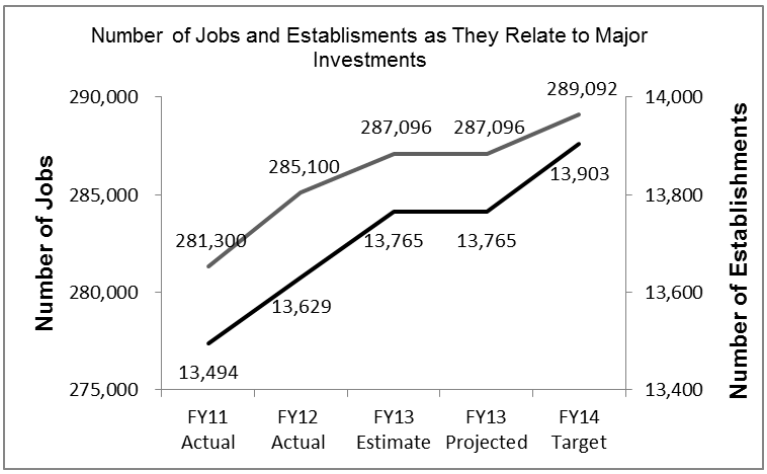
***Case Management will roll out with Electronic Document Review (EDR) at the beginning of FY14. Unsure of anticipated baseline data as this will occur along with pushing quick permits and licenses.

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.

Why is This Measure Important?
It informs us whether or not a major investment made a positive effect on local economic growth; can be used to examine growth in specific sectors as well.

What Do These Numbers Tell Us?
When major investments are made other types of business can receive temporary and permanent benefits. For establishments, the benefits translate as new business opportunities and market expansion.



PROGRAM/COST: Historic Preservation/$86,907

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

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

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

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

Redevelopment and New City Centers		FY 2012 Actual	FY 2013 Projected	FY 2014 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	New	New
Demand	Number of Historic Preservation Public Education Sessions expected to be required or expected	New	New	New
Efficiency	Program expenditure per Development Incentive Agreement Provided	New	New	New

PROGRAM/COST: Internal Sustainability/$405,895

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

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

PROGRAM: Community Sustainability

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

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

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

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

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

* Policy in development

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

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

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

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

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

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

Economic Growth & International Affairs and Trade Development		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Number of job increases achieved (Economic Growth)	3,400 (2011-12)	1,380	1,400
Result	Number of new business established (EG)	13,494 (2011)	13,560	13,628
Result	Ratio of median county wages to average median wage of last 3 years (EG)	Median $12.25 Average $16.92	Median $12.86 Average $17.76	Median $13.00 Average $18.00
Result	Number of existing business which either increase their facilities or grow their workforce (EG)	1	1	2
Result	Dollar amount of incentives provided (both)	$1.5 million	$2.0 million	$2.0 million
Demand	Number of manufacturing related jobs in El Paso & Juarez (both)	El Paso – 18,000 Juarez – 213,478 (Dec 2012)	El Paso – 18,180 Juarez – 215,612	El Paso – 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

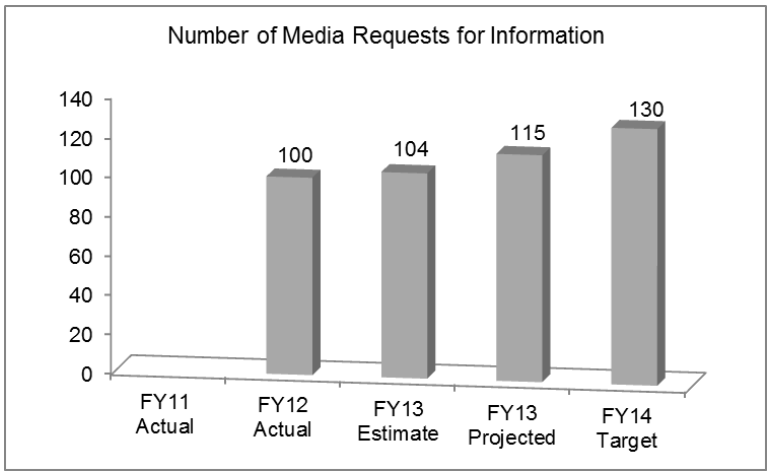
Mixed-use developments

DIVISION: MARKETING AND OUTREACH

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

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/$73,948

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

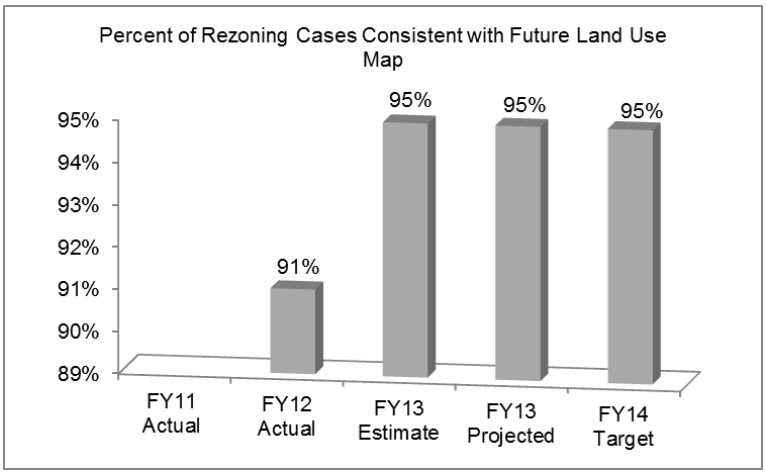
Marketing and Outreach		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Number of key initiatives where comprehensive messaging campaign is designed, scoped, launched, and fully executed	3	4	5
Result	Number of subscribers, social media followers	400	500	600
Result	Number of media requests for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

Why is This Measure Important?
Zoning is one of the most important tools the City has to influence future development, and planning should be consistent with the Future Land Use Map.

What Do These Numbers Tell Us?
These numbers tell us if we are consistently handling Rezoning cases and if we are following the Future Land Use Map.



PROGRAM/COST: Zoning/$321,709

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

Zoning		FY 2012 Actual	FY 2013 Projected	FY 2014 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	91%	95%	95%
Output	Number of Zoning cases handled	450	465	465
Output	Number of Pre-Application Consultations conducted	37	40	50
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/$422,389

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

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

PROGRAM: Smart Code

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

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

PROGRAM: Comprehensive Plan

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

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

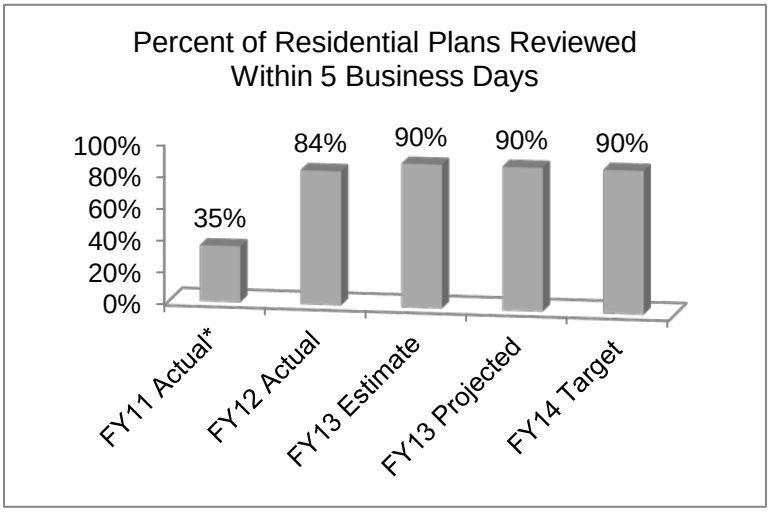
*The Comprehensive Plan Program does not currently exist; as a result actual, projected, and targeted metrics for most variables are not available.

DIVISION: BUILDING AND DEVELOPMENT PERMITTING

The purpose of the Building and Development Permitting Division 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 their built environment.

Why is This Measure Important?
It directly reflects the department’s responsiveness to developers and builders within the city.

What Do These Numbers Tell Us?
The turnaround time on Residential Plans is improving resulting in fewer delays to developers and builders. It also gives them a consistent estimate of how long the process will take.



*Transitioned to a new system in FY11

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

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

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

THE CITY OF EL PASO
TEXAS

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	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
Personal Services	2,993,258	2,881,015	2,161,251	2,159,532
Contractual Services	430,765	353,882	275,348	243,747
Materials/Supplies	89,577	31,372	36,686	37,746
Operating Expenditures	831,201	824,330	763,800	745,717
Non-Operating/Intergovt. Exp	13,082,294	8,296,262	7,845,812	6,273,663
Internal Transfers	0	0	0	0
Capital Outlay	8,379,098	7,775,359	3,793,702	4,132,032
Total Appropriation	**25,806,192**	**20,162,220**	**14,876,599**	**13,592,438**

Source of Funds	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government	495,025	485,396	528,016	463,234
Community Development Block Grants	17,746,539	16,254,123	14,348,583	13,129,204
Debt Service	0	0	0	0
Capital Projects	0	0	0	0
Nonmajor Governmental Funds	7,564,627	3,422,701	0	0
Fiduciary Funds	0	0	0	0
Proprietary Funds	0	0	0	0
Total Funds	**25,806,192**	**20,162,220**	**14,876,599**	**13,592,438**

Positions	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Adopted
General Fund	6.66	7.00	7.15	5.59
Non-General Fund	57.52	54.78	35.85	34.41
Total Authorized	**64.18**	**61.78**	**43.00**	**40.00**

Community & Human Development

Division Summary

	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government				
Neighborhood Services Conservation Program	377,494	378,521	459,911	412,366
Relocation Services Gen Fund	117,531	106,875	68,105	50,868
Sub Total	495,025	485,396	528,016	463,234

Community Development Block Grants				
CDBG Capital Projects Renovation	5,278,154	5,630,174	4,039,645	4,255,932
CDBG Home Entitlement Grants	4,654,616	1,859,757	2,340,733	2,234,097
CDBG Revolving Loan Fund	2,072,219	4,226,364	2,160,556	2,400,000
Empowerment Zone Enterprise	1,083,426	362,851	1,512,366	239,327
HUD CD Administration	1,468,921	1,390,035	1,300,122	1,339,080
CDBG Social Service Projects	1,631,533	1,326,337	1,168,738	1,008,549
Federal Social Service Grants	803,273	679,807	781,323	784,524
CDBG Emergency Shelter Grants	416,858	365,042	689,705	506,288
CDBG Special Purpose Grants	337,538	375,776	355,395	341,187
CD PSB Funded Projects	0	37,186	0	0
CD UDAG Funded Projects	0	793	0	20,220
Code Enforcement NRSA	0	0	0	0
Sub Total	17,746,539	16,254,123	14,348,583	13,129,204

Nonmajor Governmental Funds				
Federal Social Service Grants	225,494	69,765	0	0
CDBG Social Service Projects	1,951,026	524,800	0	0
CDBG Special Purpose Grants	1,470,129	442,396	0	0
CDBG Revolving Loan Fund	3,607,471	1,784,432	0	0
HUD CD Administration	22,224	868	0	0
CDBG Capital Projects Renovation	281,106	592,512	0	0
Foster Grandparent Advisory	118	1,911	0	0
RSVP Advisory Council Foundation	7,059	6,018	0	0
Donations	0	0	0	0
Sub Total	7,564,627	3,422,701	0	0

All Funds Total	**25,806,192**	**20,162,220**	**14,876,599**	**13,592,438**

Community & Human Development Significant Changes

General Fund

Expenditure Changes	Dollars
Personal Services	
Decreased 1.56 FTE's	($64,657)
Contractual Services	
Increased Translation Services offset by decreases in Office Equipment Leases and Print Shop allocations for the addition of a new Spanish language session of the Neighborhood Leadership academy that will require translation of written materials.	($250)
Materials and Supplies	
Increased Food and Beverages Supplies for proposed Spanish language session	$750

All Funds

Expenditure Changes	Dollars
Personal Services	
Decrease of 1.44 FTE's	($20,235)
Contractual Services	
Decreased Engineering Services due to 6% decrease in HOME funds	($15,982)
Decreased External Legal Counsel Services due to limited administration funding, increased portfolio performance, anticipated reduced need for outside counsel, and decrease 6% in HOME funds.	($9,750)
Decreased Billing Collection Agency Contracts due to a decrease of 6% HOME funds.	($3,295)
Materials and Supplies	
Increased Data Processing Equipment due to a projection of equipment that will need to be replaced.	$1,021
Operating Expenditures	
Increased Other Services due to projected increase in housing projects, seminars and continuing education	$2,147
Increased Indirect Cost Expenditures due to an increase of salary expense.	$6,436
Increased Volunteer Stipends by $3,201 due to increase of award by HUD	$3,201
Non-Operating Expenditures	
Decreased Community Service Projects due to one-time large loan settlement of $701,225, and one-time City repayment to HUD $400,462; and decreased amount awarded to the following grants ESG, HOPWA, and Social Services Projects	($1,568,852)

Increased Housing Construction Projects	$142,027
Capital Outlay	
Increased Construction (CWIP) due to increase of award by HUD	$160,267

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 2014, 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 2014, 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 2014, have at least 80% of children assigned to the Foster Grandparents Program (FGP) be promoted to the next appropriate grade level.

4.) In FY 2014, retain at least 90% of seniors enrolled in the Foster Grandparent Program.

Performance Measures	Actual FY 2012	Estimated FY 2013	Projected FY 2014
Service hours provided by 150 Foster Grandparents*	127,107	126,750	123,192
Achieve a 90% satisfaction rating on the annual volunteer satisfaction survey	94%	90%	90%
80% 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.

** 80% 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 rental and ownership-occupied housing through a variety of federally funded housing programs.

Objectives:
1.) In FY 2014, increase the number of rehabilitated housing units through the Single-Family Owner-Occupied Rehabilitation Program for owner-occupied and investor housing.
2.) In FY 2014, provide a First-Time Homebuyer Assistance Program for low and moderate income homebuyers.
3.) In FY 2014, increase the stock of affordable housing in the City of El Paso through funding, construction and/or collaboration with non-profit housing agencies and developers.

Performance Measures	Actual FY 2012	Estimated FY 2013	Projected FY 2014
Owner-occupied housing units rehabilitated/ re-constructed	45	47	48
First-time homebuyers assisted	50	29	30
Increase affordable rental housing units	48	30	35

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 2014, complete a minimum of 10 public capital improvement projects.

2.) In FY 2014, utilize Federal Emergency Solutions Grant funds to effectively prevent homelessness and to assist emergency shelters.

3.) In FY 2014, 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	Actual FY 2012	Estimated FY 2013	Projected FY 2014
Projects completed	16	13	10
Cost of providing shelter/number of families-individuals housed*	$581,902/ 6,712	$614,853/ 5,123	$468,548/ 3,625
Cost of providing public services/number of low and moderate income individuals served	$1,574,340/ 13,360	$1,343,463/ 12,768	$1,166,750/ 8,159

* Reduction in the number of clients in FY 2014 is directly related to an associated 24% reduction in Emergency Solutions Grant funding.

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 2014, provide a minimum of 190,000 volunteer service hours in the El Paso community.
2.) In FY 2014, develop at least two new volunteer stations that meet the needs in the City and County of El Paso.
3.) In FY 2014, maintain at least 75 volunteer stations that serve the needs in El Paso County in areas such as hospitals, law enforcement, recreation centers, nutrition centers, food banks, thrift stores, health services, hospice, adult day care, companionship, wildlife, land and vegetation, and other human needs.
4.) In FY 2014, maintain a minimum of 1,120 volunteers in the Retired and Senior Volunteer Program (RSVP).
5.) In FY 2014, maintain a 90% overall program approval rating.

Performance Measures	Actual FY 2012	Estimated FY 2013	Projected FY 2014
Volunteer services hours	211,584	200,000	190,000
New volunteer stations	4	2	2
Volunteer stations in county of El Paso	83	83	75
Number of RSVP volunteers	1,325	1,300	1,120
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 2014, implement revitalization projects to improve quality of life.
2.) In FY 2014, maintain/increase the number of neighborhood associations by focusing on programs, marketing and promotional material to encourage participation.
3.) In FY 2014, successfully enroll and graduate participants from the Neighborhood Leadership Academy.
4.) In FY 2014, mentor graduates of the Leadership Academy for the purpose of establishing new neighborhood associations and participation in boards and commissions.
5.) In FY 2014, host a Neighborhood Summit to promote services and opportunities available to residents and neighborhood associations.

Performance Measures	Actual FY 2012	Estimated FY 2013	Projected FY 2014
Revitalization projects completion rate:			
El Segundo Barrio neighborhood	55%	70%	85%
Chamizal neighborhood	70%	85%	100%
Lower Dyer neighborhood	70%	85%	100%
Number of newly recognized neighborhood associations	4	5	6
Number of individuals enrolled/graduated from the Neighborhood Leadership Academy	60/46	68/43	75/52
Percent of graduates appointed to a board/commission	7.0%	8.0%	8.0%
Number of vendors/residents in attendance at the Neighborhood Summit	25/140	25/150	25/160

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 federally 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	Actual FY 2012	Estimated FY 2013	Projected FY 2014
EZ residents placed in jobs (or assisted in retaining a job)	888	20	NA*
EZ residents placed in job training programs	20	11	NA*
EZ businesses receiving technical assistance	180	40	NA*
EZ businesses receiving financial assistance	4	7	7

Notes:
*Although grant financial outlays ended in 2010, each subgrantee committed to continuing services and reporting performance outputs through FY 2013. FY 2014 activity is limited to the EZ small business loan program as funded by RLF program income.

Convention and Performing Arts Center

Mission Statement

The mission of the El Paso Convention & Visitors Bureau and the El Paso Convention & Performing Arts Centers is to strengthen the economy of Greater El Paso by attracting individuals, families and groups to visit El Paso for business or pleasure, while providing consistently superior visitor services and delivering a pleasurable and memorable experience. Additionally, we are committed to the continued development of the City's quality of life for area residents.

Budget Summary	**FY11 Actual**	**FY12 Actual**	**FY14 Adopted**	**FY13 Adopted**
Personal Services	61,523	65,193	70,193	92,121
Contractual Services	7,709,176	8,359,654	8,537,355	8,434,146
Materials/Supplies	9,670	9,460	9,410	12,050
Operating Expenditures	700,566	728,802	789,400	780,400
Non-Operating/Intergovt. Exp	0	0	0	0
Internal Transfers	2,388,870	2,364,511	3,490,000	3,412,065
Capital Outlay	4,772	130,244	0	0
Total Appropriation	**10,874,578**	**11,657,864**	**12,896,358**	**12,730,782**

Source of Funds	**FY11 Actual**	**FY12 Actual**	**FY14 Adopted**	**FY13 Adopted**
General Government	0	0	0	0
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	2,315,129	2,494,755	3,275,000	3,225,000
Nonmajor Governmental Funds	8,559,449	9,163,109	9,621,358	9,505,782
Fiduciary Funds	0	0	0	0
Proprietary Funds	0	0	0	0
Total Funds	**10,874,578**	**11,657,864**	**12,896,358**	**12,730,782**

Positions	**FY11 Adopted**	**FY12 Adopted**	**FY14 Adopted**	**FY13 Adopted**
Non-General Fund	0.20	0.20	1.19	2.00
Total Authorized	**0.20**	**0.20**	**1.19**	**2.00**

Convention and Performing Arts Center

Division Summary

	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
Capital Projects				
Performing Arts Center Rolling	2,393,642	2,494,755	3,275,000	3,225,000
Performing arts Center Capital Projects	-78,514	0	0	0
Sub Total	2,315,129	2,494,755	3,275,000	3,225,000

Nonmajor Governmental Funds				
Convention & Performing Arts Center	5,870,418	6,089,611	6,468,746	6,259,152
Convention Sales Servicing	2,689,032	3,073,498	3,152,612	3,246,630
Sub Total	8,559,449	9,163,109	9,621,358	9,505,782

All Funds Total	**10,874,578**	**11,657,864**	**12,896,358**	**12,730,782**

Convention and Performing Arts Center
Significant Changes

All Funds	
Revenue Changes	Dollars
Decreased revenue projection from Hotel/Motel Tax	($140,000)
Decreased fund balance transfers	($25,874)
Expenditure Changes	Dollars
Personal Services	
Increased for health insurance and pension adjustments	$21,928
Contractual Services	
Decreased Management Consulting Services due to reduction of Basis Points	($86,149)
Materials and Supplies	
Increased gasoline budget, due to usage and cost	$2,640
Operating Expenditures	
Decrease in estimated property insurance to align closer to actual cost	($9,000)
Non-Operating Expenditures	
Decreased funding for 380 Tax Rebate Agreement attributable to the contract with the Doubletree Hotel	($27,935)
Decreased fund balance transfers	($50,000)

Convention & Performing Arts Center

Goals, Objectives & Performance Measures

FUNCTION: CONVENTION & PERFORMING ARTS CENTER, VISITOR'S BUREAU

Serve as the destination marketing organization for El Paso and operator and marketer of the El Paso Convention & Performing Arts Centers

Service Council's Strategic Policy:

To become the most livable city in the United States and be recognized as an international city.

Goal:

To implement a comprehensive marketing strategy that will ensure optimum performance while operating with concern for the public purpose and the community interests in the facilities.

Objectives:

1.) Meet or exceed Convention & Performing Arts Ctr projected revenue by August 31, 2014
2.) Surpass previous year hotel occupancy tax revenue by August 31, 2014
3.) Exceed 155,000 in ticketed attendance at all managed theatre facilities by August 31, 2014
4.) Effectively service quality of life activities and optimize client satisfaction by August 31, 2014

Performance Measures	Actual FY12	Estimated FY13	Projected FY14
Total Revenue Generated	$4,265,929	$4,500,000	$4,500,000
Sales to Public	$2,499,763	$2,785,000	$2,726,246
Food & Beverage	$1,766,166	$1,715,000	$1,773,754
Hotel Occupancy Gross Revenue	$8,470,000	$8,960,000	$9,030,000
Total Combined Ticketed Theatre Attendance	185,579	155,000	155,000
Client Satisfaction Survey**	4.71	4.50	4.50

**Based on Exit Surveys provided to clients at the conclusion of their event. Surveys are summarized based on a five-point scale, with 5 being the best and represented as excellent service. The average rating of 3.0 is defined as meeting definition of quality service based on the client/promoter's evaluation.

Library

Library

Mission Statement

The El Paso Public Library serves our diverse community through information access, cultural enrichment, and life-long learning.

Budget Summary	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
Personal Services	7,436,356	7,757,136	6,997,205	6,683,232
Contractual Services	435,587	462,996	330,024	405,957
Materials/Supplies	1,120,464	1,440,980	1,386,696	1,569,521
Operating Expenditures	84,508	256,769	32,125	19,600
Non-Operating/Intergovt. Exp	0	0	0	0
Internal Transfers	0	0	0	0
Capital Outlay	2,268,144	2,007,310	25,000	0
Total Appropriation	**11,345,060**	**11,925,191**	**8,771,050**	**8,678,310**

Source of Funds	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government	7,970,979	8,397,099	8,656,780	8,678,310
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	3,118	0	0	0
Nonmajor Governmental Funds	3,370,962	3,528,092	114,270	0
Fiduciary Funds	0	0	0	0
Proprietary Funds	0	0	0	0
Total Funds	**11,345,060**	**11,925,191**	**8,771,050**	**8,678,310**

Positions	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Adopted
General Fund	170.56	170.56	168.70	154.80
Non-General Fund	4.00	80.00	35.50	0.00
Total Authorized	**174.56**	**250.56**	**204.20**	**154.80**

Library

Division Summary

	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government				
Cataloging Ordering Process	1,128,728	1,571,561	1,628,944	1,803,665
Main Library	1,922,547	1,314,155	1,481,074	1,627,312
Library Administration	1,664,021	1,700,163	1,137,775	998,050
Richard Burgess Branch Operations	469,169	478,372	529,336	611,946
Dorris van Doren - West Regional	459,294	448,662	483,194	483,156
Esperanza Acosta Moreno - East	365,725	397,460	444,924	435,831
Judge Marquez Mission Valley Branch Operations	342,349	361,117	410,214	393,404
Ysleta Branch Operations	287,028	313,014	384,510	330,555
Clardy Fox Branch Operations	248,138	324,129	359,813	305,414
Westside Branch Operations	237,307	325,392	351,010	322,906
Irving Schwartz Branch Operations	235,550	312,751	346,016	308,611
Memorial Branch Operations	215,913	294,148	318,884	314,729
Armijo Branch Operations	169,893	277,662	312,139	289,825
Cielo Vista Branch Operations	225,317	278,513	309,243	327,152
Library Bookmobile Tec mobile	0	0	159,704	125,756
Library Restricted Donations	0	0	0	0
Sub Total	7,970,979	8,397,099	8,656,780	8,678,310

Capital Projects				
Library Capital Outlay	3,118	0	0	0

Nonmajor Governmental Funds				
E-Rate	96,352	18,633	114,270	0
Texas State Library Grants	448,556	259,837	0	0
Library Private Local Grants	1,996	2,751	0	0
Federal Library Grants	2,624,526	3,146,950	0	0
Library Restricted Donations	199,532	99,837	0	0
Library Administration	0	83	0	0
Sub Total	3,370,962	3,528,092	114,270	0

All Funds Total	**11,345,060**	**11,925,191**	**8,771,050**	**8,678,310**

Library
Significant Changes

General Fund

Revenue Changes	Dollars
Increased revenue to recoup money from copy machines no longer funded through BTOP, library fee on El Paso County residents, and better collections rate on fines and fees	$150,800

Expenditure Changes	Dollars
Personal Services	
Decreased for reduction in full time staffing	($313,973)
Contractual Services	
Increased for EPCC Interlocal agreement and printing services due to loss of BTOP grant.	$75,933
Materials and Supplies	
Increased to order more publications and additional computer equipment	$264,570
Operating Expenditures	
Decreased staff travel	($5,000)

Library

Goals, Objectives & Performance Measures

Function: Library System
Provide access to technology, information, and community programming

Serves Council's Strategic Policy:

To become the most livable city in the United States and be recognized as an international city.

Goal:

El Paso Public Library serves our diverse community through information access, cultural enrichment and lifelong learning.

Objectives:

1.) Launch Connecting Libraries and Student Success Program (CLASS) increase outreach to children by 25%

2.) Sustain workforce development class post BTOP grant.

Performance Measures	Actuals FY 2012	Actuals FY 2013	Target FY 2014
Annual visitation	2,023,207	1,942,195	2,000,000
Total program attendance	99,388	107,132	108,000
Ready to Read	43,016	44,001	44,441
Adult Education	30,879	27,620	27,896
Annual circulation	1,692,622	1,762,105	1,797,347
Total computer users	610,114	519,502	600,000

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	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
Personal Services	2,483,168	2,690,054	2,759,807	2,750,603
Contractual Services	1,159,636	1,123,928	1,060,040	955,586
Materials/Supplies	216,570	229,750	195,002	177,749
Operating Expenditures	99,386	235,885	170,603	150,011
Non-Operating/Intergovt. Exp	337,438	301,604	312,540	266,281
Internal Transfers	20,000	0	18,846	11,755
Capital Outlay	280,282	465,952	57,869	37,000
Total Appropriation	**4,596,480**	**5,047,172**	**4,574,707**	**4,348,984**

Source of Funds	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government	2,141,707	2,245,314	2,327,705	2,332,762
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	455,193	572,996	0	0
Nonmajor Governmental Funds	1,999,580	2,228,862	2,247,002	2,016,222
Fiduciary Funds	0	0	0	0
Proprietary Funds	0	0	0	0
Total Funds	**4,596,480**	**5,047,172**	**4,574,707**	**4,348,984**

Positions	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Adopted
General Fund	40.62	40.62	40.80	40.80
Non-General Fund	16.38	16.23	18.30	20.28
Total Authorized	**57.00**	**56.85**	**59.10**	**61.08**

Museums and Cultural Affairs

Division Summary

	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General				
Art Museum Administration	776,966	797,356	825,870	820,859
History Museum Operations	577,731	609,120	620,630	619,337
Art Museum Curatorial	260,277	319,924	299,624	311,217
ARC Administration	227,190	225,932	259,641	271,821
Archaeology Museum	153,629	162,767	172,708	149,554
Art Museum Education	145,817	130,214	149,232	159,974
History Museum Restricted Funds	97	0	0	0
Sub Total	2,141,707	2,245,314	2,327,705	2,332,762
Capital Projects				
Art Museum Administration	0	6,356	0	0
ARC Administration	0	411	0	0
ARC Arts Program Programming	145,174	106,470	0	0
COs 2% Artworks	310,019	459,759	0	0
Sub Total	455,193	572,996	0	0
Nonmajor Governmental Funds				
ARC Program and Programming	996,482	1,146,111	1,136,975	1,119,617
Art Museum Restricted Funds	344,189	441,359	476,527	274,314
Art Member Restricted Funds	87,160	91,491	147,889	122,906
History Museum Restricted Funds	117,401	117,701	132,966	97,038
History Museum Store	0	0	0	10,150
History Museum Education	0	0	0	20,400
Art Museum Gift Shop	108,529	105,125	108,129	99,417
ARC Administration	0	0	0	0
Arts Culture Grants	54,500	21,225	99,184	0
Arts Culture Restricted Funds	15,751	12,361	33,100	119,664
Museum Acquisition Restricted	37,593	34,556	30,000	30,000
Museum School Services	11,088	13,731	29,427	27,071
Archaeology Museum Gift Shop	18,657	20,577	28,940	28,520
Archaeology Museum Restricted Funds	6,861	12,283	14,100	14,300
Museum Grants	158,724	55,367	7,721	0
Archaeology Museum Grants	2,940	149	2,000	0
History Museum Grants	38,918	156,826	44	0
History Museum Operations	22	0	0	0
Art Museum Miscellaneous Projects	767	0	0	52,826
History Museum Grants	0	0	0	0
Sub Total	1,999,580	2,228,862	2,247,002	2,016,222
All Funds Total	**4,596,480**	**5,047,172**	**4,574,707**	**4,348,984**

Museums & Cultural Affairs
Significant Changes

General Fund

Expenditure Changes	Dollars
Personal Services	
Increased for Art Museum Director's salary; offset by increase in revenue provided by Art Museum Foundation	$22,485
Contractual Services	
Increased leases for Union Pacific Transit Terminal Rent	$10,863
Materials and Supplies	
Decreased building facilities maintenance and photography film video supply	($1,650)
Operating Expenditures	
Decreased paging services and moved budget to IT	($1,641)
Non-Operating Expenditures	
Reduced funding for the Community Arts Program which is responsible for providing free artist services throughout the city	($25,000)

All Funds

Expenditure Changes	Dollars
Personal Services	
Increased for Art Museum Director's salary; offset by increase in revenue provided by Art Museum Foundation	$22,485
Increased leases for Union Pacific Transit Terminal Rent	$10,863
Decreased outside contracts due to exhibit changes at Art Museum	($115,317)
Materials and Supplies	
Decreased building facilities maintenance and photography film video supply	($1,650)
Decreased office supplies, publications, and food and beverage	($15,603)
Operating Expenditures	
Decreased paging services and moved budget to IT	($1,641)
Decreased travel per Council directive and postage based on actual expenditures	($18,951)
Non-Operating Expenditures	
Decreased funding for the Community Arts Program which is responsible for providing free artist services throughout the city	($25,000)
Decreased HOT funding for the Community Arts Program based on projected HOT revenues	($21,259)

Other Uses	
Decreased fund balance transfers that will not be used due to change in Art Museum Exhibits	($7,091)
Capital Expenditures	
Reduced funding for the Community Arts Program which is responsible for providing free artist services throughout the city	($20,869)

Museums & Cultural Affairs

Goals, Objectives & Performance Measures

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

Serves Council's Strategic Policy:
To become the most livable city in the United States and be recognized as an international city.

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	Estimated FY 2012	Projected FY 2013	Projected FY 2014
Total attendance	136,500	118,519	120,500
Total youth attendance	27,150	33,177	32,950
Number of education programs	1,300	1,142	1,200
Number of free programs	750	864	698
Funds raised through memberships /donations	$315,200	$217,640	$282,500
Funds raised through grants/foundations	$210,200	$216,232	$43,560

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:

To become the most livable city in the United States and be recognized as an international city.

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 educational 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	Actual FY 2012	Estimated FY 2013	Projected FY 2014
Number of events/programs	163	178	196
Total attendance	215,400	220,125	235,000
Funds raised through grants/donations/sponsorships	$52,540	$61,670	$90,000

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:
To become the most livable city in the United States and be recognized as an international city.

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	Actual FY 2012	Estimated FY 2013	Projected FY 2014
Number of events/programs	5,757	3,300	3,400
Total attendance	253,269	450,000	450,000
Number of organizations/total awards	66/$331,180	63/$297,923	65/$300,000
Average cost per attendee	$1.31	.66	$1.50

THE CITY OF EL PASO
TEXAS

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	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
Personal Services	8,334,130	8,803,797	9,489,654	9,254,133
Contractual Services	1,441,701	1,520,132	1,752,915	1,767,415
Materials/Supplies	749,658	786,150	813,151	795,013
Operating Expenditures	242,062	258,947	316,200	232,360
Non-Operating/Intergovt. Exp	137,720	133,629	135,415	104,551
Internal Transfers	0	0	0	0
Capital Outlay	2,195,600	1,452,236	0	0
Total Appropriation	**13,100,871**	**12,954,890**	**12,507,335**	**12,153,472**

Source of Funds	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government	10,573,551	11,208,019	12,174,203	11,867,021
Community Development Block Grants	288,048	254,440	276,232	229,551
Debt Service	0	0	0	0
Capital Projects	9,036	78,480	0	0
Nonmajor Governmental Funds	2,230,237	1,413,951	56,900	56,900
Fiduciary Funds	0	0	0	0
Proprietary Funds	0	0	0	0
Total Funds	**13,100,871**	**12,954,890**	**12,507,335**	**12,153,472**

Positions	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Adopted
General Fund	259.31	259.55	266.70	266.44
Non-General Fund	12.66	11.68	10.85	11.16
Total Authorized	**271.97**	**271.23**	**277.55**	**277.60**

Parks & Recreation

Division Summary

	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government				
Recreation Centers	3,850,373	2,618,273	2,862,321	3,310,618
Aquatics	2,110,734	2,281,521	2,375,220	2,225,472
Specialized Recreation	0	0	0	2,330,765
Sports	2,037,088	2,221,749	2,346,478	2,341,187
PARD Administration	1,154,165	1,200,497	1,412,433	1,021,597
Senior Center Operations	0	1,240,432	1,350,032	0
After School School Sites	339,512	529,093	634,112	0
Capital Projects - Asset Management	431,842	478,500	503,070	637,382
Daycare Operations	293,274	301,962	302,683	0
Leisure Instruction	226,629	219,137	278,525	0
Special Events	129,935	116,567	109,329	0
Parks CD Funded Projects	0	182	0	0
Armijo Recreation Center Operations	0	138	0	0
Shelters General Administration	0	-30	0	0
Sub Total	10,573,551	11,208,019	12,174,203	11,867,021
Community Development Block Grants				
Recreation Centers	0	0	0	40,864
Specialized Recreation	0	0	0	188,687
Parks CD Funded Projects	288,048	254,440	276,232	0
Sub Total	288,048	254,440	276,232	229,551
Capital Projects				
Recreation Centers	0	0	0	29,500
Specialized Recreation	0	0	0	27,000
Capital Projects/Asset Management	0	0	0	400
Parkland Dedication Fees	9,036	78,480	0	0
Sub Total	9,036	78,480	0	56,900
Nonmajor Governmental Funds				
Shelters General Administration	57,861	7,829	56,900	0
Parks Department Private Local Grants	1,861	91,608	0	0
Parks Federal Funded Grants	212,601	72,577	0	0
Parks State Funded Grants	405,005	257,580	0	0
Parkland Dedication Fees	1,552,909	984,357	0	0
Pavo Real	0	0	0	0
Golden Age Senior Center	0	0	0	0
Sub Total	2,230,237	1,413,951	56,900	0
All Funds Total	**13,100,871**	**12,954,890**	**12,507,335**	**12,153,472**

Parks & Recreation
Significant Changes

General Fund

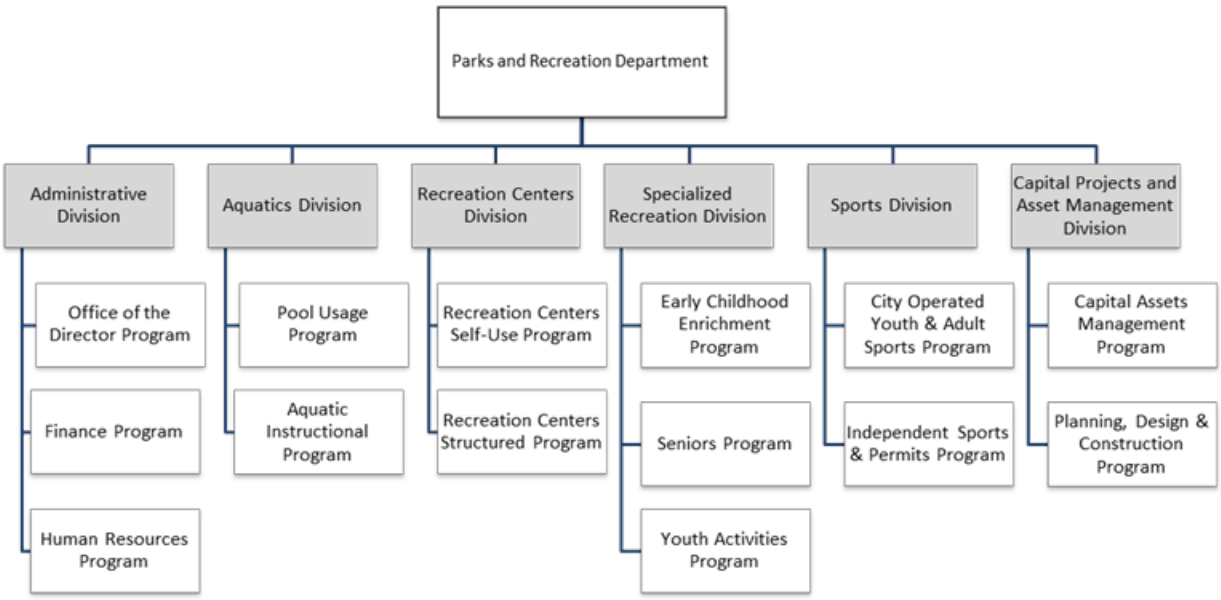
Revenue Changes	Dollars
Charge for services: increase independent sports players' fee from $7 to $10	$51,000

Expenditure Changes	Dollars
Personal Services	
Salaries and benefits: reduced Summer 2014 public swim hours of operation (117 less hours per week); attrition savings of $141K, including savings while the Training and Instructional Pool is closed for renovation	($203,515)
Redirect 50% of staff salaries for Quality of Life projects in planning, design, and construction to capital projects	($170,901)
Increased pension contribution rate from 12.85% to 13.45%	$50,860
Increased health contributions, based on actuals vs. estimated	$99,770
Contractual Services	
Increased security contract account to cover new contract increase	$13,565
Materials and Supplies	
Reduced fuel, $4,800, supplies, $12,230 and data processing equipment $1,150	($15,878)
Operating Expenditures	
Removed paging costs - budgeted and paid by IT,	($38,920)
reduced travel	($8,260)
Other Uses	
Reduced grant match as a result of decreased grant funding	($30,864)

All Funds

Expenditure Changes	Dollars
Operating Expenditures	
Eliminated Club Rec field trips - Summer 2014	($36,755)

PARKS AND RECREATION DEPARTMENT



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

In Fiscal Year 2013, the Parks and Recreation Department successfully met operational and capital improvement goals set for this year. The Happiness Senior Center was added to the Department's inventory, providing programming consistent with what other similar facilities receive. At recreation centers, we began implementing a five year plan to improve the overall quality of fitness room equipment. HVAC retrofits for Leona Ford Washington and San Juan recreation centers were completed and re-opened to the public. Organized sports league participation is increasing and expected to exceed Fiscal Year 2012 actuals, indicating a continuing trend towards more facility usage each year. The Sports Division secured a partial fence at Westside Sports Complex to control game-only activity, and 15 fields received remote control activation of lighting, saving operational costs and enhancing use.

The Parks and Recreation Master Plan will be updated from the current approved 2006 version, providing guidance and direction for continued park development to meet the needs of the community. Significant park projects in design include San Jacinto Plaza, Barron Park, Cheryl Ladd Park, Johnson Basin, and CDBG projects for two parks in the Lower Dyer Neighborhood Improvement District, one park and community garden in the Chamizal Neighborhood Improvement District. Project scoping for Quality of Life park bond projects are underway to retain design services. Significant projects in construction include Fiesta Balboa, Magoffin, Northeast Regional Skatepark, and seven park ponds.

In Fiscal Year 2014, PARD will add approximately another 30 acres of parkland acquired through the Parkland Dedication Ordinance. Designated Quality of Life park bond projects will be in various stages of design and construction in the first year of a three year rollout. Once projects are accepted following construction, significant 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 equipmen 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
Charge for services: increase independent sports players' fee from $7 to $10	$51,000

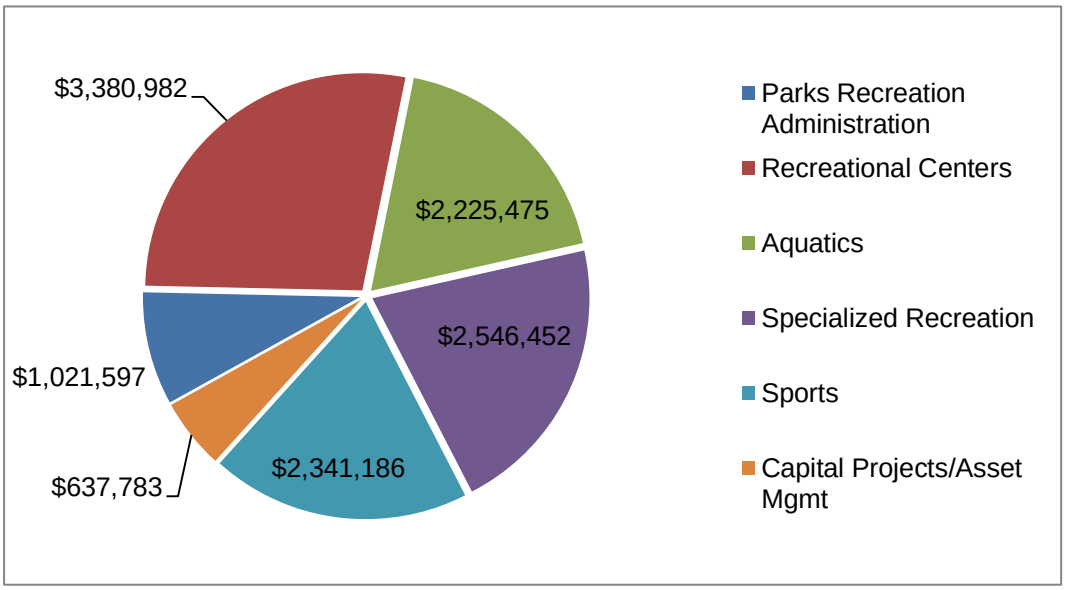
Expenditure Changes	Dollars
Personal Services	
Salaries and benefits: reduced Summer 2014 public swim hours of operation (117 less hours per week); attrition savings of $141K, including savings while the Training and Instructional Pool is closed for renovation	($203,515)
Redirect 50% of staff salaries for Quality of Life projects in planning, design, and construction to capital projects	($170,901)
Increased pension contribution rate from 12.85% to 13.45%	$50,860
Increased health contributions, based on actuals vs. estimated	$99,770
Contractual Services	
Increased security contract account to cover new contract increase	$13,565
Materials and Supplies	
Reduced fuel, $4,800, supplies, $12,230 and data processing equipment $1,150	($15,878)
Operating Expenditures	
Removed paging costs - budgeted and paid by IT,	($38,920)
reduced travel	($8,260)
Other Uses	
Reduced grant match as a result of decreased grant funding	($30,864)

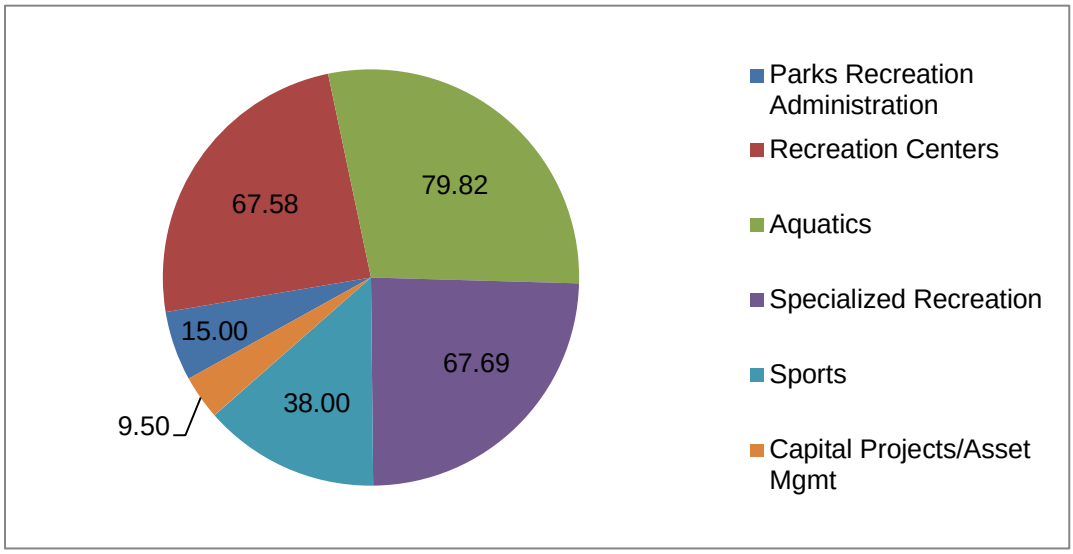
All Funds

Expenditure Changes	Dollars
Operating Expenditures	
Eliminated Club Rec field trips - Summer 2014	($36,755)

EXPENDITURES AND FULL-TIME-EQUIVALENT POSITIONS

Division	Total	FTE
Administrative Division	$ 1,021,597	15.00
Recreation Centers	$ 3,380,982	67.58
Aquatics	$ 2,225,475	79.82
Specialized Recreation	$ 2,546,452	67.69
Sports	$ 2,341,186	38.00
Capital Projects/Asset Management	$ 637,783	9.50
Grand Total	$ 12,153,475	277.60





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/$390,473

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

Office of the Director		FY 2012 Actual	FY 2013 Actual	FY 2014 Target
Result	Percentage of strategic results achieved	N/A	N/A	90.0%
Result	Percentage of accreditation self-assessments	N/A	N/A	25.0%
Output	Number of City Official inquiry responses provide	N/A	N/A	200
Demand	Number of City Official inquiry responses anticipated to be requested	N/A	N/A	225
Efficiency	Program expenditure per department expenditure	N/A	N/A	390,473

PROGRAM/COST: Finance/$452,885

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

Finance		FY 2012 Actual	FY 2013 Actual	FY 2014 Target
Result	Percentage of eligible invoices receiving discount	N/A	N/A	90.0%
Result	Percentage of individual registrations for all eligible programs will be fee waivers for economically disadvantaged youths	N/A	N/A	15.0%
Output	Number of vendor invoices paid	N/A	N/A	10,500
Demand	Number of vendor invoices anticipated to be paid	N/A	N/A	11,000
Efficiency	Program expenditures per department budget	N/A	N/A	178,239

PROGRAM/COST: Human Resources/$178,239

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

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

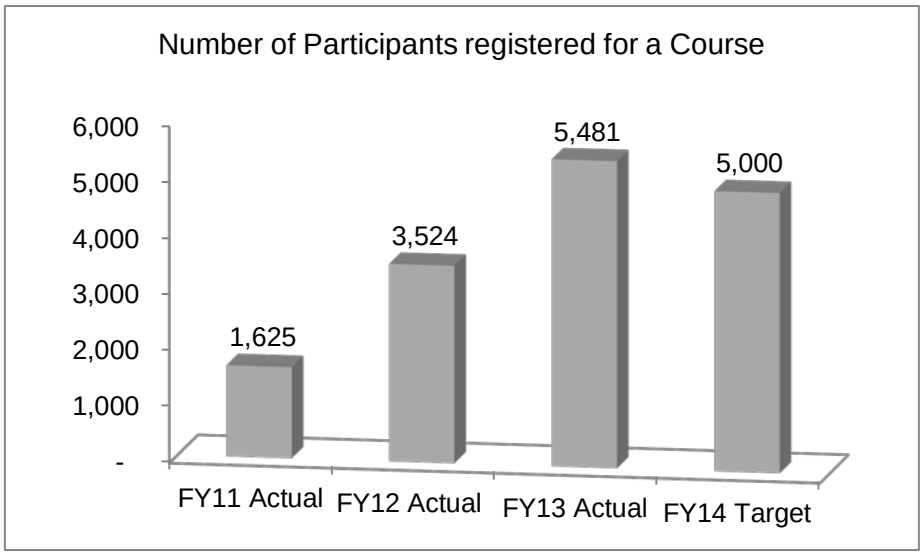
DIVISION: Aquatics

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

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

Pool Usage		FY 2012 Actual	FY 2013 Actual	FY 2014 Target
Result	Number of bid awards to host aquatic events	N/A	N/A	3
Result	Percentage of facility use permits at pools occur as scheduled	N/A	N/A	95.0%
Output	Number of facility rentals	N/A	N/A	730
Demand	Number of facility rentals expected	N/A	N/A	830
Efficiency	Program expenditure per square foot of water surface	N/A	N/A	2,077,408

PROGRAM/COST: Aquatic Instruction/$148,067

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.

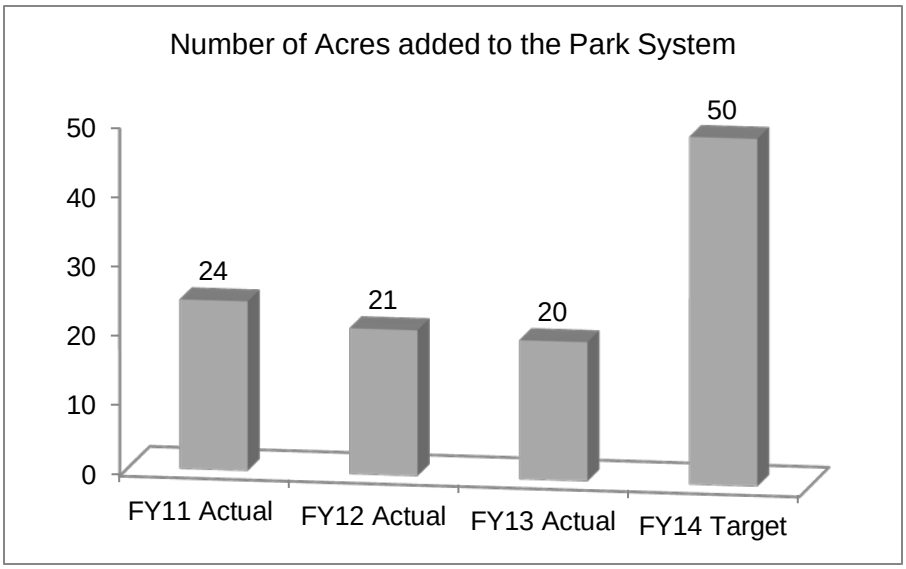
Aquatic Instruction		FY 2012 Actual	FY 2013 Actual	FY 2014 Target
Result	Percentage of scheduled learn to swim classes	N/A	N/A	80.0%
Result	Percentage of classes held on weekends	N/A	N/A	20.0%
Output	Number of participants registered for certification course	3,524	5,481	5,000
Demand	Number of participant expected to register for an aquatic class	N/A	N/A	7,500
Efficiency	Program expenditure per number of participants	N/A	N/A	148,067

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/COST: Capital Assets Management/$305,602

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

Capital Assets Management		FY 2012 Actual	FY 2013 Actual	FY 2014 Target
Result	Percentage of facility use permits at unstaffed facilities occur as scheduled	N/A	N/A	80.0%
Result	Percentage of facility components with an overall rating of “B” or higher	N/A	N/A	30.0%
Output	Number of unstaffed park facilities permits issued	N/A	N/A	600
Demand	Number of unstaffed park facilities permits requested	N/A	N/A	600
Efficiency	Program expenditure per permit issued	N/A	N/A	305,602

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

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

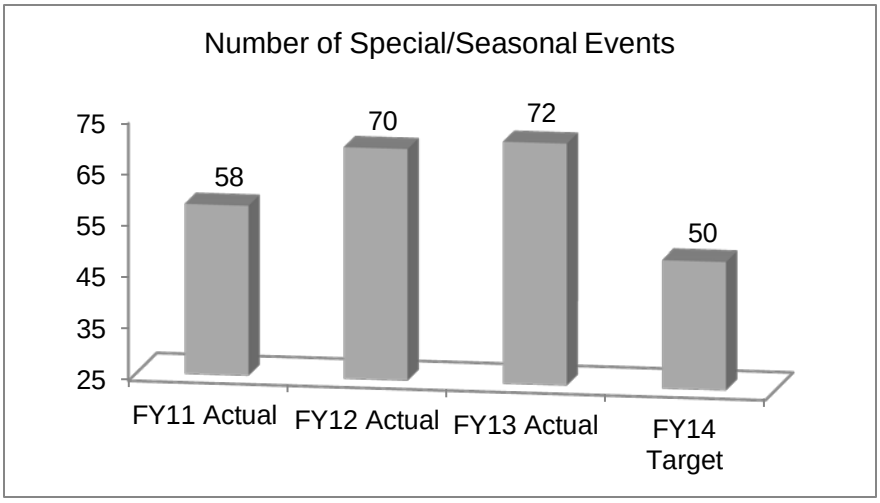
System Administration		FY 2012 Actual	FY 2013 Actual	FY 2014 Target
Result	Completion rate for new parks and trails	N/A	N/A	4
Result	Percentage of indoor pool facilities Wi-Fi enabled	N/A	N/A	20.0%
Output	Number of acres added to the park system	21	20	50
Demand	Number of acres expected to be added to the park system	N/A	N/A	75
Efficiency	Program expenditure per number of project inspections and plan reviews	N/A	N/A	332,181

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 the FY11 to FY12 time period. Staff is challenged to increase the number and variety of events to provide equal access and opportunity for community recreation.

PROGRAM/COST: Recreation Centers Self Use Program/$2,946,602

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

Recreation Centers Self Use Program		FY 2012 Actual	FY 2013 Actual	FY 2014 Target
Result	Percentage of patron survey ratings of satisfactory or higher	N/A	N/A	80.0%
Output	Number of monthly memberships for fitness, boxing, and racquetball	N/A	N/A	800
Output	Number of daily use participants	N/A	N/A	200
Demand	Number of daily use participants expected	N/A	N/A	300
Efficiency	Program expenditure per participant	N/A	N/A	2,946,602

PROGRAM/COST: Recreation Center Structured Program/$434,380

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

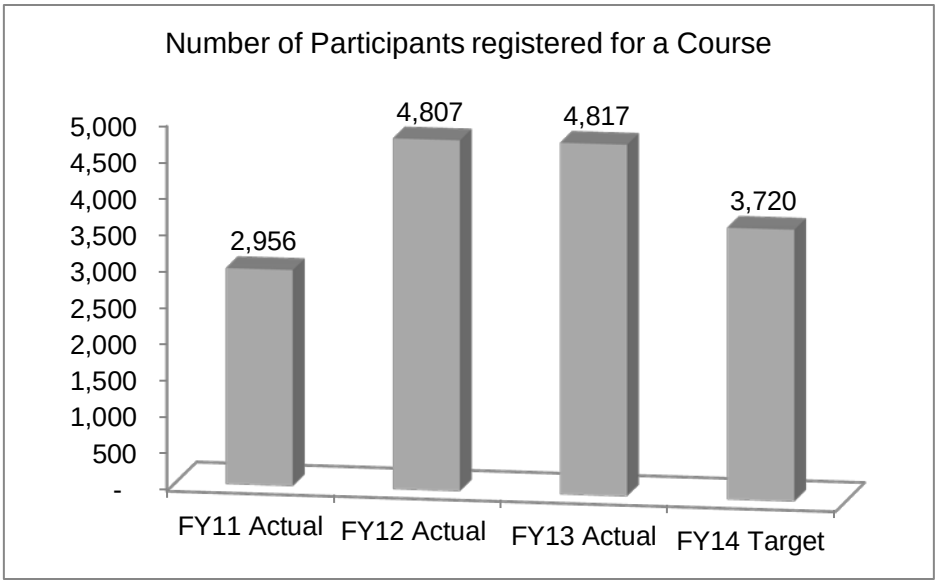
Recreation Center Structured Program		FY 2012 Actual	FY 2013 Actual	FY 2014 Target
Result	Percentage of increase in the number of instruction programs offered annually	N/A	N/A	5.0%
Result	Percentage of classes held as scheduled	N/A	N/A	90.0%
Output	Number of special/seasonal events held	70	72	50
Demand	Number of events expected to be held	N/A	N/A	60
Efficiency	Program expenditure per registered participant	N/A	N/A	434,380

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/COST: Early Childhood Enrichment/$345,780

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

Early Childhood Enrichment		FY 2012 Actual	FY 2013 Actual	FY 2014 Target
Result	Percentage of children who pass the kinder-ready test	N/A	N/A	90.0%
Result	Percentage of capacity filled by registered participants	N/A	N/A	90.0%
Output	Number of children enrolled	N/A	N/A	162
Demand	Number of children expected to be enrolled	N/A	N/A	185
Efficiency	Program expenditure per child enrolled	N/A	N/A	345,780

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

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

Seniors Program		FY 2012 Actual	FY 2013 Actual	FY 2014 Target
Result	Percentage of facility use permits occur as scheduled	N/A	N/A	80.0%
Result	Percentage of daily participants	N/A	N/A	50.0%
Output	Number of registered participants	N/A	N/A	1,500
Demand	Number of participants expected	N/A	N/A	1,700
Efficiency	Program expenditure per participant	N/A	N/A	1,347,341

PROGRAM/COST: Youth Activities/$853,331

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

Youth Activities		FY 2012 Actual	FY 2013 Actual	FY 2014 Target
Result	Percentage of after-school participants who master one or more positive character traits at end of school year	N/A	N/A	80.0%
Output	Number of after-school participants	N/A	N/A	660
Output	Number of summer camp participants	N/A	N/A	1,400
Demand	Number of participants expected	N/A	N/A	2,120
Efficiency	Program expenditure per participant	N/A	N/A	853,331

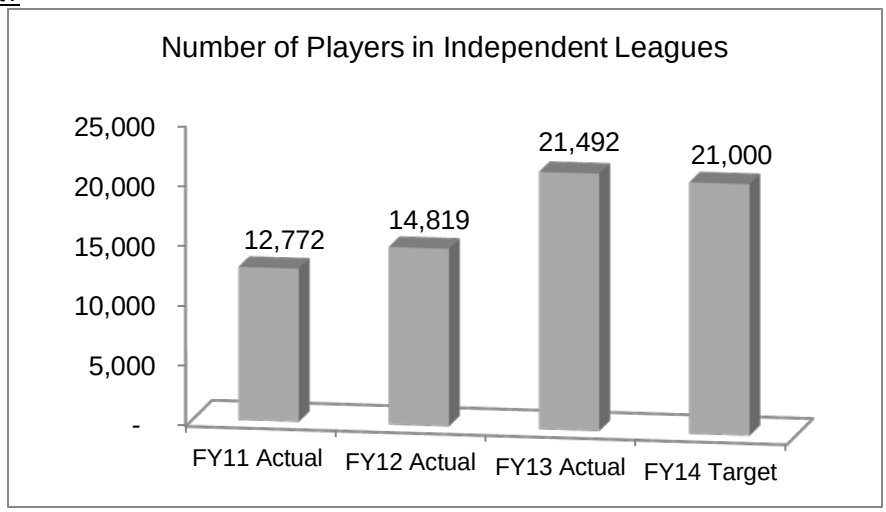
DIVISION: Sports

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/COST: City Operated Youth and Adult Sports/$1,423,851

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

City Operated Youth and Adult Sports		FY 2012 Actual	FY 2013 Actual	FY 2014 Target
Result	Percentage increase in leagues	N/A	N/A	2.0%
Output	Number of teams registered	N/A	N/A	1,120
Output	Number of leagues offered	N/A	N/A	250
Demand	Number of teams expected to register	N/A	N/A	2,000
Efficiency	Program expenditure per team	N/A	N/A	1,423,851

PROGRAM/COST: Independent Sports and Permits/$917,335

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

Independent Sports and Permits		FY 2012 Actual	FY 2013 Actual	FY 2014 Target
Result	Number of bid awards accepted	N/A	N/A	6
Result	Percentage of weekend days with athletic tournaments	N/A	N/A	80.0%
Output	Number of players in independent leagues	N/A	N/A	21,000
Demand	Number of players in independent leagues expected	N/A	N/A	25,000
Efficiency	Program expenditure per player in independent league	N/A	N/A	853,331

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	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
Personal Services	4,275,272	4,501,553	4,741,925	4,761,416
Contractual Services	582,782	625,789	623,346	436,732
Materials/Supplies	733,813	720,306	667,112	483,130
Operating Expenditures	93,033	106,760	111,862	116,275
Non-Operating/Intergovt. Exp	6,230	6,476	5,000	5,000
Internal Transfers	0	0	0	0
Capital Outlay	109,733	359,215	160,170	10,000
Total Appropriation	**5,800,865**	**6,320,099**	**6,309,415**	**5,812,553**

Source of Funds	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government	3,561,164	3,726,248	3,792,405	3,776,642
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	0	59,150	0	0
Nonmajor Governmental Funds	2,239,701	2,534,701	2,517,010	2,035,911
Fiduciary Funds	0	0	0	0
Proprietary Funds	0	0	0	0
Total Funds	**5,800,865**	**6,320,099**	**6,309,415**	**5,812,553**

Positions	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Adopted
General Fund	91.50	88.00	90.00	90.00
Non-General Fund	20.70	24.20	24.20	23.75
Total Authorized	**112.20**	**112.20**	**114.20**	**113.75**

Zoo

Division Summary

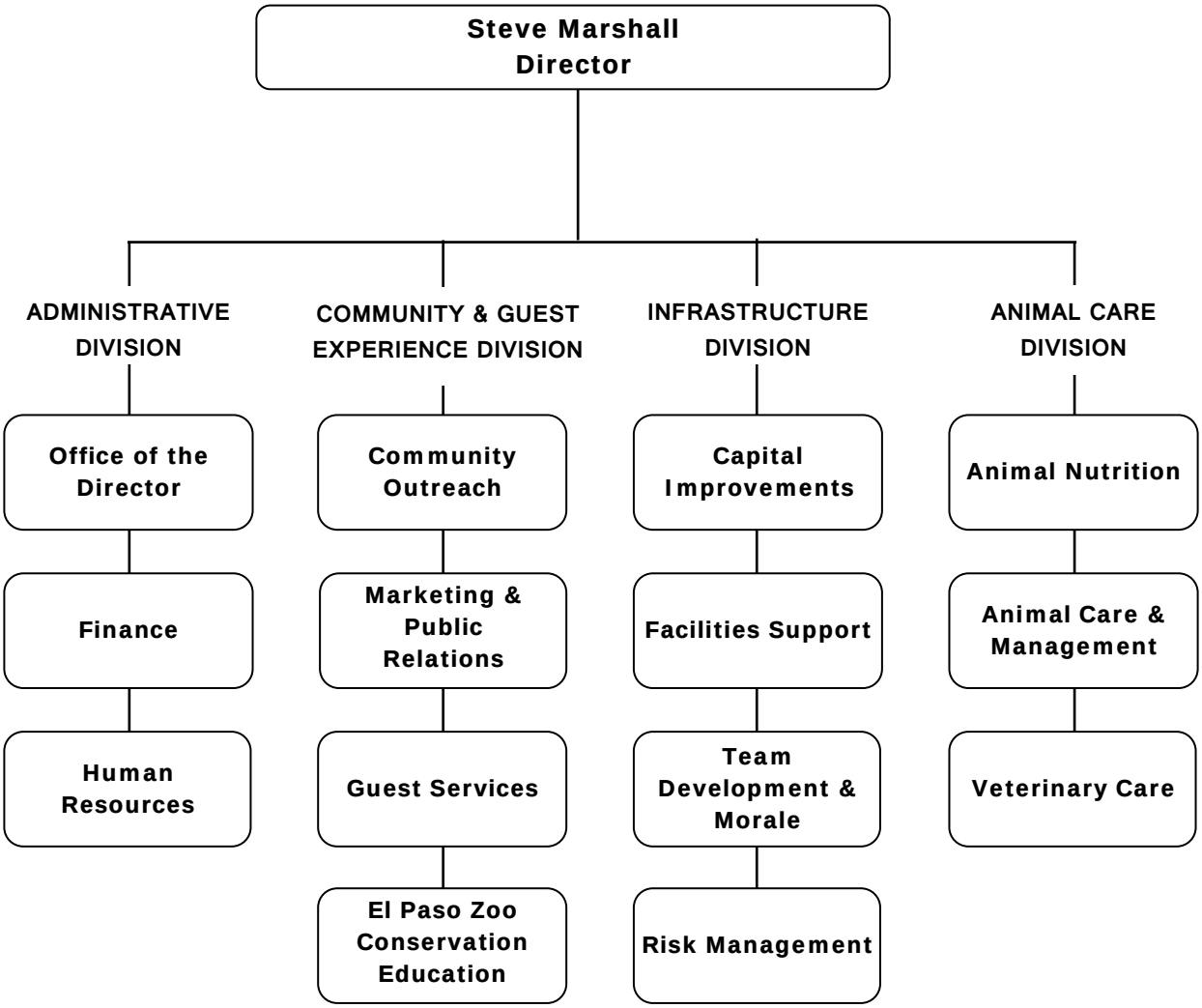
	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government				
Zoo General Operations	3,561,164	3,726,248	3,792,405	0
Administrative	0	0	0	428,618
Infrastructure	0	0	0	1,069,298
Animal Care	0	0	0	2,058,597
Community & Guest Experience	0	0	0	220,129
Sub Total	3,561,164	3,726,248	3,792,405	3,776,642
Capital Projects				
Zoo General Operations	0	59,150	0	0
Nonmajor Governmental Funds				
Administrative	1,127,943	1,168,305	1,097,071	157,969
Infrastructure	424,248	421,082	671,902	900,513
Zoo Animal Health Nutrition	321,475	363,378	323,327	0
Zoo Gate Operations	214,614	435,916	287,114	0
Animal Care	116,000	118,370	112,346	771,826
Community & Guest Experience	35,420	27,650	25,250	205,604
Zoo Construction	0	0	0	0
Sub Total	2,239,701	2,534,701	2,517,010	2,035,911
All Funds Total	**5,800,865**	**6,320,099**	**6,309,415**	**5,812,553**

Zoo
Significant Changes

General Fund	
Expenditure Changes	Dollars
Personal Services	
Increased healthcare and pension due to rate changes	$31,877
Contractual Services	
Decreased funding for architecture and engineering services	($47,640)

All Funds	
Revenue Changes	Dollars
Decreased zoo gate revenue based on actuals and fund balance transfers in	($481,099)
Expenditure Changes	Dollars
Personal Services	
Increased healthcare and pension due to rate changes	$31,877
Contractual Services	
Decreased funding for architecture and engineering services	($47,640)
Decreased facility maintenance contract and outside contracts	($138,947)
Materials and Supplies	
Decreased building maintenance supplies, furniture, uniforms, and recreational supplies to match actuals	($183,982)
Operating Expenditures	
Increased postage and professional licenses and memberships	$4,413
Capital Outlay	
Decreased major office equipment, medical/scientific equipment; not using fund balance for major purchases in FY 2014	($150,170)

EL PASO ZOO


Steve Marshall
Director
ADMINISTRATIVE DIVISION
COMMUNITY & GUEST EXPERIENCE DIVISION
INFRASTRUCTURE DIVISION
ANIMAL CARE DIVISION
Office of the Director
Finance
Human Resources
Community Outreach
Marketing & Public Relations
Guest Services
El Paso Zoo Conservation Education
Capital Improvements
Facilities Support
Team Development & Morale
Risk Management
Animal Nutrition
Animal Care & Management
Veterinary Care

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 2013, the Zoo continued its success with their re-accreditation from The Association of Zoos and Aquariums (AZA) a standard which puts the El Paso Zoo in the top 8% of zoos and aquariums across the U.S.

For FY 2014, the Zoo was asked to reduce the General Fund allocation below the adopted FY 2013 budget by approximately 6.9%; even though increases in healthcare, pension and salary rate adjustments would have required an increase in the General Fund allocation. For our operating budget we are expecting lower revenues for FY2014 as compared to our projected FY 2013 revenues, this is due in part to our anticipated attendance mix which takes into account the increase in zoo member attendance. Last, as planned we have successfully spent down the Zoo Gate Fund Reserve account, this fund allowed us to do small capital improvements throughout the Zoo. Therefore, no allocations are budgeted for FY14, and overall will show a decrease when compared to our operating budget for FY 2013. The Zoo plans to open a one of a kind tree house playground in the spring of 2014, which should positively impact attendance.

The Zoo's allocation for the 2012 Quality of Life Bond is $50 million and a new master plan was recently approved by City Council and will direct the scope and sequence of the expenditure of the Bond Funds.

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:
    - The end of FY 2014, the Tree House Playground will be open
    - 2015, the African Wild Dog exhibit will open
    - 2015, the Reptile Building will be completed (head, feet and corner exhibits)
    - 2016, the Event Tent, the Sea Lion facility renovation, the America's holding facility and Education Animal Holding will be completed
    - 2017, the Carousel, the Wildlife Theatre, the Africa Wetlands 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.
- 2016, experience zero unresolved major concerns in the animal and veterinary care section of AZA accreditation from the bi-annual internal audit
- 2015, ___% 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 2014)
- 2014, 100% of internal animal welfare concerns are addressed by recommendation reports to the director within 30 days
- 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:

- 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
- 2014, all personnel costs will be funded though the general fund to prevent disproportionate increases in ticket pricing
- 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:

- 2015, 50% of Zoo team members participating in company outing/activities
- 2017, 85% of employees who have completed department specified training development programs
- 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:

- 2017, 8000 households in the MSA will be members in the Zoological Society
- 2017, 85% of events will be paid with private donations/sponsorships to the El Paso Zoological Society
- 2017, the number of Zoo visits will be 400,000 which will represent 50% penetration of metro statistical area (MSA)
- 2017, __% of local school district students participating in zoo field trips (Baseline TBD by 2015)

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

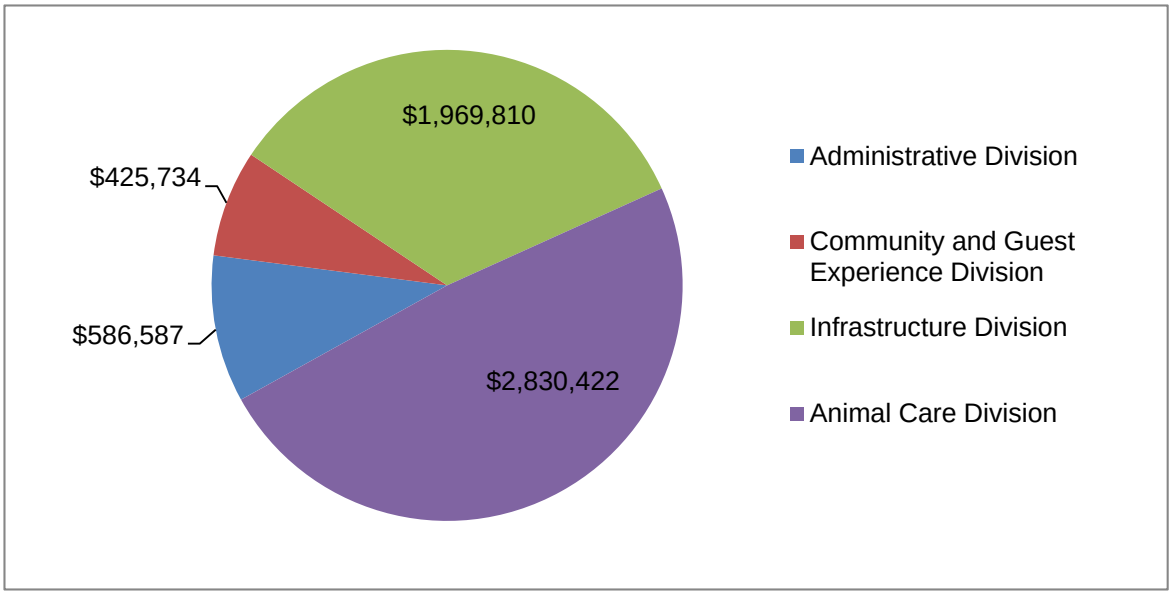
Zoo
Significant Changes

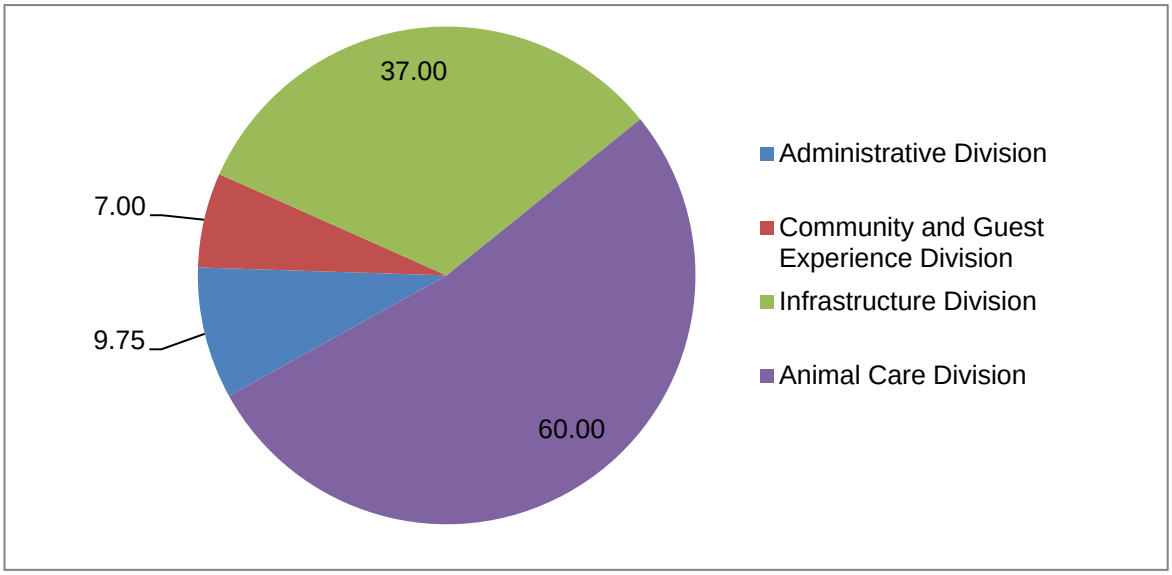
General Fund	
Expenditure Changes	Dollars
Personal Services	
Increased healthcare and pension due to rate changes	$31,877
Contractual Services	
Decreased funding for architecture and engineering services	($47,640)

All Funds	
Revenue Changes	Dollars
Decreased zoo gate revenue based on actuals and fund balance transfers in	($481,099)
Expenditure Changes	Dollars
Personal Services	
Increased healthcare and pension due to rate changes	$31,877
Contractual Services	
Decreased funding for architecture and engineering services	($47,640)
Decreased facility maintenance contract and outside contracts	($138,947)
Materials and Supplies	
Decreased building maintenance supplies, furniture, uniforms, and recreational supplies to match actuals	($183,982)
Operating Expenditures	
Increased postage and professional licenses and memberships	$4,413
Capital Outlay	
Decreased major office equipment, medical/scientific equipment; not using fund balance for major purchases in FY 2014	($150,170)

EXPENDITURES AND FULL-TIME-EQUIVALENT POSITIONS

Division	Total	FTE
Administrative Division	$ 586,587	9.75
Community and Guest Experience Division	$ 425,734	7.00
Infrastructure Division	$ 1,969,810	37.00
Animal Care Division	$ 2,830,422	60.00
Grand Total	$ 5,812,553	113.75





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/COST: Office of the Director/$202,678

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

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

PROGRAM/COST: Finance/$279,899

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

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

PROGRAM/COST: Human Resources/$104,010

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

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

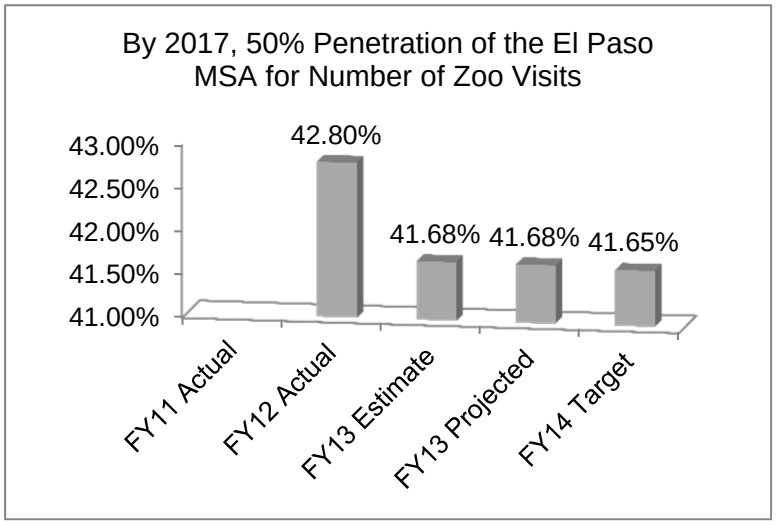
DIVISION: COMMUNITY AND GUEST EXPERIENCE

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?
It signifies how big of an attraction the Zoo is to the El Paso community and whether or not our attendance is growing with the area.

What do these numbers tell us?
The numbers tell us the penetration rates for the El Paso Zoo in relation the El Paso MSA.



PROGRAM/COST: Community Outreach/$18,191

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

Community Outreach		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percent of total attendance driven by special events	6%	6%	8%
Output	Number of education/conservation and community events	8	9	10
Output	Number of fundraising, special, and catering events	39	39	40
Demand	Number of education/conservation and community events expected to be conducted or participated in	8	9	10
Efficiency	Program expenditure per amount collected through fundraising, special, and catering events			

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

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

Marketing and Public Relations		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percent penetration of the El Paso MSA for number of zoo visits	42.80%	41.68%	41.65%
Result	Number of households in the MSA will be members in the Zoological Society	3,215	3,215	7,500
Output	Number of promotional materials distributed in 2014	156	156	156
Demand	Number of promotional materials expected to be distributed in 2014	452,000	325,000	452,000
Efficiency	Program expenditure for Marketing	$70k	$80k	$90k

PROGRAM/COST: 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.

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

PROGRAM/COST: El Paso Zoo Conservation Education/$388,088

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

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

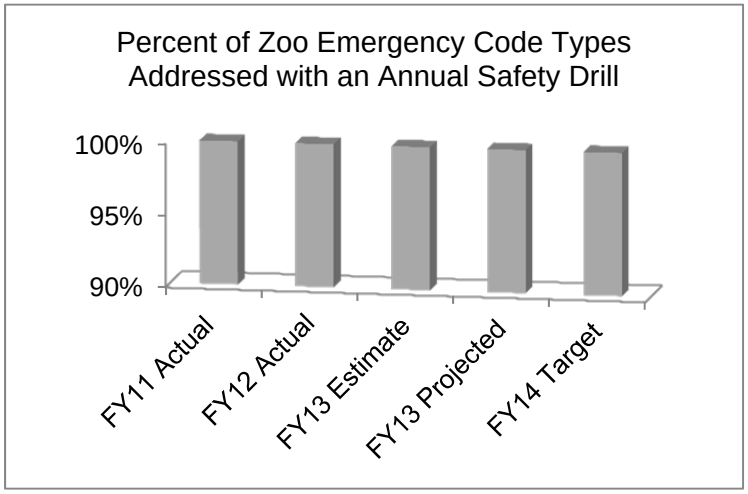
DIVISION: INFRASTRUCTURE

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. Making sure we drill for each possible emergency keep the entire staff prepared for each scenario.

What do the numbers tell us?
We are prepared, compliant and practice for emergency situations.



PROGRAM/COST: Capital Improvements/$0

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

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

PROGRAM/COST: Facilities Support Group/$1,679,410

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.

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

PROGRAM/COST: Team Development and Morale/$15,051

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

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

* Baseline data to be determined in 2014.

PROGRAM/COST: Risk Management/$275,349

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

Risk Management		FY 2012 Actual	FY 2013 Projected	FY 2014 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			

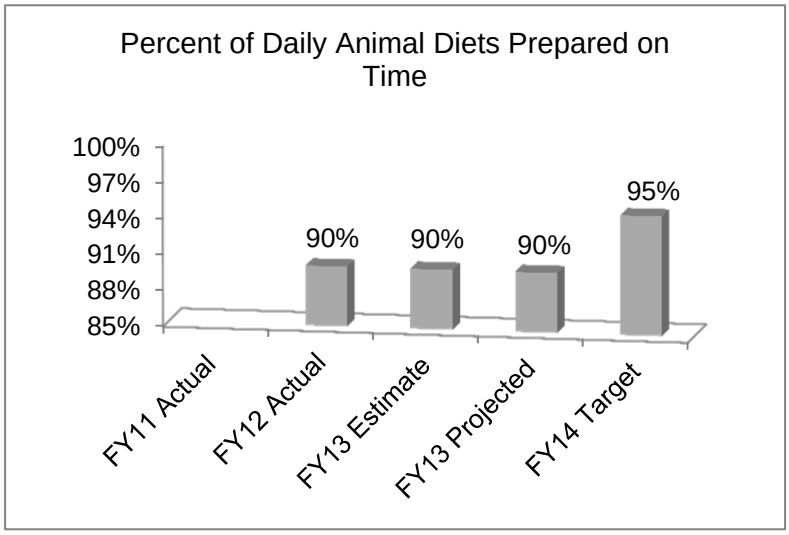
DIVISION: ANIMAL CARE

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: 95% of daily animal diets prepared on time

Why is this measure important?
Animal welfare is our highest priority and there are many factors that play into it.

What do these numbers tell us?
Timely diet preparation is one of the key factors that helps to keep animals healthy and it is imperative we feed them on time.



PROGRAM/COST: Animal Nutrition/$379,555

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

Animal Nutrition		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percent of animal diets prepared correctly per month	95%	95%	99%
Result	Percent of daily animal diets prepared on time	90%	90%	95%
Output	Number of animal diet preparations	85,855	85,855	82,855
Demand	Number of animal diets expected to be prepared	91,250	91,250	91,250
Efficiency	Program expenditure per animal diet preparation	$3.23	$2.74	$2.74

PROGRAM/COST: Animal Care and Management/$1,979,152

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

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

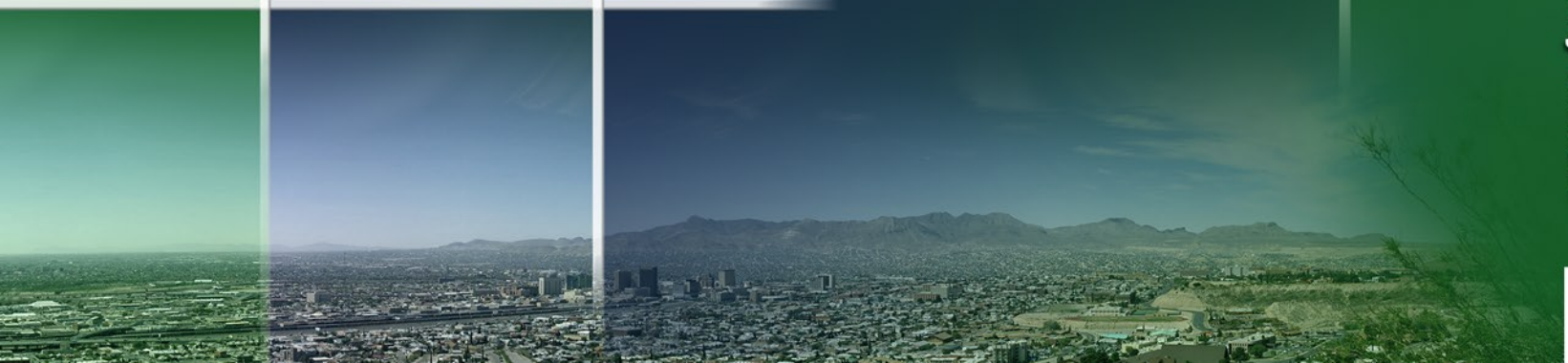
PROGRAM/COST: Veterinary Care/$471,715

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

Veterinary Care		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Experience 1 or fewer non-compliance items on each USDA animal care inspection	0	0	0
Output	Number of laboratory submissions	780	790	800
Output	Number of animal prescriptions	1,336	1,336	1,327
Demand	Number of routine annual exams expected to be performed	396	402	408
Efficiency	Program expenditure per zoo animal cared for	$37	$42	$45

PUBLIC SAFETY & COMMUNITY SERVICES

- Environmental Services
- Fire
- Municipal Clerk
- Police
- Public Health



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	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
Personal Services	16,643,712	18,174,374	19,743,674	20,028,036
Contractual Services	7,462,978	8,321,294	9,941,166	10,884,676
Materials/Supplies	3,871,548	4,465,192	5,207,524	6,074,137
Operating Expenditures	8,301,740	12,385,070	3,832,401	3,748,172
Non-Operating/Intergovt. Exp	2,599,314	4,308,086	3,611,032	2,954,251
Internal Transfers	2,638,385	2,482,080	13,478,448	17,709,208
Capital Outlay	2,821,581	900,484	10,605,000	7,731,663
Total Appropriation	**44,339,256**	**51,036,580**	**66,419,245**	**69,130,144**

Source of Funds	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government	3,221,704	2,270,643	2,247,985	0
Community Development Block Grants	52,895	53,415	0	0
Debt Service	0	0	0	0
Capital Projects	0	0	40,000	0
Nonmajor Governmental Funds	1,242,835	199,945	0	0
Fiduciary Funds	0	0	0	0
Proprietary Funds	39,821,822	48,512,578	64,131,260	69,130,144
Total Funds	**44,339,256**	**51,036,580**	**66,419,245**	**69,130,144**

Positions	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Adopted
General Fund	10.00	46.00	45.50	0.50
Non-General Fund	325.70	365.60	409.20	447.10
Total Authorized	**335.70**	**411.60**	**454.70**	**447.60**

Environmental Services

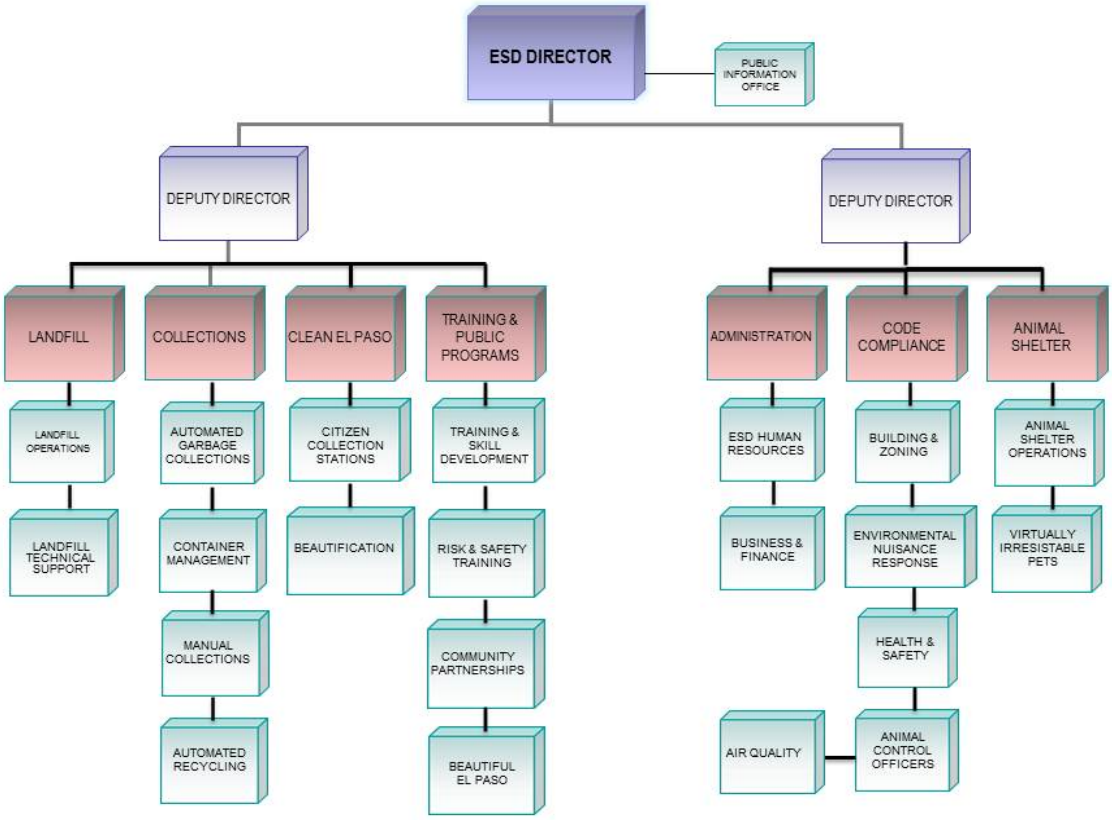
Division Summary

	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government				
Animal Shelter Operations	2,767,727	1,820,313	2,247,985	0
Code Compliance	453,977	448,819	0	0
Environmental Services Administration	0	0	0	0
ESD Non-Departmental	0	1,510	0	0
Sub Total	3,221,704	2,270,643	2,247,985	0
Community Development Block Grants				
Code Compliance	52,895	53,415	0	0
Debt Service				
SWM Revenue Bonds 2004	0	0	0	0
Capital Projects				
Animal Shelter Operations	0	0	40,000	0
Code Compliance	0	0	0	0
Sub Total	0	0	40,000	0
Nonmajor Governmental Funds				
Animal Shelter Operations	0	0	0	0
Clean El Paso	0	-1,395	0	0
Sanitation State Grants Pass thru	1,242,835	201,340	0	0
Sub Total	1,242,835	199,945	0	0
Proprietary Funds				
Administration	8,757,955	9,251,033	29,815,594	16,224,959
Collections	13,897,671	14,857,314	11,472,349	19,984,556
Code Compliance	3,426,365	4,433,869	5,199,124	10,323,308
ESD Non-Departmental	3,798,752	4,504,764	5,009,804	0
Landfill	5,382,971	5,745,459	4,600,053	5,835,588
Animal Services	0	1,890,703	2,805,931	0
Clean El Paso	1,746,725	1,949,749	1,857,879	5,213,617
Special Collections	1,428,904	1,980,639	1,358,766	0

SWM Eng.	1,029,410	3,064,961	1,343,992	0
Sustainability	0	405,269	342,692	0
Container Collections	359,130	399,077	325,076	0
Training & Public Programs	-6,169	0	0	365,233
SWM Construction Projects 2004	107	0	0	0
Animal Shelter Operations	0	29,742	0	2,854,296
Environmental Fee	0	0	0	8,328,586
Sub Total	39,821,822	48,512,578	64,131,260	69,130,144

All Funds Total	**44,339,256**	**51,036,580**	**66,419,245**	**69,130,144**

ENVIRONMENTAL SERVICES



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

The FY14 budget for Environmental Services Department has been aligned with the Strategic Business Plan. Several organizational changes are being made to complete the alignment. This includes establishing two new funds and one new division. In addition, total ESD operating divisions have been reduced from 10 to 7.

To more closely align environmental fees with costs, the residential fee was increased from $3.00 to $5.00 while the commercial fee was increased from $14.00 to $15.00. The increase in revenue will be used to defray city expense necessary to cleaning up illegally dumped waste, compliance with environmental laws, collecting and disposing of dead animals from public rights of way and equitably sharing costs for business and neighborhood area cleanups and graffiti removal, benefitting residents and businesses in the city.

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;" and,
- 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, especially those related to sustainability, that benefit the community;
- Very limited progress achieving El Paso's sustainability goals;
- City of El Paso vulnerability to New Mexico politics;
- Increased fees for El Paso residents as costs continue to rise; and,
- 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; and,
- 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; and,
- 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; and
- 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, and,
    - Increase in lost work days.

(*As indicated by current ESD mean number of days of time from position requisition to conclusion of recruitment/testing process of 90 days, compared to ICMA 2006 mean of 28.4 days for non-testing positions and 37.3 for positions requiring special tests/assessments.)

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 on the Department resources to educate/outreach and enforce the rules;
- Increased frustration by Department staff (drivers, inspectors) as they spend additional time during their normal work day educating customers and/or explaining codes and services; and,
- 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 that 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; and,
- 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 environmental 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 Sustainability and 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; and,
- 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; and,
- 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;
- 75% of targeted neighborhoods with Partnership Agreements 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;
- 100% of targeted Memorandum of Understandings in place with:
    - City Departments;
        - Community Development,
        - Transportation,
        - Sun Metro,
        - Parks,
        - Libraries,
        - Fire/Police.
    - Local Municipalities;
        - Clint,
        - Socorro,
        - Horizon,
        - Vinton,
        - County of El Paso,
        - Anthony.

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";
    - 80% of healthy adoptable animals will be returned to owners, adopted, cared for by a foster owner or transferred to an Animal Welfare Group within 10 days of intake,
- 80% 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 will be 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% of employees can repeat the mission and describe how they contribute to their program results;
- 100% of vehicles, facilities, communications, and uniforms display our brand;
- 80% of El Pasoans surveyed can identify the services delivered by the department;
- 75% of identified neighboring communities 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 commercial services available to governmental entities and commercial establishments by 2016.

DEPARTMENT ORGANIZATION

1. Administrative Division
   1.1 Office of the Director
   1.2 Human Resources
   1.3 Business and Finance

2. Animal Services Division
   2.1 Animal Shelter
   2.2 Virtually Irresistible Pets

3. Training and Public Programs Division
   3.1 Training and Staff Development
   3.2 Community Outreach
   3.3 Partnerships and Public Programs

4. Clean El Paso Division
   4.1 Citizen Collection Stations
   4.2 Beautification

5. Code Compliance Division
   5.1 Building & Zoning Compliance
   5.2 Environmental Nuisance
   5.3 Health & Safety
   5.4 Air Quality
   5.5 Vector Control
   5.6 Program: Animal Services Field Operations

6. Collections Division
   6.1 Automated Garbage Collections
   6.2 Containers Management
   6.3 Manual Collections
   6.4 Automated Recycling Collections
   6.5 City Facilities Collections

7. Landfill Division
   7.1 Landfill Operations
   7.2 Landfill Technical Support

Environmental Services
Significant Changes

General Fund

Revenue Changes	Dollars
Decreased due to transfer of Animal Shelter Operations from General Fund to Special Revenue Fund for the Environmental Fee	($2,247,985)

Expenditure Changes	Dollars
Decreased due to transfer of Animal Shelter Operations from General Fund to Special Revenue Fund for the Environmental Fee	($2,247,985)

All Funds

Revenue Changes	Dollars
Animal Impound fees, reassigned from the General Fund, combining fiscal and operational oversight	$168,000
Garbage collection billings, and related revenues projected at a 2% increase based on estimated customer base growth	$718,387
Interlocal agreements: reimbursement for environmental and code compliance services provided to the county and nearby municipalities	$470,000
Environmental Fee increase, from $3 to $5 per month for residential units and from $14 to $15 per month for commercial units	$4,835,552
Interfund transfers increase due to the creation of Special Revenue Fund for the Environmental Fee	$4,549,983
Fund Balance Transfers (revenue): budget levels do not require use of fund balance in FY 2014	($2,065,442)

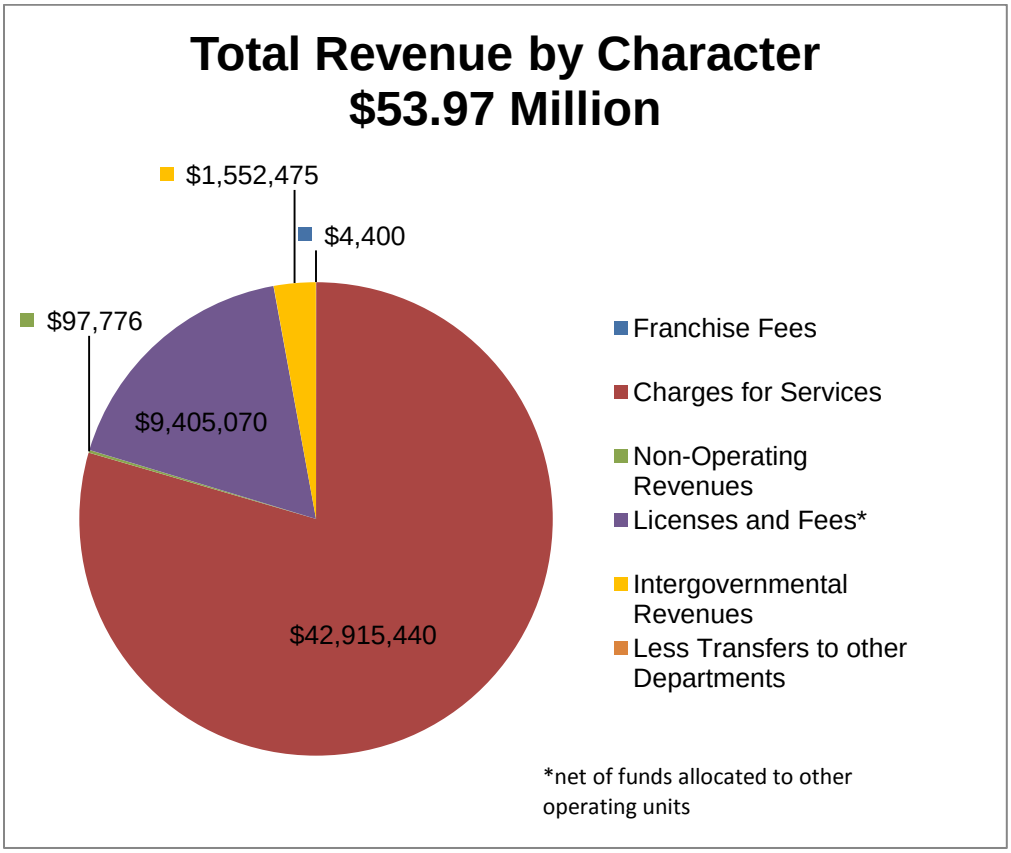
Expenditure Changes	Dollars
Personal Services	
Engineering and Sustainability salaries transferred out. Includes reduction in estimated attrition savings of $290K, sick leave/vacation payoff of $87K, and overtime $24K	($26,704)
Increased health contributions, based on actuals vs. estimated	$171,287
Increased pension contribution rate from 12.85% to 13.45%	$139,779

SIGNIFICANT CHANGES continued

All Funds

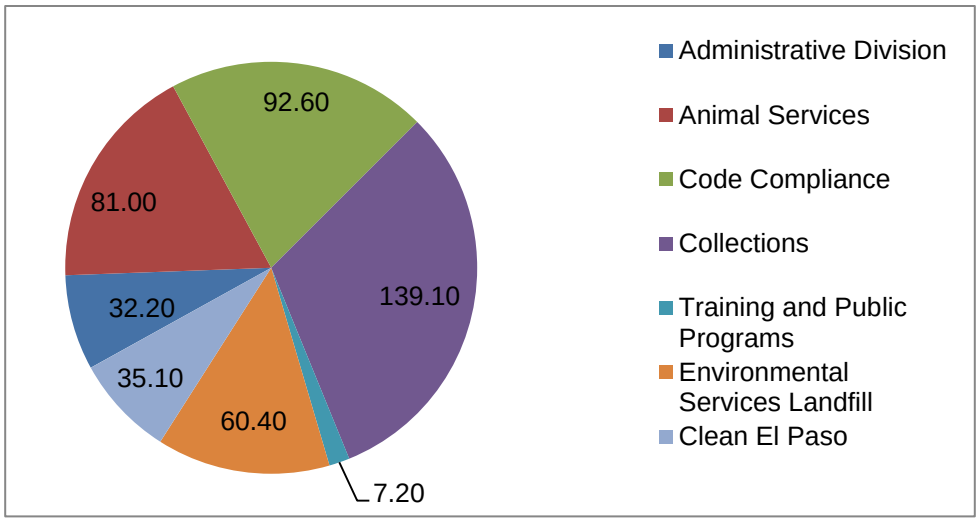
Expenditure Changes	Dollars
Contractual Services	
Temporary Services Contracts: reclassified contract for 3-1-1 services to Outside Contracts account	($550,000)
Outside contracts increased for 3-1-1, Zonar, e-Routing, Martindale, Paradigm, Vets, solar trash cans, truck washing and drug testing	$346,507
Increase in Data Processing Service Contracts: PS, Accela, VoIP, Kronos, Datacenter	$1,042,935
Environmental Contracts: transferred Asbestos Abatement ($250K) to Engineering department; reduction to align with historical expenditures	($627,843)
Increase in downtown management district interlocal agreement	$145,000
Ground keeping Contracts: transferred to General Services department for fiscal and operational oversight	($787,900)
Increase in Equipment Maintenance costs due to rate change from $60/hour to $75/hour and an increase for heavy vehicle equipment maintenance	$1,222,812
Materials and Supplies	
Fuels: $.03 rate increase effective Jan 2014; expanded routes to accommodate new city growth	$780,978
Land Maintenance Supplies: Alternative cover for landfill	$108,750
Data processing equipment: Laptops and PCs replaced in FY 2013	($100,811)
Operating Expenditures	
Landfill Use Expenditures: closure and post-closure accrual costs are lower based on capacity usage rates	($500,000)
Indirect Costs: based on third party independent A-87 cost study	$409,930
Non-Operating Expenditures	
Reduction in revenue bond interest and principal payment expense	($337,683)
Capital Expenditures	
Capital Expenditures: Data Processing Equipment ($815K); Construction ($923K); Off Road Equipment ($1,660K); Cars/Trucks $544K; Medical/Scientific Equipment $132K	($2,741,337)

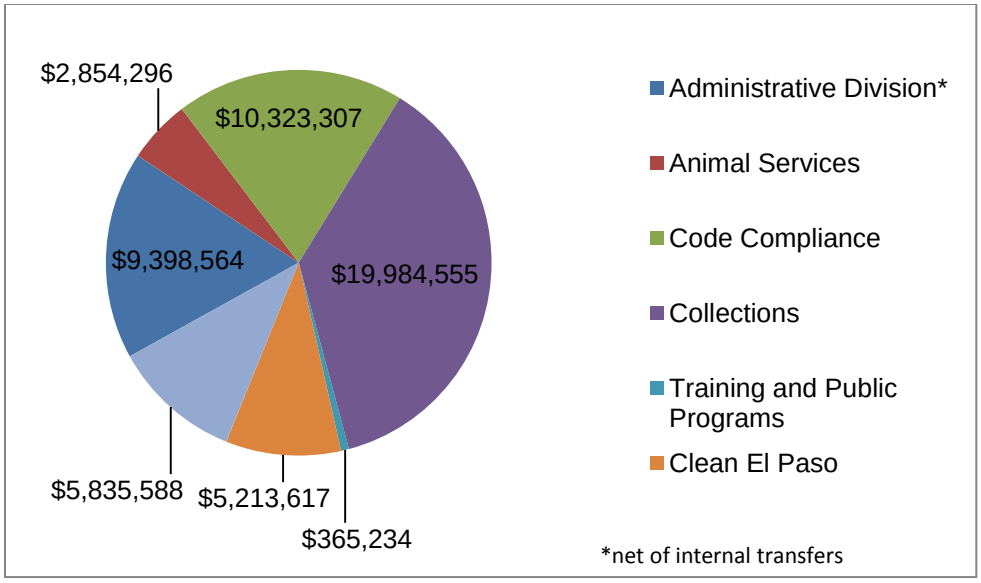
REVENUE BY CHARACTER



EXPENSES AND FULL-TIME-EQUIVALENT POSITIONS

Division	Total	FTE
Administrative Division	$ 9,398,564	32.20
Animal Services	$ 2,854,296	81.00
Code Compliance	$ 10,323,307	92.60
Collections	$ 19,984,555	139.10
Training and Public Programs	$ 365,234	7.20
Clean El Paso	$ 5,213,617	60.40
Environmental Services Landfill	$ 5,835,588	35.10
Grand Total	$ 53,975,161	447.60





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/$7,402,267

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

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

PROGRAM/COST: Human Resources/$357,487

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

Human Resources		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Turnover rate	N/A	18%	18%
Result	Percentage of staffing levels maintained	N/A	75%	75%
Result	Percentage of positions filled within 60 days for General Services positions	N/A	80%	80%
Output	Number of new hires processed	N/A	101	101
Demand	Number of new hires anticipated	N/A	101	125
Efficiency	Program expenditure per department employee	N/A	N/A	$799

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

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

Finance		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percentage of reports and information submitted timely	N/A	90%	90%
Result	Percentage of variance reports for the department (actual expense is below budgeted expense by this percentage)	N/A	.50%	0.50%
Result	Percentage of invoices paid within 30 days	N/A	90%	90%
Output	Number of invoices paid	N/A	2,700	2,700
Demand	Number of invoices expected to be paid	N/A	2,700	2,700
Efficiency	Program expenditure per department expense	N/A	N/A	2%

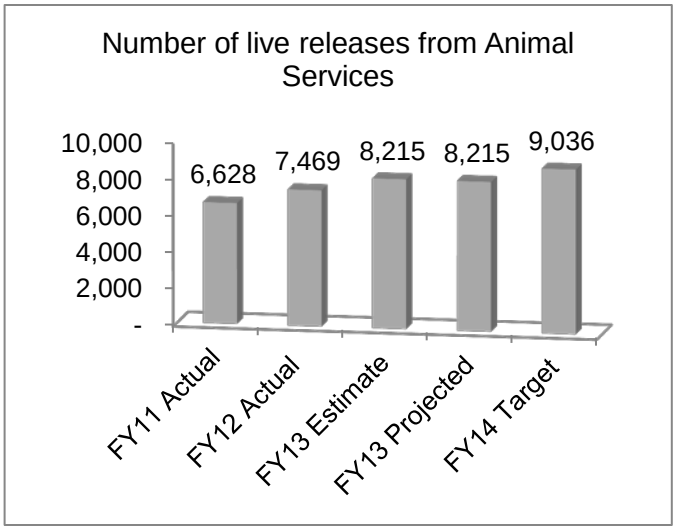
DIVISION: ANIMAL SERVICES

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.

KEY RESULT: 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.



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

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

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

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

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

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

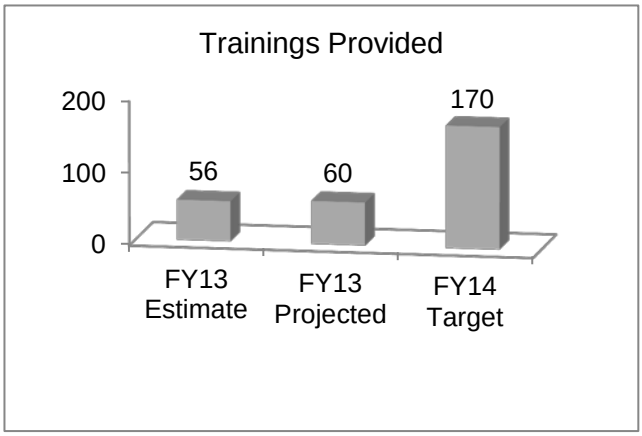
DIVISION: Training and Public Programs

The purpose of the Training and 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: Number of Injuries

Why is This Measure Important?
This measure is important because it gives us several indications including operational issues, tool needs or repairs, training and employee competency that we can improve on and/or correct.

What Do These Numbers Tell Us?
The numbers tell us if our approach is working. This approach could include specific training, reviewing of procedures, correct use of tools or correct tool for the task so that our customers experience a better and more effective service delivery.



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

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

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

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

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

Community Outreach Program		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percentage of targeted neighborhoods where volunteer programs/agreements are established	N/A	N/A	75%
Result	Percentage of targeted community organizations where outreach presentations are conducted	N/A	N/A	75%
Output	Number of community outreach events presented/provided	N/A	N/A	75
Demand	Number of community outreach events requested/required	N/A	N/A	75
Efficiency	Program expenditure per Community Outreach event	N/A	N/A	$1,615

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

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

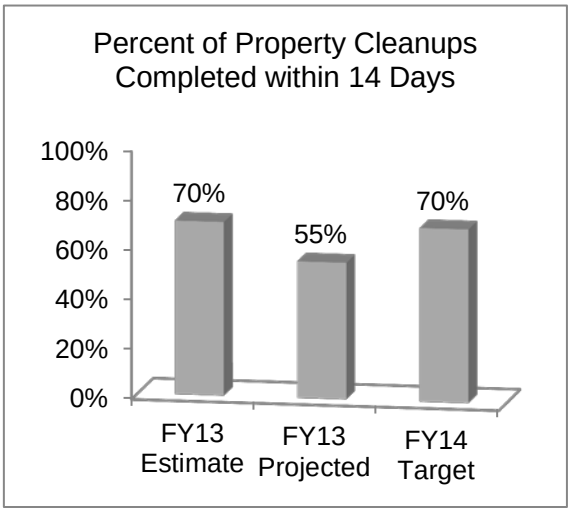
Partnerships & Public Programs		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percentage of targeted community organizations where partnership agreements are established	N/A	N/A	65%
Result	Percent of active neighborhood~~s~~ associations participating in clean-ups	N/A	45%	65%
Output	Number of community partnerships agreements established	N/A	N/A	8
Demand	Number of community partnership agreements requested/required	N/A	N/A	4
Efficiency	Program expenditure per neighborhood group clean-ups for an estimated 120 sites	N/A	N/A	$819

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 RESULT: Percent 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, cases for properties not complying with the City code are 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 completion of work within the 14 day timeframe.

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

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

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

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

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

Beautification		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percentage of property clean-ups completed within 14 calendar days of transfer	N/A	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	N/A	80%	80%
Output	Number of private property clean-ups provided	N/A	1,000	1,000
Demand	Number of private property clean-ups required (as per violations transferred from Code-Nuisance)	N/A	1,500	1,500
Efficiency	Program expenditure per property clean-up	N/A	N/A	$1,998

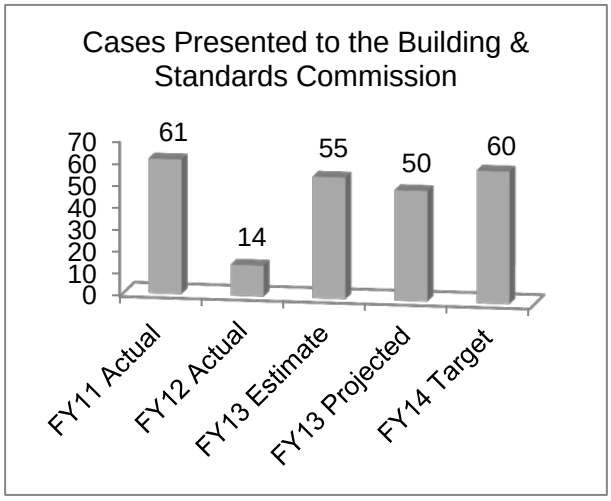
DIVISION: Code Compliance

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 RESULT: Number of cases presented to the Commission

Why is This Measure Important?

This measure is important because it is an indicator of the effectiveness of providing a higher level of public safety to residents of and visitors to the City of El Paso. Cases presented to the Building and Standards Commission (BSC) involves buildings and structures that are unsecured, dilapidated or are unfit for human habitation. The BSC has the authority to issue orders directing the securing and/or demolition of these structures, which often harbor vagrants and invite other illegal activity. The BSC also grants authority to City departments to abate properties which remain non-compliant with the order, thus improving public safety in the City.



What Do These Numbers Tell Us?

The greater the number of cases that are presented to the BSC each year, the more efficient the Building & Zoning Program has become in identifying non-compliant properties and developing case documentation for presentation to the board.

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

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

Building and Zoning		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percentage of properties-inspected which are determined to have complied with correction notices	N/A	70%	80%
Result	Percentage of proactive (patrol) versus reactive (complaint) inspections conducted	N/A	40%	40%
Output	Number of property maintenance inspections conducted	N/A	3,000	3,000
Demand	Number of Property Maintenance complaints received	N/A	1,500	1,500
Efficiency	Program expenditure per Building and Zoning inspection provided based on a combined total inspections of 11,800	N/A	N/A	$136

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

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

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

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

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

Health and Safety		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percentage of facilities inspected annually that pass upon first inspection	N/A	85%	85%
Result	Percentage of proactive (scheduled and patrol) versus reactive (complaint) inspections conducted	N/A	65%	65%
Output	Number of solid waste inspections conducted	N/A	10,000	10,000
Demand	Number of solid waste inspections required	N/A	1,000	1,000
Efficiency	Program expenditure per inspection (first inspection) based on an estimated 11,605 annual inspections including facilities	N/A	N/A	$83

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

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

Air Quality		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percentage of Air Quality data audits submitted on or before deadline	N/A	N/A	100%
Result	Percentage of scheduled inspections completed	N/A	N/A	100%
Output	Number of Air Quality data validation audits provided per month	N/A	490	506,000
Demand	Number of Air Quality data validation audits required per month	N/A	420	490,000
Efficiency	Program expenditure (in city match dollars of $318,027) per day so that people in our communities can live, work and enjoy outdoor activities determined by the air quality index	N/A	N/A	$871

PROGRAM/COST: Vector Control/$672,285

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

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

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

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

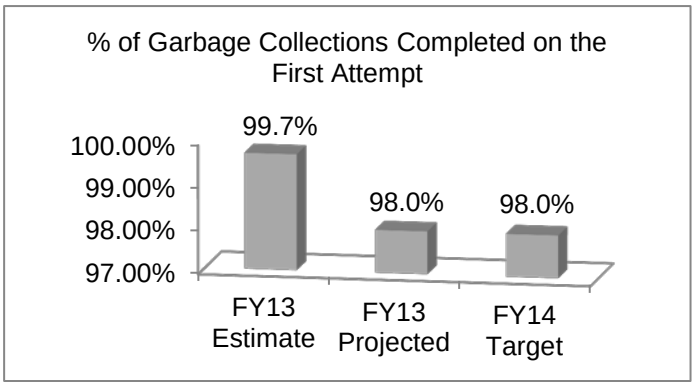
Animal Services Field Operations		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percentage of animal bite investigations resulting in quarantine	N/A	N/A	100%
Result	Percentage of animal cruelty investigations completed within 48 hours	N/A	N/A	99%
Output	Number of cruelty investigations completed	N/A	15	15
Demand	Number of cruelty investigations required	N/A	N/A	15
Efficiency	Program expenditure per animal retrieved in the field based on an estimated 14,200 impoundments	N/A	N/A	$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 on 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 services 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/COST: Automated Garbage Collections/$10,603,913

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

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

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

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

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

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

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

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

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

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

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

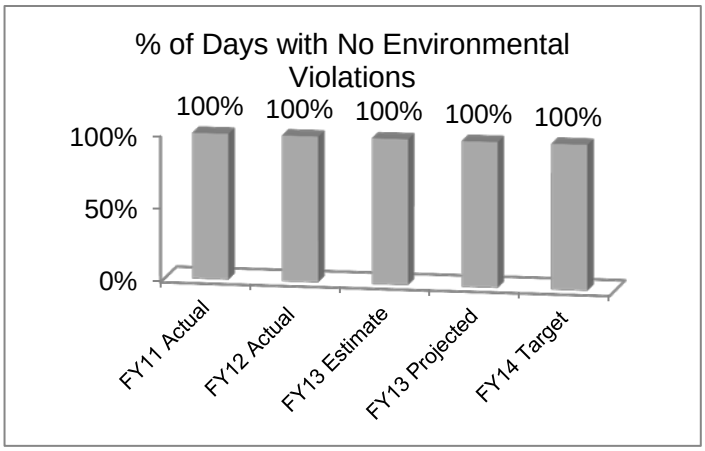
DIVISION: Landfill

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

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

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

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

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

Landfill Technical Support		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Number of days where there are no violations in all of the following areas: Methane, groundwater, storm water, air, nuisance	N/A	100%	100%
Result	Percentage of landfill compliance reports without TCEQ follow-up response	N/A	50%	50%
Output	Number of compliance reports submitted	N/A	45	45
Demand	Number of compliance reports expected	N/A	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	N/A	$56

THE CITY OF EL PASO
TEXAS

Fire

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	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
Personal Services	79,035,400	79,205,433	84,154,302	87,026,530
Contractual Services	4,209,008	4,591,573	3,995,615	4,081,431
Materials/Supplies	3,621,923	8,226,562	4,540,163	4,648,054
Operating Expenditures	264,990	396,024	374,549	264,388
Non-Operating/Intergovt. Exp	282,240	281,377	919,568	1,887,749
Internal Transfers	0	0	0	0
Capital Outlay	3,485,941	5,312,193	100,000	237,500
Total Appropriation	**90,899,503**	**98,013,163**	**94,084,197**	**98,145,652**

Source of Funds	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government	85,039,638	87,571,311	91,853,046	96,234,569
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	0	3,646,552	0	0
Nonmajor Governmental Funds	5,673,490	7,877,827	2,231,151	1,866,842
Fiduciary Funds	0	0	0	0
Proprietary Funds	186,376	-1,082,526	0	44,241
Total Funds	**90,899,503**	**98,013,163**	**94,084,197**	**98,145,652**

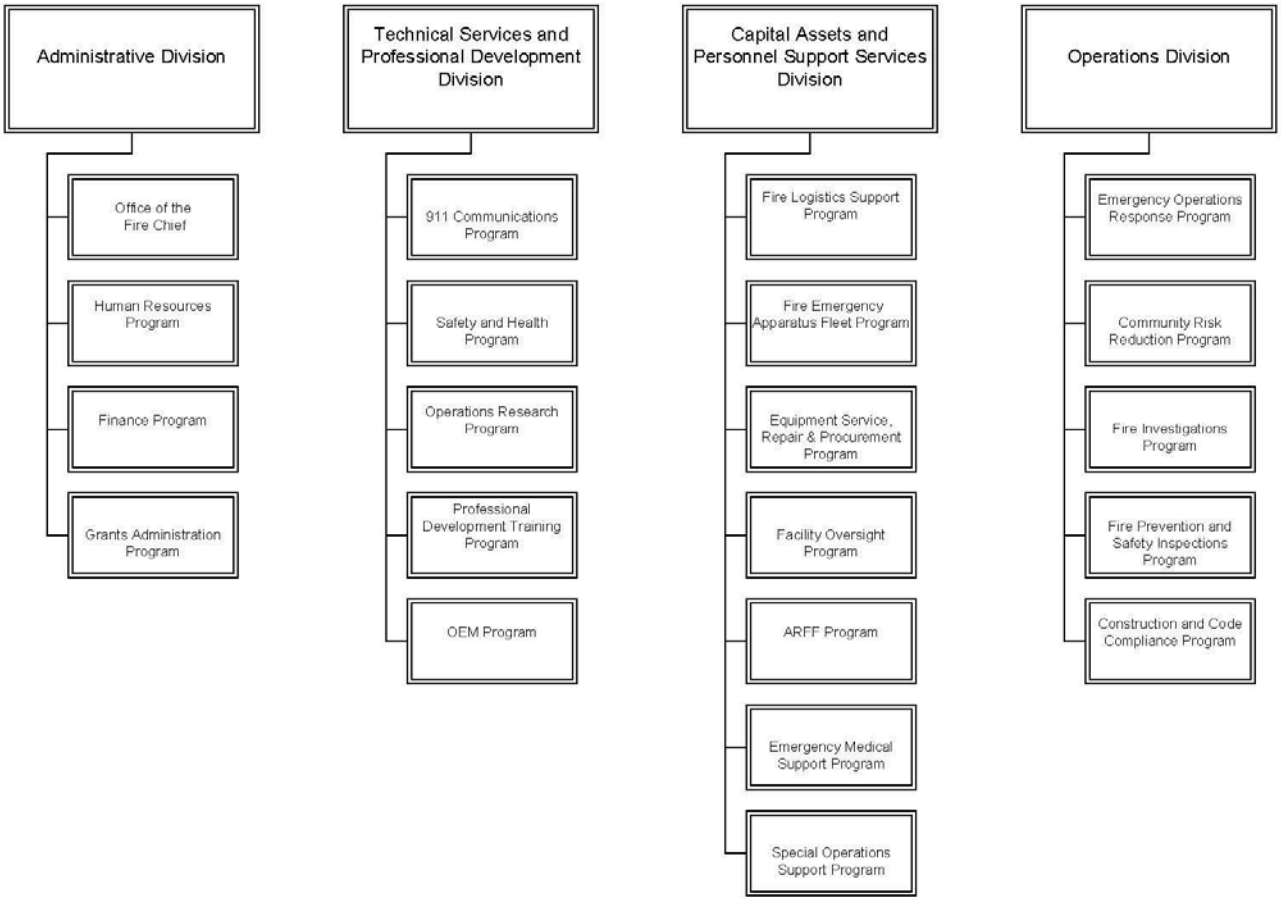
Positions	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Adopted
General Fund	1066.57	1021.57	1038.40	1063.83
Non-General Fund	45.00	59.50	80.00	58.27
Total Authorized	**1,111.57**	**1,081.07**	**1,118.40**	**1,122.10**

Fire

Division Summary

	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government				
FD Emergency Operations	62,941,943	63,416,737	63,450,120	67,790,933
Fire Communications	7,803,593	7,559,411	7,907,745	8,272,603
Fire Logistics	4,661,782	5,981,475	6,899,458	6,837,495
Fire Prevention	3,295,148	3,229,942	3,463,198	3,576,608
Fire Department Administration	1,929,883	2,012,268	2,870,323	4,123,161
Fire Fighting Training	1,895,383	2,001,167	1,983,040	2,096,539
Emergency Medical Support	0	559,920	1,560,008	1,744,578
Station 31	0	0	1,371,754	0
Health and Safety	1,763,232	2,051,826	574,723	322,348
Fire Strategic Planning	430,822	424,418	570,455	550,817
Planning and Infrastructure	1,344	0	427,786	554,480
Special Operations	316,213	334,147	390,949	365,008
Station 37	0	0	283,386	0
Station 5	0	0	100,101	0
Fire Department Grant	295	0	0	0
Sub Total	85,039,638	87,571,311	91,853,046	96,234,569
Capital Projects				
Fire Human Resources	0	3,644,662	0	0
2010 COs	0	1,845	0	0
FY12-13 COs CIP Plan	0	45	0	0
Sub Total	0	3,646,552	0	0
Nonmajor Governmental Funds				
Fire Department Grant	5,658,400	7,856,495	2,183,471	1,681,662
Fire Department Restricted Fund	15,090	21,332	47,680	47,680
Planning and Infrastructure	0	0	0	137,500
Sub Total	5,673,490	7,877,827	2,231,151	1,866,842
Proprietary Funds				
Airport Firefighters	37,007	-1,082,526	0	0
Planning and Infrastructure	149,369	0	0	0
Fire Prevention	0	0	0	44,241
Sub Total	186,376	-1,082,526	0	44,241
All Funds Total	**90,899,503**	**98,013,163**	**94,084,197**	**98,145,652**

EL PASO FIRE DEPARTMENT



DEPARTMENT MISSION

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 HIGHLIGHTS

The Fire Department's FY 2014 All Funds budget of $98,145,652 and General Fund budget of $96,234,569 include an operating cost reduction of $110,161 below FY 2013 levels. Through efficiencies in deployment of resources, inventory control, delivery of service equipment and supplies, contract management, and cost effective staffing approaches, we are able to achieve monetary savings in our operating costs while still fulfilling the mission of the El Paso Fire Department.

The large majority of the budget supports personnel salaries and benefits for the department's 918 uniformed personnel and 204.10 civilian support personnel. The general fund budget increase of $4.4 million is a result of cost of living (COLA) and step increase obligations in the current Collective Bargaining Agreement, as well as the principal and interest payments for the Emergency Vehicle Replacement program, and SAFER grant firefighter staffing and salary obligations.

The Fire Department has successfully undertaken several initiatives this year. Among them is the implementation of Rescue 5. This initiative placed an additional ambulance in operation to primarily respond to the previously underserved districts surrounding the Medical Center of the Americas. We have added two new fire stations, one on the Westside of town, Station 31, and one on the Eastside, Station 37, to address identified service gaps in the community. Combined with the enhanced Effective Response Force by the SAFER firefighters and process changes in 911 Communications we have reduced our emergency response time by approximately 3 minutes.

Through a focus in advanced medical training and certification, 60 new paramedics have been certified in the past year allowing us to consistently staff all ambulances and 67% of fire apparatus with paramedics. This practice allows our first responders to provide advanced life support (ALS) and a higher level of medical care to the community allowing us to reach our strategic result of 90% of Advanced Life Support calls responded to within 10 minutes or less by 2017.

Fire Department initiatives for FY 2014 include increasing the number of female applicants to our certification academies, expanding our home safety survey and smoke detector programs, and increasing the number of trained and certified paramedics with the end goal of staffing 100% of our first response apparatus with ALS capabilities.

ISSUE STATEMENTS

Issue 1

Aging community infrastructure, aging capital assets, and projected 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 to the existing level of enhanced service
- Reduced ability to prevent, prepare, respond, and recover from national 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 other 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 2017, 90% of all emergency calls responded to within 9 minutes or less citywide (from the time that call is answered) (EPFD 2012, 9:33 minutes)
  - By 2017, 90% of fire emergency calls responded to within 8 minutes or less citywide
  - By 2017, 90% of Advanced Life Support calls responded to within 10 minutes or less
  - By 2017, 0.00004 fire deaths per capita
  - By 2014, 70% of fires contained to room of origin (67% EPFD in 2012, national average 72%)
  - By 2017, 80% of residences that meet or exceed the national average for working smoke alarms
  - By 2014, 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 2017, 7.5% 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 2017, 95% of employees in each rank will have completed the Employee Development Program
  - By 2016, 100% of employees promoted to the rank of Fire Suppression Technician will have completed the Driver Training Program
  - By 2016, 100% of employees promoted to the rank of company officer will have completed the Officer Development Training Program
  - By 2016, 100% of employees promoted to the rank of chief officer will have completed the Chief Officer Training Program
  - By 2017, 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 2015, 10% reduction in the number of motor vehicle accidents from 53 to 47
  - By 2015, 20% reduction in on-the-job injuries and exposures (casualties) from 220 to 176
  - By 2015, 10% of safety violations corrected within the established schedule
  - By 2015,15% reduction in dollar amount paid in claims from $640,867 to $544,737
  - By 2017, 85% of firefighters will pass the incumbent physical assessment test
  - By 2015, 10% reduction of days lost from on the job injuries from 3,115 to 2,803

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 evidenced by:

  - By 2014, 35% increase of El Paso businesses and residents will successfully receive alerts through implemented mass notification system
  - By 2015, 10% of El Paso population trained in at least compressions CPR
  - By 2017, 10% of cardiac calls where compression CPR was initiated prior to our arrival
  - By 2017, El Paso residences will meet or exceed the national average by 80% for working smoke alarms
  - By 2017, 70% of El Paso homes will have prepared a home evacuation plan and practiced it within the last 6 months
  - By 2017, 30% of the local population will receive community outreach preparedness programs
  - By 2017, 20% of neighborhood associations will develop a neighborhood emergency response plan
  - By 2014, 1% or less of high risk buildings with fire incidents (not incendiary)

Strategic Result 5 - Customer Satisfaction

By 2015, 98% of El Paso residents say they are satisfied or very satisfied with the El Paso Fire Department in the latest city survey

DEPARTMENT ORGANIZATION

1. **Administrative Division**
   1.1. Office of the Director Program
   1.2. Grant Administration Program
   1.3. Finance Program
   1.4. Human Resources Program

2. **Operations Division**
   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. **Capital Assets and Personnel Support Services Division**
   3.1. Aircraft Rescue and Firefighting Support Program
   3.2. Emergency Medical Support 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. **Technical Services and Professional Development Division**
   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 $776,457 in revenue due to current collection trends. Transports are expected to increase as a result of policy changes in Basic Life Support transports, and improvements in the Medicare and Medicaid reimbursements.	$776,457
The budget includes an increase in ambulance franchise revenue of $60,218 due to rate increase of 0.7% in 2011 on the portion collected from ambulance service providers.	$60,218
The budget includes a revenue reduction in fire inspections of $8,765 as a result of decreased growth in the city.	($8,765)

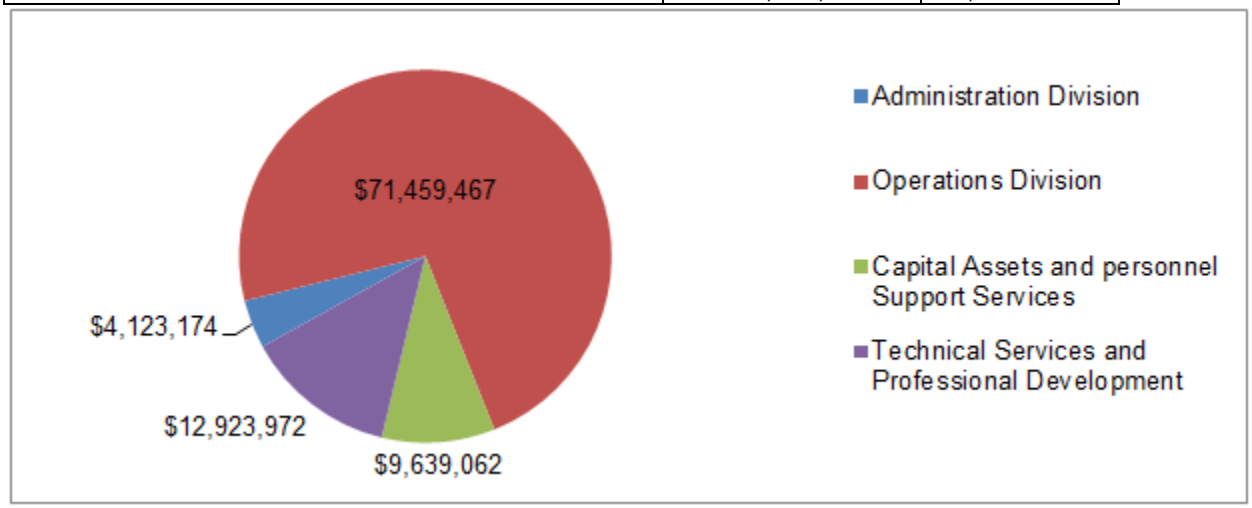
Expenditure Changes	Dollars
Collective Bargaining	
The budget includes full-year funding for the second year of the FY 2012 Collective Bargaining Agreement in the amount of $307,001, which includes a 1.0% general wage increase.	$307,001
The budget includes $1,688,215 for the sick leave incentive payout program with a variance of $61,077 over FY 2013.	$61,077
The budget includes $368,925 for the increase in workers compensation contribution and the health insurance contribution.	$368,925
The budget includes step increases related to service tenure for existing firefighters in the amount of $941,679.	$941,679
Emergency Operations	
The budget includes $1,135,159 transferred from Grants to the General Fund for 20 firefighters as part of the Staffing for Adequate Fire & Emergency Response Grant (SAFER)	$1,135,159
Professional Development and Training	
The budget includes a certification class for 30 firefighters to start in May of 2014 for a total budget of $275,235.	($39,573)
The budget includes an increase of $87,000 for an additional paramedic class to reach the Advanced Life Support strategic targets.	$87,000

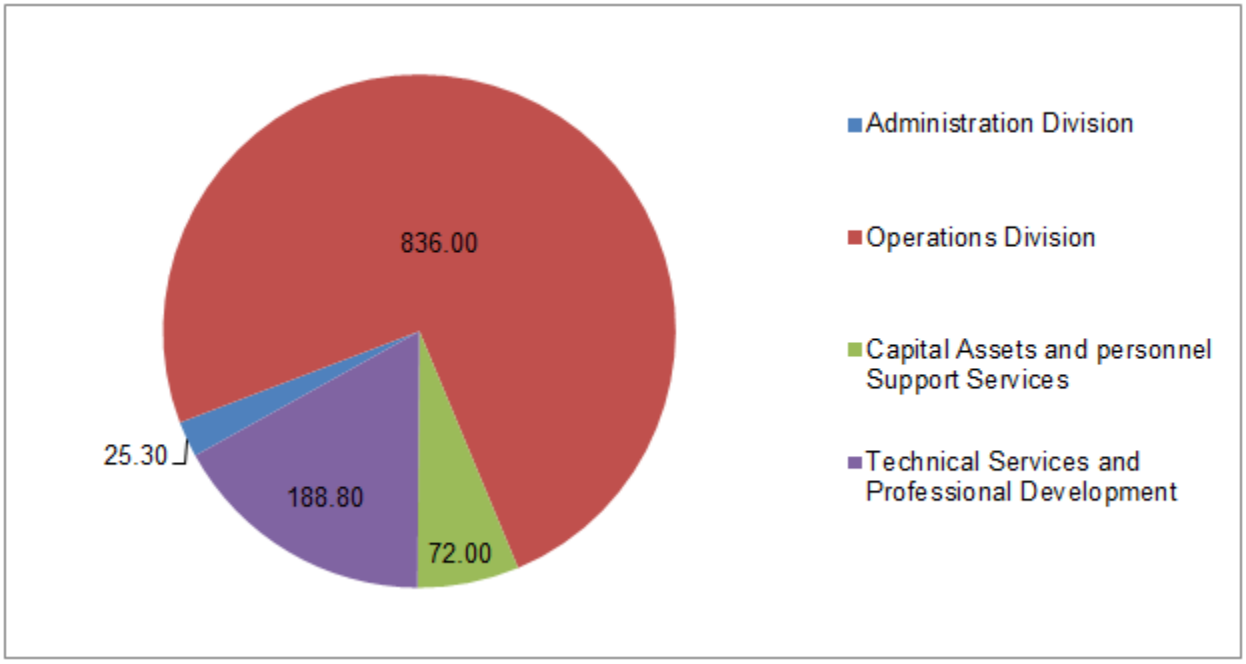
General Fund

Communications	
The budget includes an increase of $370,073 which includes $131,905 for a communications manager position transferred from the Police Department budget. Also, the attrition rate for public safety communicators was reduced.	$370,073
The budget includes a reduction of Faneuil contract due to lower than projected revenues.	($165,480)
Emergency Medical Support	
The budget includes an increase to billing and collection as a result of the $776,457 increase in projected revenue.	$124,959
Logistics	
The budget includes an increase in clinical and medical supplies to reflect the usage of supplies in FY 2013 and the additional ambulance for Station 5.	$126,688
The budget includes a reduction in safety gear as a result of the one-time increase in staffing due to the SAFER firefighters and a minor catch-up period in the replacement schedule.	($203,071)
The budget includes vehicle maintenance contracts for the engine replacement of aging emergency vehicles.	$151,000
The budget includes an increase in vehicle maintenance supplies for preventative maintenance and repairs of the new and aging apparatus.	$110,675
Fire Prevention	
Includes the civilianization of the Fire Code Compliance Inspectors that allowed the department to use uniform personnel in the field without increasing staffing levels.	$171,104
Department Wide	
The budget reflects a reduction in paging services and office equipment leases.	($162,397)
Administration	
The principal and interest payments of the Emergency Response Vehicle Replacement program for the 2 Compass Loans totaling $10 million for the replacement of emergency apparatus such as pumpers, aerials, and ambulance.	$1,019,451
Includes an internal reorganization in Administration for Human Resources and Finance.	

EXPENDITURES AND FULL-TIME-EQUIVALENT POSITIONS

Division	Total	FTE
Administration Division	$4,123,174	25.30
Operations Division	$71,459,467	836.00
Capital Assets and personnel Support Services	$9,639,062	72.00
Technical Services and Professional Development	$12,923,972	188.80
Grand Total	$98,145,675	1,122.10





DIVISION: ADMINISTRATIVE

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

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

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

Office of the Director		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percent of City Official inquiry responses provided within 24 hours	New Measure	New Measure	98%
Result	Percent of current year strategic results achieved	New Measure	New Measure	35%
Output	Number of City Official inquiry responses provided	New Measure	New Measure	TBD
Demand	Number of City Official inquiry responses anticipated to be requested	New Measure	New Measure	TBD
Efficiency	Administrative Division Expenditure per dollar total Department	New Measure	New Measure	$0.037

PROGRAM/COST: Grant Administration / $252,189

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

Grant Administration		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percent of grants without audit findings per grant dollar	New Measure	New Measure	0.01%
Result	Percent of grant reimbursements received within 30 days of fund expenditure	New Measure	New Measure	95%
Output	Dollars of grant funds managed	New Measure	New Measure	$8.7M
Demand	Dollars of grant funds anticipated to be managed	New Measure	New Measure	$6.8M
Efficiency	Program expenditures per dollar of grant funds managed	New Measure	New Measure	$0.04

PROGRAM/COST: Finance / $2,422,216

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

Finance		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percent variance of 6 month estimate of revenue and expenditure to year end actual	New Measure	New Measure	2%
Result	Percent of vendor invoices paid within 30 days	New Measure	New Measure	85%
Output	Number of vendor invoices paid	New Measure	New Measure	13,250
Demand	Number of vendor invoices anticipated to be paid	New Measure	New Measure	13,500
Efficiency	Program expenditures per dollar department budget	New Measure	New Measure	$0.03

PROGRAM/COST: Human Resources / $719,908

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

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

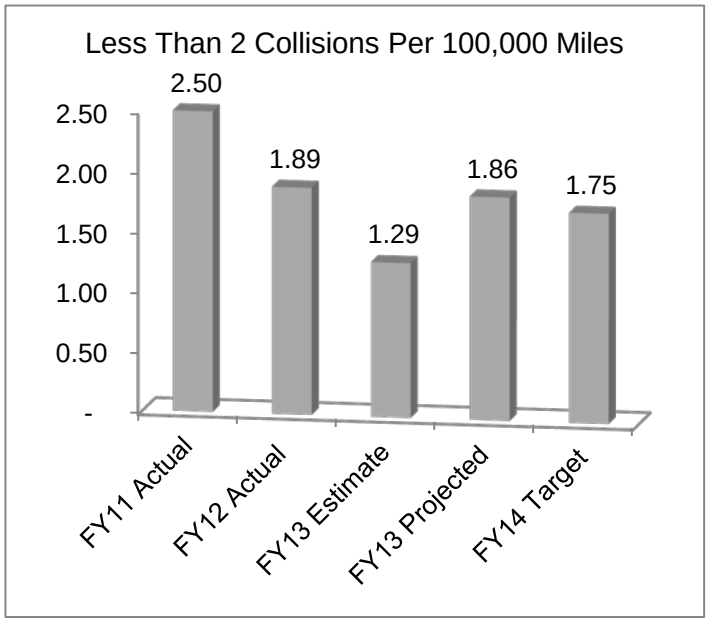
DIVISION: OPERATIONS

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 medical emergency calls responded to within: 1:30 minutes turn-out time and 5:30 minutes travel time

Why is This Measure Important?
With an emergency response turn-out time of 1:30 minutes and travel time of 5:30 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 2014 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 2013. This measure was not captured prior to FY 2013.



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

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

Community Risk Reduction		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percent of residences meeting or exceeding national average for working smoke alarms	New Measure	New Measure	35%
Result	Percent of residences that have a practiced home evacuation plan	New Measure	New Measure	35%
Output	Number of home safety surveys conducted	New Measure	New Measure	1,000
Demand	Number of smoke alarm installation requests	New Measure	New Measure	250
Efficiency	Program expenditure per capita	New Measure	New Measure	$1.03

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

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

Construction Code Compliance		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percent of building plan reviews conducted within 48 hours of a request	New Measure	New Measure	98%
Result	Percent of construction inspections completed within 24 hours of a request	New Measure	New Measure	80%
Output	Number of building plans review conducted	New Measure	New Measure	1,519
Demand	Number of building plans reviews expected to be requested	New Measure	New Measure	1,600
Efficiency	Percent of program expenditures covered by fees collected	New Measure	New Measure	68%

PROGRAM/COST: Emergency Operations Response / $68,953,756

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

Emergency Operations Response		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percent of fires confined to room of origin	New Measure	New Measure	70%
Result	Percent of fire emergency calls responded to within 8 minutes or less, citywide	New Measure	New Measure	90%
Output	Number of fire and emergency responses provided	New Measure	New Measure	50,754
Demand	Number of emergency responses anticipated to be required	New Measure	New Measure	71,346
Efficiency	Net program expenditure per capita	New Measure	New Measure	$87.57

PROGRAM/COST: Fire Investigations / $964,021

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

Fire Investigations		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percent of fires that have an undetermined cause	New Measure	New Measure	<10%
Result	Percent of criminal cases cleared by arrest	New Measure	New Measure	20%
Output	Number of juvenile fire setter intervention/education contacts made	New Measure	New Measure	30
Demand	Number of juvenile fire setter intervention/education contacts requested	New Measure	New Measure	50
Efficiency	Program expenditure per origin and cause investigation hour spent	New Measure	New Measure	$175.28

PROGRAM/COST: Fire Prevention & Safety Inspections / $1,101,502

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

Fire Prevention and Safety Inspections		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percent of permits renewed within 30 days of expiration	New Measure	New Measure	85%
Result	Percent of fire code complaints responded to within 3 days of receipt	New Measure	New Measure	75%
Output	Number of fire safety inspections completed (operational permits)	New Measure	New Measure	1,776
Demand	Number of fire safety inspections expected to be required	New Measure	New Measure	1,800
Efficiency	Program expenditure per inspectable property (occupancy)	New Measure	New Measure	$44.83

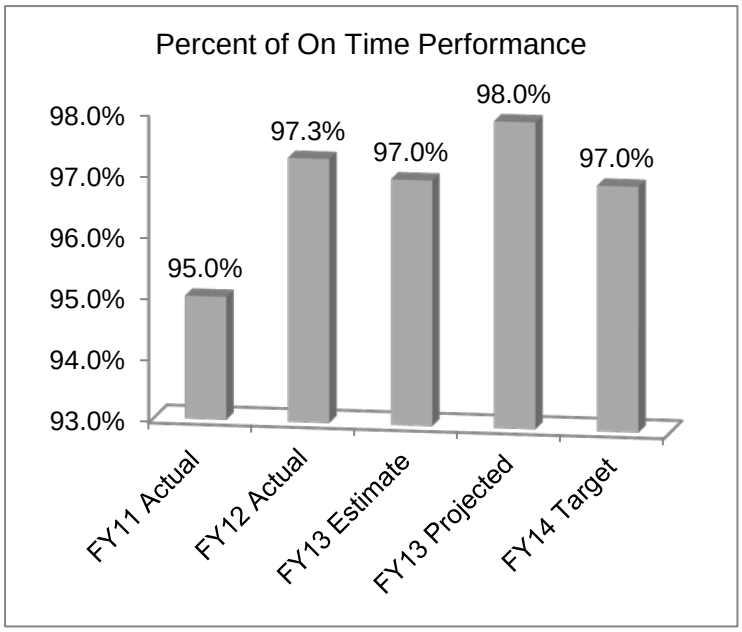
DIVISION: CAPITAL ASSETS AND PERSONNEL SUPPORT SERVICES

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

KEY RESULT: 80% 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 2014 target of 80% is the baseline that was established as a result of the strategic business plan developed during FY 2013. This measure was not captured prior to FY 2013.



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

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

Aircraft Rescue and Firefighting Support		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percent of days per year that there are no aircraft-related accidents	New Measure	New Measure	90%
Result	Percent of departures and arrivals without runway incursions	New Measure	New Measure	99%
Output	Number of training sessions delivered	New Measure	New Measure	8
Demand	Number of training sessions expected to be required	New Measure	New Measure	19
Efficiency	Program expenditure per aircraft takeoff and landing	New Measure	New Measure	$29.13

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

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

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

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

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

Special Operations Support		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percent of firefighters with HazMat and USAR certifications meeting minimum required continuing education hours annually	New Measure	New Measure	98.5%
Result	Percent of total contact training hours spent in multi-agency training	New Measure	New Measure	60%
Output	Number of total training contact hours	New Measure	New Measure	216
Demand	Number of special operations training sessions anticipated to be requested and required	New Measure	New Measure	96
Efficiency	Program expenditure per training contact hour	New Measure	New Measure	$1,779.50

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

The purpose of the Fire Emergency Equipment and Support program is to provide equipment maintenance, training, and support services to Fire Department divisions and other public safety organizations so they can safely work in hazardous environments and have reliable equipment to save lives and reduce hazards.

Equipment Service, Repair and Procurement		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percent of hydraulic rescue tools available (excluding preventive maintenance)	New Measure	New Measure	95%
Result	Percent of self-contained breathing apparatus available (excluding preventive maintenance)	New Measure	New Measure	97%
Output	Number of preventative maintenance tests and service applications completed (PPE's, hydraulic rescue tools, AED, SCBA's)	New Measure	New Measure	3,000
Demand	Number of preventative maintenance tests and service applications expected to be required (PPE's, hydraulic rescue tools, AED, SCBA's)	New Measure	New Measure	2,064
Efficiency	Program expenditure per preventative maintenance tests and services applications completed	New Measure	New Measure	$516.61

PROGRAM/COST: Facility Oversight / $711,344

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

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

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

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

Fire Emergency Apparatus Fleet		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percent of apparatus fleet fully operational and available	New Measure	New Measure	80%
Result	Percent of preventive maintenance completed on apparatus units delivered by date promised	New Measure	New Measure	70%
Output	Number of preventative maintenance service applications completed (fluids, aerials, pumps and general)	New Measure	New Measure	220
Demand	Number of preventative maintenance service applications expected to be required	New Measure	New Measure	480
Efficiency	Program expenditure per number of preventative maintenance service applications completed	New Measure	New Measure	$15,733.49

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

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

Fire Logistics Support		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percent of general and medical supply deliveries completed which are unscheduled	New Measure	New Measure	10%
Result	Percent of appliance repairs completed within 24 hours	New Measure	New Measure	20%
Output	Number of station and office supply deliveries (disposable) provided	New Measure	New Measure	840
Demand	Number of station and office supply deliveries (disposable) expected to be required	New Measure	New Measure	840
Efficiency	Program expenditure per emergency response supported	New Measure	New Measure	$26.82

DIVISION: Technical Services and Professional Development

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

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.
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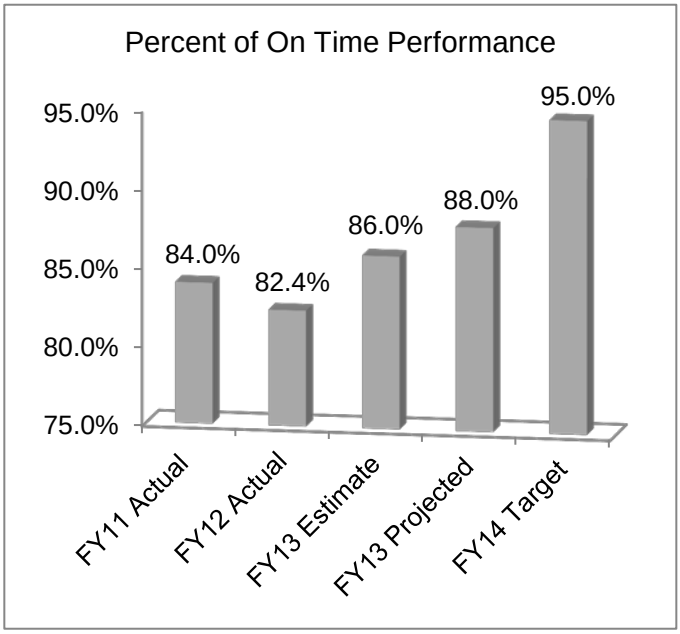
What Do These Numbers Tell Us?
The FY 2014 target of 95% is the baseline that was established as a result of a combination of the department's process of achieving international accreditation by the Commission on Fire Accreditation International during late FY 2012/early FY 2013 and the strategic business plan development process in FY 2013. This measure was not captured prior to FY 2013.



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

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

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

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

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

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

PROGRAM/COST: Operations Research / $578,480

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

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

PROGRAM/COST: Professional Development & Training / $2,005,027

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

Professional Development Training		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percent of probationary employees (new and promotional) who will have a trained mentor is to be determined. Establish a baseline in FY 2013 and establish target for FY 2014.	New Measure	New Measure	58.50%
Result	Percent of personnel who are qualified as paramedic preceptors and or field training officers.	New Measure	New Measure	45%
Output	# of medical training and fire continuing education contact hours provided	New Measure	New Measure	72,578
Demand	# of medical and fire training continuous education contact hours expected to be required	New Measure	New Measure	72,578
Efficiency	Program expenditure per course/contact hour	New Measure	New Measure	$26.65

PROGRAM/COST: Health & Safety / $611,256

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

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

Municipal Clerk

Mission Statement

To deliver quality customer service by promoting ready access to City documents and information, by creating and maintaining accurate records of City and Municipal Court actions, and by providing equitable access to justice in the adjudication of cases under Municipal Court's jurisdiction.

Budget Summary	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
Personal Services	3,873,117	4,353,469	4,107,293	4,255,814
Contractual Services	1,110,661	834,808	1,582,096	1,418,887
Materials/Supplies	76,143	107,972	119,968	185,868
Operating Expenditures	266,183	247,138	282,725	281,425
Non-Operating/Intergovt. Exp	34,030	9,677	55,000	49,166
Internal Transfers	1,500,000	0	0	0
Capital Outlay	30,361	32,480	91,000	197,000
Total Appropriation	**6,890,495**	**5,585,544**	**6,238,082**	**6,388,160**

Source of Funds	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government	4,884,235	4,531,962	5,255,507	5,058,023
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	0	44,500	18,500	0
Nonmajor Governmental Funds	2,006,261	542,402	917,000	1,330,137
Fiduciary Funds	0	0	0	0
Proprietary Funds	0	466,679	47,075	0
Total Funds	**6,890,495**	**5,585,544**	**6,238,082**	**6,388,160**

Positions	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Adopted
General Fund	87.20	89.20	89.20	90.00
Non-General Fund	0.10	0.10	3.10	1.10
Total Authorized	**87.30**	**89.30**	**92.30**	**91.10**

Municipal Clerk

Division Summary

	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government				
Municipal Clerk Administration	3,425,698	3,437,507	3,654,482	3,842,162
Municipal Clerk - City Clerk	723,263	390,251	863,913	426,529
Municipal Clerk Judiciary	735,274	704,204	737,112	789,332
Sub Total	4,884,235	4,531,962	5,255,507	5,058,023
Capital Projects				
Municipal Clerk Administration	0	39,139	18,500	0
Municipal Clerk - City Clerk	0	5,361	0	0
Sub Total	0	44,500	18,500	0
Nonmajor Governmental Funds				
Municipal Clerk Administration	2,006,261	536,978	917,000	1,274,500
Municipal Clerk - City Clerk	0	5,424	0	55,637
Sub Total	2,006,261	542,402	917,000	1,330,137
Proprietary Funds				
Municipal Clerk Administration	0	466,679	47,075	0
All Funds Total	**6,890,495**	**5,585,544**	**6,238,082**	**6,388,160**

Municipal Clerk
Significant Changes

General Fund

Revenue Changes	Dollars
The decrease in revenue projection is due to a decline in ticket issuance during FY 2013. No amnesty period is scheduled for FY 2014.	($1,558,096)

Expenditure Changes	Dollars
Personal Services The increase is due to adding a Business Systems Analyst position. This cost will be passed to the project cost of the Court's Case Management replacement project. A Customer Relations Representative position was added to extend operational hours at the Westside bond office. Pay raises for Judges and healthcare and pension adjustments were also added.	$142,575
Contractual Services The decrease is due to a reduction in the election contracts account. There are no elections planned for FY 2014.	($332,625)
Operating Expenditures The decrease is due to the transfer of paging services expense to the IT budget	($1,600)
Non-Operating Expenditures The decrease is due to a decrease in bank charges.	($5,834)

All Funds

Revenue Changes	Dollars
The decrease in revenue projection is due to a decline in ticket issuance during FY 2013. No amnesty period is scheduled for FY 2014.	($1,558,096)
The increased fund balance transfer is to pay for the implementation of a new Court case management system and award of state grant proceeds	$394,636

Expenditure Changes	Dollars
Personal Services The increase is due to adding a Business Systems Analyst position. This cost will be passed to the project cost of the Court's Case Management replacement project. A Customer Relations Representative position was added to extend operational hours at the Westside bond office. Pay raises for Judges and healthcare and pension adjustments were also added.	$142,575
The increase is due to healthcare and benefit adjustments for the Juvenile Case Manager grant funded position	$5,946

All Funds

Expenditure Changes	Dollars
Contractual Services The decrease is due to a reduction in the election contracts account. There are no elections planned for FY 2014.	($332,625)
The increase is due to the addition of the County's maintenance and support cost on the existing court case management software (JIMS) until a new system is implemented	$171,000
Materials and Supplies The increase is due to the purchase of low cost scanners to replace existing scanners that were purchased in 2005, also to purchase toners, and maintenance kits. The Court's Technology Fund will be used to fund these purchases.	$65,900
Operating Expenditures The decrease is due to the transfer of paging services expense to the IT budget	($1,600)
Non-Operating Expenditures The decrease is due to a decrease in bank charges.	($5,834)
Capital Expenditures The increase is due to the purchase of servers, scanners and other equipment for the new court case management system	$106,000

Municipal Clerk

Goals, Objectives & Performance Measures

FUNCTION: MUNICIPAL COURT

Process Class C misdemeanor violations, parking citations, red light camera hearings, alarm ordinance hearings, taxi permit hearings, and provide administrative support to municipal court judges.

Serves Council's Strategic Policy:

To be a high-performance, customer-focused organization.

Goal:

Process all court related paperwork and fines/bonds paid for moving, parking, and City ordinance Class C violations and provide administrative support to the municipal court judges.

Objectives FY 2014:

1.) Begin conversion of Court's case management software system, JIMS.
2.) Improve collection of delinquent fines/fees thru internal collection section.
3.) Award outside collection agency vendor contract Current contract will expire in 2013.
4.) Increase security by installing keyless proximity entry systems
5.) Replace existing personal computers and scanners in preparation for new system
6.) Increase outreach on traffic safety awareness.

Performance Measures	Actual FY12 **	Actual FY13	Projected FY14
Replace case management software system, JIMS	Hired Project coordinators	Issued RFP viewed demos	30%
Replace existing personal computers and scanners in preparation for new system	n/a	10%	100%
Cases pending a court date	18,683	29,860	3-4 month
Driving Safety course requests, by right	19,463	17,892	18,000
Juveniles attending life skills classes	202	229	235
Community Service, hours assigned	11,441	11,549	11,600
Total revenue collected, incl court costs	$21,350,725	$22,279,532	$22,300,000
Cases Filed: Moving/Class C	273,282	263,624	265,000
Cases Filed: Parking	54,262	45,844	47,000
Video arraignments, # of defendants	2,649	4,714	5,000
Issuance of payment plans	16,800	15,049	15,500

Number of collection calls made by collectors/auto program	14,628	18,150	20,000
Open records received in person /web surveys	2,252	2,973	3,100
Customer service callbacks made to customers, by supervisors to track quality of service	1,116	1,019	1,300
Incoming/outgoing calls	374,487	399,459	381,000
Number of Class C warrants activated	153,949	140,861	145,000

***** Temp Court was in session from Jan 1, 2012 - Dec 31, 2013***

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	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
Personal Services	103,287,676	108,666,284	106,113,923	110,110,110
Contractual Services	5,330,889	5,004,318	5,095,338	6,922,095
Materials/Supplies	3,613,152	4,404,549	3,575,215	3,389,389
Operating Expenditures	1,220,399	2,005,960	914,383	988,208
Non-Operating/Intergovt. Exp	578,295	488,910	508,170	715,237
Internal Transfers	0	0	0	0
Capital Outlay	2,714,114	1,281,575	418,985	418,985
Total Appropriation	**116,744,526**	**121,851,597**	**116,626,014**	**122,544,024**

Source of Funds	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government	104,932,591	110,957,068	112,285,362	118,251,195
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	0	0	0	0
Nonmajor Governmental Funds	11,811,935	10,894,529	4,340,652	4,292,829
Fiduciary Funds	0	0	0	0
Proprietary Funds	0	0	0	0
Total Funds	**116,744,526**	**121,851,597**	**116,626,014**	**122,544,024**

Positions	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Adopted
General Fund	1,543.50	1,544.00	1,483.00	1,394.50
Non-General Fund	80.93	80.80	83.80	82.30
Total Authorized	**1,624.43**	**1,624.80**	**1,566.80**	**1,476.80**

Police

Division Summary

	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government				
Chiefs Office	90,822,830	95,670,322	95,585,303	73,343,892
Vehicle Operations	3,713,547	4,085,519	4,262,928	4,445,871
Records	1,959,039	2,001,028	2,272,379	2,287,977
Training	1,595,935	2,164,850	2,209,267	2,789,948
Operational Support	1,500,180	1,499,374	1,680,699	2,178,159
Financial Services	1,188,136	1,199,455	1,019,678	2,801,138
Central Regional Command	672,876	735,154	1,002,670	5,260,755
Directed Investigations	505,401	522,380	665,275	2,125,311
PD Personnel	252,968	298,077	568,635	821,200
Police Supply	282,947	358,783	437,300	400,800
Special Services	284,324	264,251	406,574	2,281,141
Criminal Investigations	355,843	353,065	377,998	1,325,518
Pebble Hills Regional Command	338,386	342,555	363,040	5,287,689
Internal Affairs	290,774	316,771	326,466	1,971,546
Mission Valley Regional Command	292,323	301,289	323,574	2,435,266
Westside Regional Command	250,866	240,499	257,694	3,501,423
Northeast Regional Command	240,702	245,124	253,485	3,566,623
Planning and Research	253,134	262,731	176,633	266,819
Grant Operations PDHQ	132,380	95,839	95,764	1,106,668
Communications	0	0	0	0
Police Restricted Confiscated Fund	0	0	0	0
Federal Policing Grant	0	0	0	53,449
Sub Total	104,932,591	110,957,068	112,285,362	118,251,195

Nonmajor Governmental Funds				
Criminal Justice Grant PS	5,007,784	3,424,630	2,229,427	2,249,667
Abandoned Auto Trust Restricted	883,568	1,076,582	1,652,098	1,727,819
Chiefs Office	194,582	806,288	326,952	210,229
Police Restricted Confiscated Fund	2,135,013	1,170,235	132,175	0
Police Supply	0	0	0	0
TxDot Traffic Enforcement Grants	126,615	11,017	0	0
Federal Policing Grant	888,392	1,899,811	0	105,114
Police HIDTA Grant	2,430,017	2,473,881	0	0
PD Restricted Funds	145,964	32,085	0	0
Sub Total	11,811,935	10,894,529	4,340,652	4,292,829

All Funds Total	**116,744,526**	**121,851,597**	**116,626,014**	**122,544,024**

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

Fiscal Year 2013 was a year of innovation for the City of El Paso's Police Department. On October 1, 2012 a prisoner transportation pilot program was launched for the Pebble Hills Regional Command, commencing operations in the Mission Valley Regional Command February 1, 2013. The program aimed to reduce the amount of time a police officer spent transporting and booking prisoners in the County jail, thus increasing the amount of productive time the police officer has to patrol the region. During the pilot period we have seen an increase in arrests of approximately 19% in the Pebble Hills Regional Command Center and 28% in the Mission Valley Regional Command Center. The El Paso Police Department continued its path of innovation by outsourcing the Crime Lab function. On August 28, 2012 Integrated Forensic Laboratories (IFL) contracted with the City of El Paso in a License to Use City Facility and Service Agreement whereby IFL operates a satellite lab in the Police Headquarters facility. This arrangement has been very well received by police officers and the District Attorney's Office. Such an arrangement is not common; therefore the successful partnership between the El Paso Police Department (EPPD) and IFL is garnering recognition among the forensic laboratory community. Other achievements included the increase in revenue from the Abandoned Auto function which was outsourced in December 2011.

In FY 2014, EPPD will move forward with the implementation of the prisoner transportation services contract to all five Regional Command Centers. This initiative is anticipated to result in a time savings equivalent of 18 additional police officers. It is also expected that the additional productive time will generate a 15% increase in arrests city wide.

The El Paso Police Department's FY 2014 budget saw unprecedented reductions in order to contribute to overcoming the City's revenue shortfall. The reductions include 18 vacant civilian positions and $185,826 in materials and supplies.

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 non-emergency 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

Average response time for over 45,000 low priorities [Priority 7-9] dispatched calls last year was nearly an hour – 51 minutes, 38 seconds.

Issue 3
In the next two to five 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 detrimental to quality life issues and community concerns.

Issue 5

By 2016, 35% of officers will be eligible for retirement, and if not addressed, will result in:

- Community
  - Decrease in customer service
  - Diminished ROI (return on 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 0.047 and 0.045 (see Addendum)
- Continue to be designated as one of the Safest Cities in America
- 70% of respondents 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 2014 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 will be acquired per year
- By 2016, 100% of on-duty officers assigned to a patrol function will have a vehicle available
- By 2014, 85% 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
   - 1.2. Human Resources
   - 1.3. Grants Administration
   - 1.4. Finance

2. Investigation 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

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

Expenditure Changes	Dollars
Personal Services	
Non-uniform wages and salaries: delete 2 vacant Research Assistants, 2 vacant Senior Office Assistants, 5 vacant Police Records Specialists and a vacant Senior Crime Analyst	($138,109)
Part-Time Temporary: migrated half of 4 crime analysts from UASI grant to General Fund; Converted 2 FTE's from Confiscated Funds to General Fund	$197,639
Uniform wages and salaries: increase to meet contractual obligations. Includes partial salaries for graduating academies and projected attrition. Delete 1 vacant Sergeant and 2 vacant Assistant Chiefs	$2,404,070
Temporary cadet: 1 academy will complete October 2013, 1 academy will complete February 2014, and one additional academy to start in late FY 2014	$143,511
Workers compensation cniform: increased rate, 4.56% of increased salaries	$381,026
Contractual Services	
Building and vehicles leases decreased	($115,380)
Healthcare provider services: random drug testing and increased negotiated rates for sexual assault exams	$104,280
Outside contracts: full implementation of prisoner transport services vs. pilot program in FY 2013	$1,707,451
Equipment maintenance costs increased due to rate change from $60/hour to $75/hour	$145,406
Materials and Supplies	
Ammunition supplies	($140,000)
Operating Expenditures	
Paging services: Air cards for patrol vehicles previously paid from grant funds no longer available	$103,800
Inter-Governmental	
Increase of city grant match funds to fulfill the anticipated cash match obligation for TXDOT Step Enforcement and COPS FY 2013 grants	$207,067

SIGNIFICANT CHANGES continued

All Funds

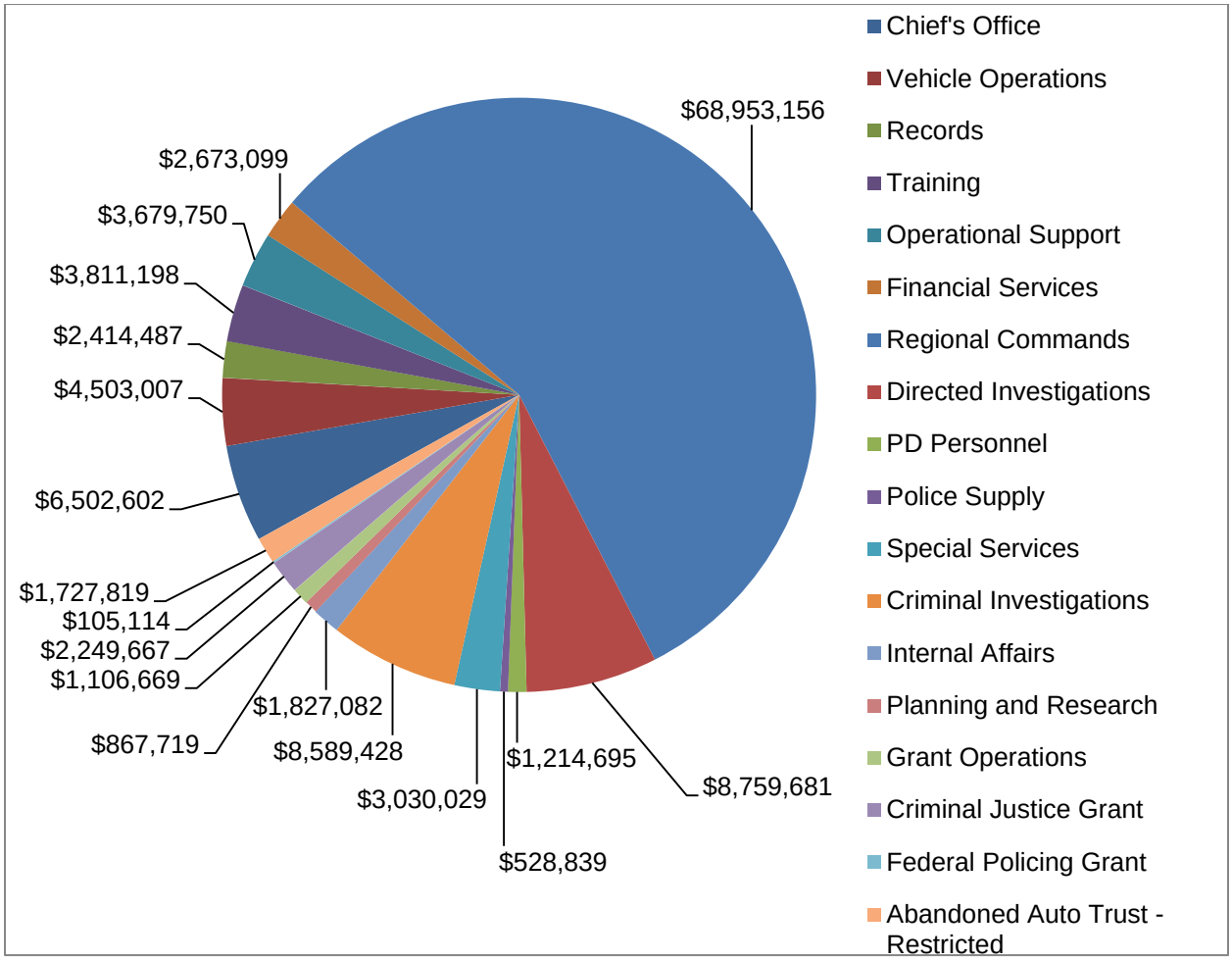
Revenue Changes	Dollars
Red Light Camera violations: newly tied to vehicle registration resulting in higher collection rates	$1,069,260
Federal grant proceeds: federal budgeting reductions anticipate no federal grant proceeds for FY 2014	($244,677)
Increased city grant match as a result of decreased grant funding to maintain operational levels	$334,057

Expenditure Changes	Dollars
Personal Services	
Part-time temporary: migrated half of four Crime Analysts from UASI grant to General Fund	($67,455)

EXPENSES AND FULL-TIME-EQUIVALENT POSITIONS

Division	Total	Division	Total
Chief's Office	$6,502,602	Police Supply	$528,839
Vehicle Operations	$4,503,007	Special Services	$3,030,029
Records	$2,414,487	Criminal Investigations	$8,589,428
Training	$3,811,198	Internal Affairs	$1,827,082
Operational Support	$3,679,750	Planning and Research	$867,719
Financial Services	$2,673,099	Grant Operations	$1,106,669
Regional Commands	$68,953,156	Criminal Justice Grant	$2,249,667
Directed Investigations	$8,759,681	Federal Policing Grant	$105,114
PD Personnel	$1,214,695	Abandoned Auto Trust - Restricted	$1,727,819

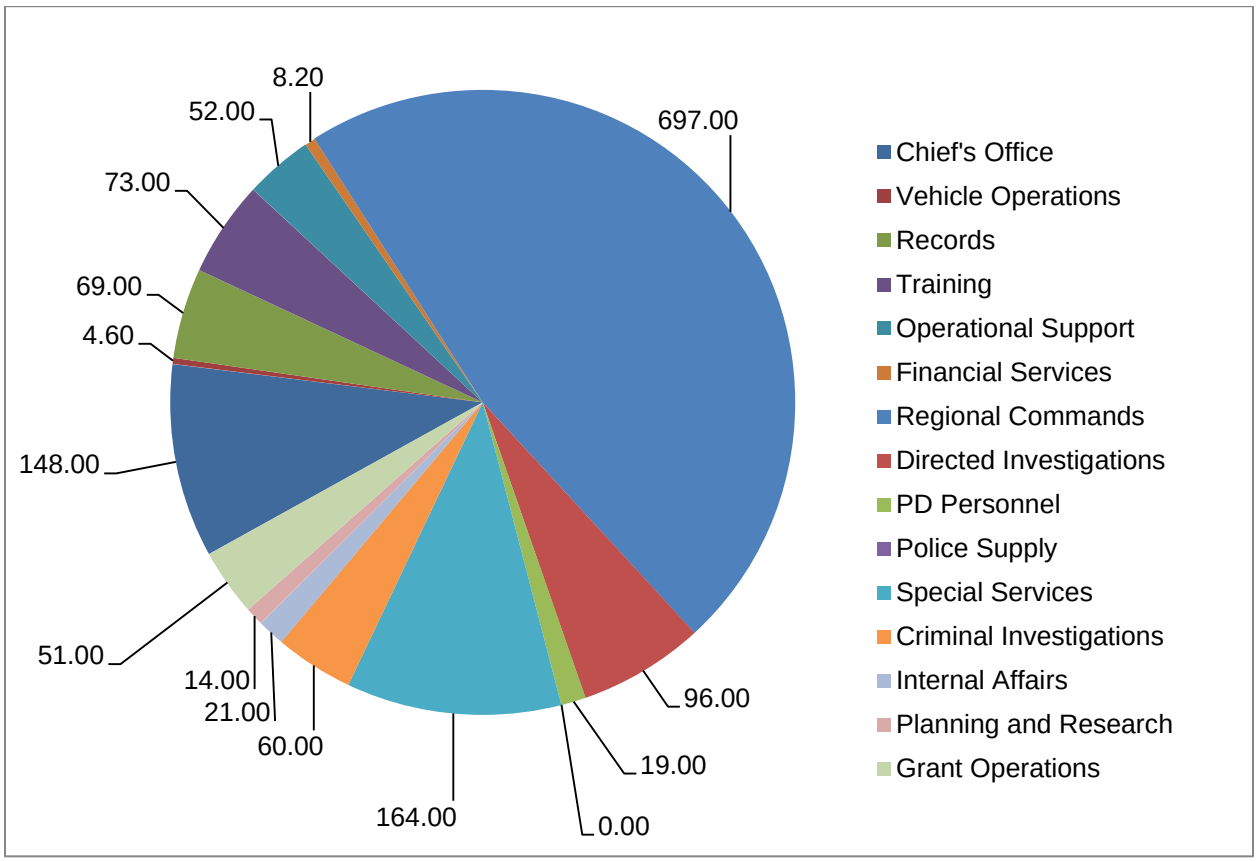
Grand Total	$122,544,041



EXPENSES AND FULL-TIME-EQUIVALENT POSITIONS

Division	FTE Total	Division	FTE Total
Chief's Office	148.00	PD Personnel	19.00
Vehicle Operations	4.60	Police Supply	-
Records	69.00	Special Services	164.00
Training	73.00	Criminal Investigations	60.00
Operational Support	52.00	Internal Affairs	21.00
Financial Services	8.20	Planning and Research	14.00
Regional Commands	697.00	Grant Operations	51.00
Directed Investigations	96.00		

Grand Total	1,476.80



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/$7,561,491

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

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

PROGRAM/COST: Human Resources/$1,520,742

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

Human Resources		FY 2012 Actual	FY 2013 Actual	FY 2014 Projected
Result	Percent turnover rate	N/A	2.6%	4.5%
Result	Percent uniform vacancy rate	6.0%	4.0%	4.0%
Output	Number of new hires processed	N/A	7	82
Demand	Number of positions to be filled	N/A	41	82
Efficiency	Program expenditure per employee	N/A	N/A	$1,170

PROGRAM/COST: Grants Administration/$2,648,186

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

Grants Administration		FY 2012 Actual	FY 2013 Actual	FY 2014 Projected
Result	Percent of grants without audit findings	N/A	99.0%	95.0%
Result	Close out during fiscal year of grants with 98-100% disbursement rate	N/A	100%	100%
Output	Dollar amount of grant funds managed	N/A	$9,858,031	$7,000,000
Demand	Dollar amount of grant funds anticipated to be managed	N/A	$9,858,031	$7,000,000
Efficiency	Program expenditure per dollar grant funds managed	N/A	N/A	18%

PROGRAM/COST: Finance/$3,201,938

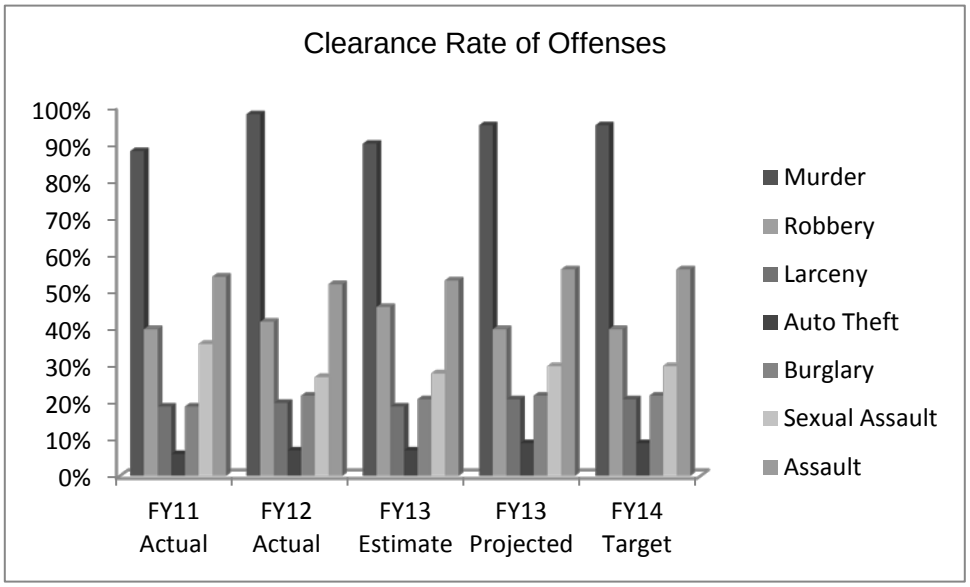
The purpose of the Finance Program is to provide financial management and reporting services to city and department leadership so they can receive accurate and timely information to make decisions.

Finance		FY 2012 Actual	FY 2013 Actual	FY 2014 Projected
Result	Percent variance of 6 month projections to yearend actual revenues and expenditures	N/A	2.7%	5.0%
Result	Vendor invoices paid within 30 days of receipt by EPPD budget office	N/A	100%	100%
Output	Number of payment vouchers processed	N/A	3,406	3,500
Demand	Vendor invoices anticipated to be paid	N/A	3,406	3,500
Efficiency	Percentage of program expenditures to department's budget	N/A	N/A	3%

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 enforcement's 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 the reader can 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 to the quality of the investigations conducted.

PROGRAM/COST: Investigation Services/$29,634,137

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

Investigation Services		FY 2012 Actual	FY 2013 Actual	FY 2014 Projected
Result	**Clearance rate for Part I offenses** Murder/Manslaughter Robbery Larceny Auto Theft Burglary Sexual Assault Assault	N/A	 83.3% 43.0% 21.8% 7.8% 22.6% 32.8% 52.4%	 95.0% 40.0% 21.0% 9.0% 22.0% 30.0% 56.0%
Result	Percentage of customers who say they are satisfied or very satisfied with the responsiveness and thoroughness of the services received from the Investigative Services Program	N/A	N/A	70.0%
Output	Number of case investigations completed	N/A	37,356	35,000
Demand	Number of cases expected to be assigned	N/A	35,898	35,000
Efficiency	Program expenditure per case investigation	N/A	N/A	$423.08

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

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

Internal Affairs		FY 2012 Actual	FY 2013 Actual	FY 2014 Projected
Result	Percentage of complainants who say they are satisfied or very satisfied that their concerns were addressed by Internal Affairs	N/A	N/A	70.0%
Result	Percentage of administrative investigations completed within 100 days	N/A	N/A	N/A
Output	Number of complaints handled	N/A	N/A	400
Demand	Complaints expected to be received	N/A	N/A	400
Efficiency	Program expenditure per investigation	N/A	N/A	$2,158

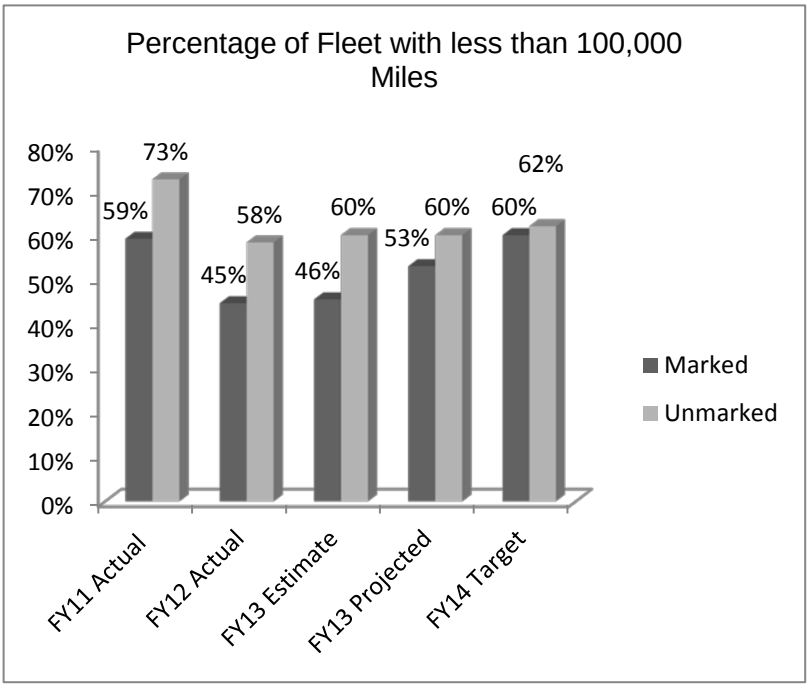
DIVISION: OPERATIONS SUPPORT

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: Marked fleet during any given reporting period is operationally ready

Why is This Measure Important?
Vehicles with less than 100,000 miles are usually newer units which require less maintenance and have greater fuel efficiency. These vehicles traditionally have a lower maintenance cost per mile and are in-service for longer periods of time. As a result the number of available vehicles for police officers increases thus indirectly impacting the number of officers in the field.

Maintaining a low number of vehicles with mileage above 100,000 miles is important in reducing the cost of the Fleet and Facility Management program plus newer vehicles have improved safety systems from anti-lock brakes to updated airbag restraints that will adjust the rate of airbag deployment to the operator and passenger thus keeping police officers and passengers safer.



PROGRAM/COST: Fleet and Facility Management/$4,792,653

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

Fleet and Facility Management		FY 2012 Actual	FY 2013 Actual	FY 2014 Projected
Result	Percent of fleet with 100,000 miles or less	N/A	57.0%	75.0%
Result	Percent of station video equipment operable	N/A	88.0%	100%
Output	Number of vehicles being maintained	N/A	767	815
Demand	Number of vehicles expected to be maintained	N/A	815	815
Efficiency	Program expenditure per vehicle maintained	N/A	N/A	$5,000

PROGRAM/COST: Municipal Vehicle Storage Facility/$1,820,980

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

Municipal Vehicle Storage Facility		FY 2012 Actual	FY 2013 Actual	FY 2014 Projected
Result	Percent of customers who recover vehicle within 1 hour of request	N/A	97%	95%
Result	Percent of customers who can take all actions necessary to recover their vehicle at the MVSF	N/A	94%	98%
Output	Number of police auto impoundments completed	N/A	8,792	9,100
Demand	Number of police auto impoundments expected to be required	N/A	9,100	9,100
Efficiency	Program expenditure per auto impoundment	N/A	N/A	$200.11

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

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

Law Enforcement Reports and Information		FY 2012 Actual	FY 2013 Actual	FY 2014 Projected
Result	Percent of record requests provided within 5 days	N/A	96.0%	96.0%
Result	Percent of EPPD Commanders who report they have information to make timely and appropriate deployment decisions	N/A	N/A	95.0%
Output	Number of complaint reports provided	N/A	23,600	24,000
Demand	Number of complaint reports expected to be requested	N/A	N/A	24,000
Efficiency	Program expenditure per information request	N/A	N/A	$29.70

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

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

El Paso Fusion Center		FY 2012 Actual	FY 2013 Actual	FY 2014 Projected
Result	Number of terrorism incidents	0	0	0
Result	Percent of developing public safety threats immediately disseminated to other law enforcement agencies	100%	100%	100%
Output	Number of threat assessments	0	4	4
Demand	Number of threat assessments expected	0	4	4
Efficiency	Program expenditure per response provided	N/A	N/A	$208

PROGRAM/COST: Property and Evidence/$1,615,084

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

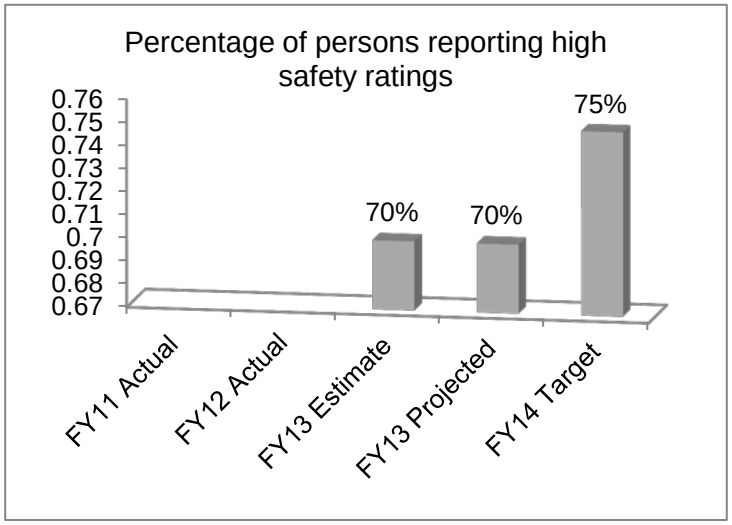
Property and Evidence		FY 2012 Actual	FY 2013 Actual	FY 2014 Projected
Result	Percent of Chain of Custody Records rejected by the prosecutor	N/A	0%	0%
Result	Percent of targeted bi-monthly property auctions conducted as scheduled	100%	100%	100%
Output	Number of property auctions conducted	6	6	4
Demand	Number of property auctions expected to be conducted	6	6	4
Efficiency	Program expenditure per property entry completed	N/A	N/A	$132.29

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 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 performance in each subsequent year.

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

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

Downtown Police Services		FY 2012 Actual	FY 2013 Actual	FY 2014 Projected
Result	Percent of respondents reporting they feel safe when downtown	N/A	70.0%	70.0%
Result	Percent of Part I offense crime in the downtown area	N/A	N/A	<15%
Output	Number of proactive activities provided	N/A	N/A	5,600
Demand	Number of proactive activities expected	N/A	N/A	5,600
Efficiency	Program expenditure per average daily population (residents and visitors)	N/A	N/A	$0

PROGRAM/COST: Patrol/$47,098,020

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

Patrol		FY 2012 Actual	FY 2013 Actual	FY 2014 Projected
Result	Percent of El Pasoans / visitors who report they strongly agree or agree that they feel safe	N/A	N/A	70.0%
Result	Per capita Part I Offense crime rate	N/A	N/A	0.046
Output	Number of 911 call responses	N/A	N/A	105,000
Demand	Number of 911 call responses expected	N/A	N/A	105,000
Efficiency	Program expenditure for 2012 population of 672,538	N/A	N/A	$70.03

PROGRAM/COST: Traffic / DWI/$9,843,602

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

Traffic / DWI		FY 2012 Actual	FY 2013 Actual	FY 2014 Projected
Result	Number of traffic deaths per 100,000 population	N/A	N/A	10.22
Result	Number of alcohol related traffic collisions per 100,000 population	N/A	N/A	72.78
Output	Number of traffic citations issued	N/A	244,640	216,000
Demand	Number of traffic citations expected to be required	N/A	244,640	216,000
Efficiency	Program expenditure per traffic collision report completed	N/A	N/A	$319.17

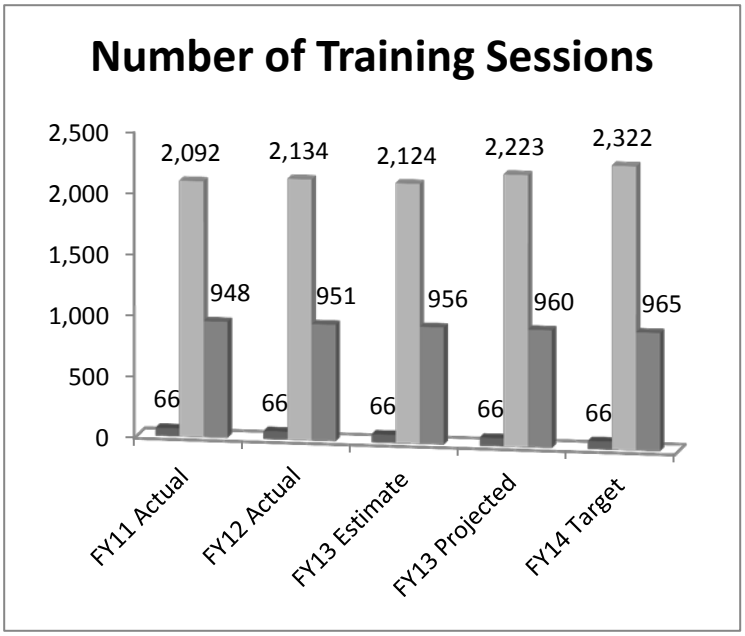
DIVISION: TRAINING AND SPECIALIZED OPERATIONS TEAMS

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: Number of Training Sessions

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 affords 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/COST: Training/$3,374,259

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

Training		FY 2012 Actual	FY 2013 Actual	FY 2014 Projected
Result	Percent of officers who receive career development training	N/A	N/A	80.0%
Result	Percent of officers who report a positive experience attending training sessions	N/A	N/A	80.0%
Output	Number of pre-service training sessions delivered	66	66	66
Demand	Number of pre-service training sessions requested	66	66	66
Efficiency	Program expenditure per training session delivered	N/A	N/A	$2,000

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

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

Specialized Critical Incident Teams		FY 2012 Actual	FY 2013 Actual	FY 2014 Projected
Result	Percent of incidents with no law enforcement personnel loss of life	N/A	97.4%	99.0%
Result	Percent of incidents with no unintended damage to property or infrastructure	N/A	100%	95.0%
Output	Number of critical incident team responses provided	N/A	166	240
Demand	Number of critical incident team responses expected	N/A	198	240
Efficiency	Program expenditure per critical incident team member "Duty-Ready"	N/A	N/A	$2,430

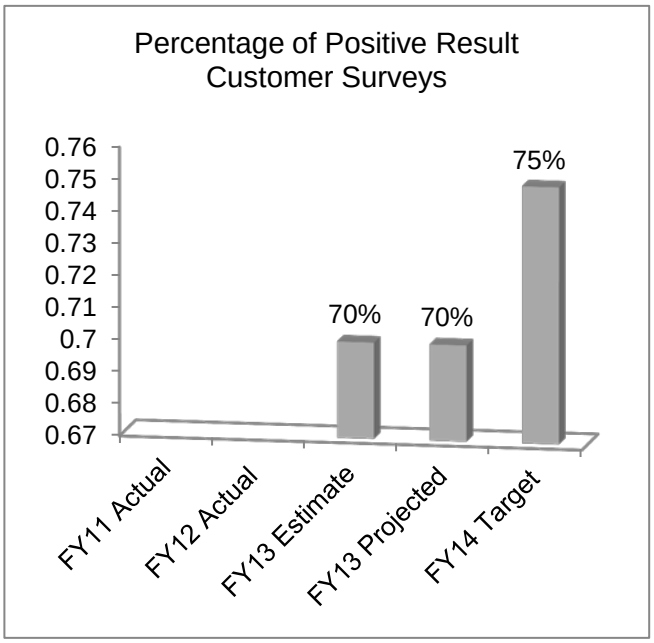
DIVISION: COMMUNITY AND VICTIM SERVICES

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 to receive support services.

KEY DEMAND: 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 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 performance in each subsequent year.



PROGRAM/COST: Community Service and Outreach/$2,483,472

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

Community Service and Outreach		FY 2012 Actual	FY 2013 Actual	FY 2014 Projected
Result	Percent of customer satisfaction surveys which report positive results (satisfied or very satisfied)	N/A	N/A	70.0%
Result	Percent of districts with new or active Neighborhood and/or Business Watch programs in place	N/A	N/A	80.0%
Output	Number of Neighborhood/Business Watch program activations implemented	N/A	N/A	10
Demand	Number of Neighborhood/ Business Watch program presentations expected to be required	N/A	N/A	109
Efficiency	Program expenditure per resident	N/A	N/A	$6.18

PROGRAM/COST: Victim Services/$38,895

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

Victim Services		FY 2012 Actual	FY 2013 Actual	FY 2014 Projected
Result	Percent of assault victims who do not report re-victimization	N/A	N/A	75.0%
Result	Percent of victims that are provided referrals by EPPD for criminal justice support services	74%	89.0%	90.0%
Output	Number of Crime Victims compensation applications submittals completed	446	765	900
Demand	Number of Crime Victims compensation application submittals expected to be required	446	765	900
Efficiency	Program expenditure per victim served	N/A	N/A	$27.22

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 feel and be healthy, productive, safe and secure.

Budget Summary	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
Personal Services	12,829,271	12,508,172	13,636,687	13,481,573
Contractual Services	1,605,809	1,435,089	1,504,231	1,746,420
Materials/Supplies	1,090,016	1,120,800	925,403	994,219
Operating Expenditures	2,073,242	2,403,317	2,328,209	2,541,434
Non-Operating/Intergovt. Exp	456,297	478,161	478,870	478,270
Internal Transfers	0	0	0	0
Capital Outlay	57,542	239,906	542,800	50,000
Total Appropriation	**18,112,176**	**18,185,444**	**19,416,200**	**19,291,915**

Source of Funds	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government	5,651,242	5,744,145	6,061,985	6,052,616
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	0	0	400,000	0
Nonmajor Governmental Funds	12,460,934	12,441,299	12,954,215	13,239,299
Fiduciary Funds	0	0	0	0
Proprietary Funds	0	0	0	0
Total Funds	**18,112,176**	**18,185,444**	**19,416,200**	**19,291,915**

Positions	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Adopted
General Fund	133.91	76.76	72.72	72.11
Non-General Fund	236.59	223.87	219.06	210.89
Total Authorized	**370.50**	**300.63**	**291.78**	**283.00**

Public Health

Division Summary

	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government				
Health Support Services	1,337,154	1,372,718	1,409,682	1,421,201
Health Administration	1,121,288	1,062,110	1,086,181	1,100,863
Environment - OSSF	0	0	963,175	743,949
Laboratory	711,180	710,167	749,286	767,182
Dental	594,127	533,373	661,207	742,177
Environment Food	1,192,174	1,302,976	442,343	499,464
STD Clinics	218,541	232,748	222,921	204,494
Health Education Program	220,493	228,969	209,484	243,482
Epidemiology	142,593	185,997	197,911	200,661
Adult Immunization Services	113,692	115,086	119,795	129,145
TDH Laboratory Grant	0	0	0	0
Sub Total	5,651,242	5,744,145	6,061,985	6,052,616

Capital Projects				
Dental	0	0	400,000	0

Nonmajor Governmental Funds				
TDH WIC Services	6,837,699	7,313,057	7,794,944	7,361,212
TDH Immunization Grant	1,658,013	1,660,117	1,652,263	1,914,535
Tuberculosis Grant	748,791	871,850	898,881	1,225,889
Miscellaneous Health Grants	1,107,432	651,734	831,736	703,193
TDH STD AIDS HIV Clinic Grant	641,875	572,545	706,238	751,951
TDH Clinical Services Grant	249,367	198,737	283,046	259,025
Miscellaneous Grants	318,301	328,792	275,243	323,228
Private Local Health Grants	358,255	393,995	251,184	288,411
TDH Case Management Grant	197,998	194,757	165,506	163,682
TDH Laboratory Grant	343,203	255,714	95,174	248,173
Environment Food	0	0	0	0
Sub Total	12,460,934	12,441,299	12,954,215	13,239,299

All Funds Total	**18,112,176**	**18,185,444**	**19,416,200**	**19,291,915**

Health
Significant Changes

General Fund

Expenditure Changes	Dollars
Personal Services	
Decrease 0.62 FTE	($26,185)
Increase health contributions, based on actuals vs. estimated	$50,383
Increased pension rate from 12.85% to 13.45 %	$46,250
Contractual Services	
Increase to Data Process Service Contract for Billing System	$60,000
Decrease Environmental Contracts	($2,500)
Increase to Outside Contracts	$5,700
Decrease Office Equipment Leases	($1,500)
Material and Supplies	
Decrease Office Supplies	($4,000)
Decrease Cleaning Supplies	($5,000)
Increase to Clinical/Medical supplies for the purchase of private stock vaccine	$10,485
Decrease Furniture	($2,000)
Decrease Data Processing Equipment	($7,000)
Operating Expenditures	
Transfer of cell phone expenditures to IT	($34,567)
Decrease in Travel	($13,000)
Decrease Mileage Allowance	($2,550)
Increase General Liability Insurance (Policies for Dentists, Physician, Health Authority)	$6,500
Decrease Property Insurance Expense	($1,400)
Decrease in Seminars	($5,000)
Capital Expenditures	
Decrease in Data Processing Equipment	($80,000)

All Funds

Expenditure Changes	Dollars
Personal Services	
Decrease of 8.22 FTE's	($287,170)
Increased health contributions, based on actuals vs. estimated	$135,541
Increased pension rate from 12.85% to 13.45 %	$136,143
Contractual Services	
Increase to Data Process Service Contract for Billing System	$60,000
Decrease Environmental Contracts	($3,700)
Increase to Outside Contracts	$6,143
Decrease Print Shop Allocation	($4,975)
Increase Building Leases	$10,041
Decrease Office Equipment Leases	($4,190)
Material and Supplies	
Increase Office Supplies	$6,037
Decrease Promotional Supplies	($9,400)
Increase Training Materials	$21,419
Increase Clinical Medical Supplies	$16,696
Decrease Data Processing Equipment	($8,500)
Operating Expenditures	
Decrease Paging Services	($26,139)
Decrease Electricity and Natural Gas	($20,209)
Decrease in Travel	($20,640)
Decrease Mileage Allowance	($3,701)
Increase General Liability Insurance (Policies for Dentists, Physician, Health Authority)	$6,500
Decrease Other Services	($8,182)
Decrease Property Insurance Expense	($1,400)
Decrease in Seminars	($4,200)
Decrease Indirect Cost Expenditures	($144,983)
Capital Expenditures	
Decrease Vehicular Equipment	($400,000)
Decrease in Data Processing Equipment	($80,000)

Public Health

Goals, Objectives, & Performance Measures

Function: Laboratory Services
Provide laboratory support for the activities of the department.

Serves Council's Strategic Policy:
To become the most livable city in the United States and be recognized as an international city.

Goal:
Provide accurate testing services for the detection, control, and prevention of diseases that are a public health or environmental concern within our community and to serve as a reference laboratory for Public Health Region 9/10 (nine westernmost counties in Texas).

Objectives:

1.) Maintain quality assurance measures to meet Federal and State regulations.

2.) Improve the bioterrorism preparedness of the laboratory and sentinel laboratories in Public Health Region 9/10 in accordance with guidance from the Centers for Disease Control and Prevention and the Department of Homeland Security.

3.) Improve customer satisfaction

Performance Measures	Actual FY 2013	Projected FY 2014
Review all Policy and Procedure Manuals to ensure compliance with federal and state regulations.	92 of 92	92 of 92
Obtain a 100% score in all seventeen areas of proficiency testing, which consists of a total of approximately forty evaluation sets.	29 of 38	36 of 39
Conduct monthly laboratory safety inspections and meetings at both labs.	24 of 24	24 of 24
Conduct annual training at local and regional sentinel Laboratory Response Network (LRN) hospital laboratories.	6 of 12	10 of 12
Increase the percentage of laboratorians trained in protocols for select agents (biological agents that have the potential to pose a severe threat to public health and safety).	96%	97%

Public Health

Goals, Objectives, & Performance Measures

Function: Women, Infants, and Children (WIC)
Provide nutrition/breastfeeding education, health screening/referral, and supplemental food to those identified to be at nutritional risk.

Serves Council's Strategic Policy:
To become the most livable city in the United States and be recognized as an international city.

Goal:
To prevent adverse health related effects in pregnant, breastfeeding, postpartum women and young children under five years of age caused by inadequate nutrition.

Objectives:

1.) To maximize the enrollment of pregnant women during their first trimester.

2.) To maximize the percentage of mothers who breastfeed their infants.

3.) To maximize the number of participants receiving WIC services.

Performance Measures	Actual FY 2013	Estimated FY 2014
Pregnant women certified during their first trimester - state goal is 32%	49% (4,370/8,853)	50%
WIC infants breastfed at certification-Healthy People 2010 Goal 75%	91% (6,986/7,715)	92%
Number of people receiving nutrition education	177,649	179,425
Number of food benefits issued	536,711	542,078
Number of calls at centralized appointment center	108,319	109,402

Public Health

Goals, Objectives, & Performance Measures

Function: Immunization
Provide vaccines to members of the community who otherwise would not have access.

Serves Council's Strategic Policy:
To become the most livable city in the United States and be recognized as an international city.

Goal:
To minimize the incidence of vaccine-preventable diseases by providing immunizations, educating citizens and medical providers and increasing community awareness.

Objectives:

1.) To maintain a steady immunization rate of ≥ 90% at the LHD Immunization Clinics

2.) Provide at least 40 presentations expressing importance of childhood immunizations, with an increase of 25% for FY 2014

3.) To participate at a minimum of 40 Health Fairs, with an increase of 25% for FY 2014

Performance Measures	Actual FY 2013	Projected FY 2014
Age appropriate immunization rate at the LHD clinics	92%	95%
Educational Presentations	40	50
Health Fair participation	40	50

Public Health

Goals, Objectives, & Performance Measures

Function: Food Inspections
Prevent food and waterborne illness.

Serves Council's Strategic Policy:
To become the most livable city in the United States and be recognized as an international city.

Goal:
The Food Service Inspection Program protects public health, minimizes food-borne illness outbreaks, and promotes safe food handling practices through inspection, enforcement, and education.

Objectives:

1.) Attain an 92% satisfaction rate on a Food Managers' Opinion Survey.
2.) In risk categories 1-4, ensure that 90% of establishments are inspected at established frequency.
3.) Ensure an effective cost/inspection ratio is maintained.
4.) Establish an adequate permit fee structure to ensure program is self sufficient.
5.) Maintain establishments/inspector ratio at acceptable level.

Performance Measures	Actual FY 2013	Projected FY 2014
Food Managers' Opinion Survey Satisfaction Rate	90%	90%
Categories 1-4 inspected at established frequency	85%	87%
Cost/Inspection ratio	$134.86	$130.00
Program Revenue/Budgeted Cost Ratio	3.98	3.48
Number of inspections	6,451	7,200
Number of closures	572	220
Number of failed inspections	400	450
Permitted Establishments/Inspector	336	400

Public Health

Goals, Objectives, & Performance Measures

Function: Health Education and Promotion
Provide health education on various topics.

Serves Council's Strategic Policy:
To become the most livable city in the United States and be recognized as an international city.

Goal:
Provide timely and relevant public health education to the El Paso community so that residents have the necessary information to make healthy lifestyle decisions.

Objectives:

1.) Improve knowledge of important health related topics through education.

2.) Provide quality health education services to at least 100,000 residents each year.

3.) Attain a 95% rate of attendees who indicate information presented will help them make healthier/safer choices in their lives.

Performance Measures	Actual FY 2013	Projected FY 2014
Percentage of knowledge improvement	27%	27%
Total attendance at scheduled presentations and health fairs	116,882	104,000
Percentage of attendees who indicate quality of information presented will help them make healthier/safer choices in their lives	96%	95%

Public Health

Goals, Objectives, & Performance Measures

Function: Tuberculosis Control
Provide education, screening, and treatment of tuberculosis in an effort to prevent and control outbreaks.

Serves Council's Strategic Policy:
To become the most livable city in the United States and be recognized as an international city.

Goal:
To minimize the incidence of tuberculosis in El Paso County.

Objectives:

1.) To control the incidence of TB in El Paso County by maintaining the rate at no more than 5 cases /100,000 population

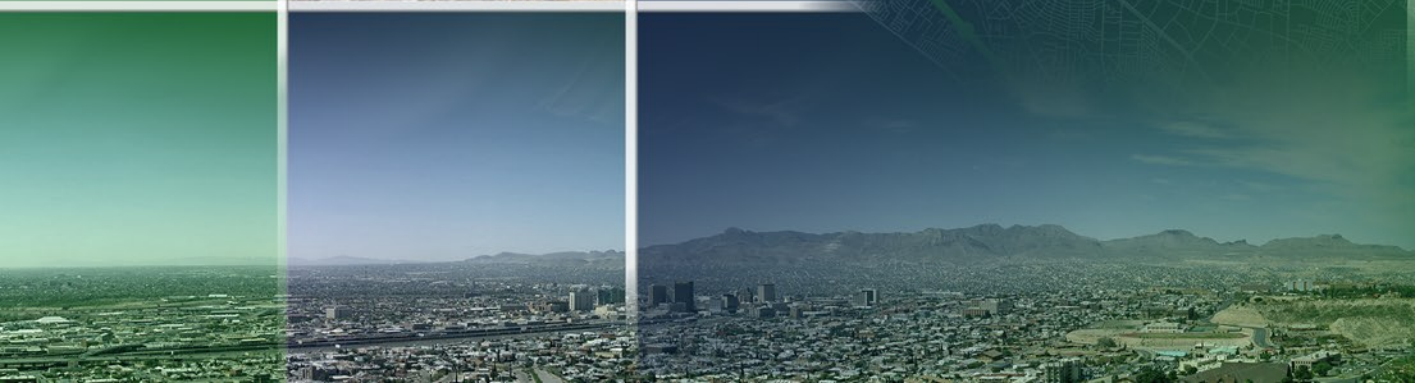
2.) To ensure that 100% of all cases are on Direct Observed Therapy (DOT).

3.) Ensure that no less than 98% of cases complete their treatment in full within 12 months.

Performance Measures	Actual FY 2013	Projected FY 2014
Number of cases	51	58
Number of people treated	120	130
Number of investigations	125	140
% Cases on DOT	100%	100%
TB Incidence Rate	6.8	4
% Cases completing 12 month therapy	85%	90%

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

Mission Statement

To maintain the city's thoroughfare infrastructure to allow safe transport of people, goods, and services within and throughout the city limits.

Budget Summary	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
Personal Services	10,300,135	10,712,510	11,010,846	11,080,402
Contractual Services	2,519,140	3,074,583	3,703,002	4,871,983
Materials/Supplies	2,791,661	1,826,083	2,523,442	2,560,076
Operating Expenditures	106,487	103,824	111,227	50,154
Non-Operating/Intergovt. Exp	0	0	0	0
Internal Transfers	0	0	0	0
Capital Outlay	7,133	20,621	0	500,000
Total Appropriation	**15,724,555**	**15,737,621**	**17,348,517**	**19,062,615**

Source of Funds	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government	12,451,795	12,491,191	13,452,239	13,263,070
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	0	0	0	0
Nonmajor Governmental Funds	567,147	263,021	555,140	1,303,624
Fiduciary Funds	0	0	0	0
Proprietary Funds	2,705,613	2,983,408	3,341,138	4,495,921
Total Funds	**15,724,555**	**15,737,621**	**17,348,517**	**19,062,615**

Positions	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Adopted
General Fund	226.00	219.00	217.40	212.00
Non-General Fund	39.00	48.00	49.60	56.00
Total Authorized	**265.00**	**267.00**	**267.00**	**268.00**

Department of Transportation

Division Summary

	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government				
Street Maintenance	5,609,921	5,662,020	5,988,823	6,008,045
Traffic Signals	1,292,736	1,546,358	1,611,208	1,639,821
Street Equipment Support	1,592,849	1,703,383	1,577,418	1,540,040
Adminsitration Support and Data Management	1,232,071	1,286,115	1,402,470	1,319,561
Signs and Markings	1,166,955	675,693	1,292,039	1,189,295
Engineering Traffic - Street	1,063,582	1,080,307	950,343	917,005
Pavement Management	494,244	537,315	629,938	649,304
Street Medians	0	0	0	0
Street Gaffiti Program	0	0	0	0
Street Sweeping Operations	-564	0	0	0
Sub Total	12,451,795	12,491,191	13,452,239	13,263,070
Nonmajor Governmental Funds				
Signs and Markings	0	206,397	500,000	750,000
Engineering Traffic - Street	65,431	54,301	55,140	53,624
Street Maintenance	500,000	0	0	0
Traffic Signals	0	0	0	500,000
Graffiti Clean Up	-3,582	-147	0	0
Street Department Private Local Grant	5,298	2,471	0	0
Sub Total	567,147	263,021	555,140	1,303,624
Proprietary Funds				
Street Medians	937,369	1,051,900	1,416,247	1,338,205
Street Sweeping Operations	1,194,964	1,397,942	1,299,177	1,328,369
Street Graffiti Program	574,280	533,566	625,714	634,734
Street Maintenance	-1,001	0	0	1,194,612
Sub Total	2,705,613	2,983,408	3,341,138	4,495,921
All Funds Total	**15,724,555**	**15,737,621**	**17,348,517**	**19,062,615**

Department of Transportation
Significant Changes

General Fund

Expenditure Changes	Dollars
Personal Services	
Increased for health contribution, pension, and market rate adjustments; salaries level funded from 2013	$30,901
Contractual Services	
Decreased equipment maintenance for heavy vehicles, contracts for engineering software, and contracts for office equipment	($195,331)
Materials and Supplies	
Increased gas costs due to historical usage	$35,584
Operating Expenditures	
Transferred cell phone budget to IT, decreases to travel and training, professional licenses and memberships	($60,323)

Department of Transportation
Significant Changes

All Funds

Expenditure Changes	Dollars
Personal Services	
Increased for health contribution, pension, and market rate adjustments	$30,901
Increased for health contribution, pension, and market rate adjustments in non-General Fund	$38,655
Contractual Services	
Decreased equipment maintenance for heavy vehicles, contracts for engineering software, and contracts for office equipment	($195,331)
Increased by transfer of alley cleaning funded previously in Environmental Services ($194,000), and increases in the Environmental Fee of $750,000 for alley paving and $250,000 for demolitions	$1,364,312
Materials and Supplies	
Increased gas costs, due to historical usage	$100,000
Decreased office equipment maintenance/repair materials and supplies, such as plotter ink and plotting paper, small tools and equipment, computer equipment, and uniforms and apparel	($63,366)
Operating Expenditures	
Transferred paging services budget to IT Department for centralized payment	($44,746)
Decreases in travel and training, professional licenses, and professional memberships and certifications	($16,327)
Capital Outlay	
Increased by including the second year of the ten year capital improvement program funding from Red Light Camera revenues for signal installations and traffic circles/roundabouts	$500,000

Department of Transportation

Goals, Objectives & Performance Measures

Function: Street Maintenance
Maintain roadways for prolonged useful life, improving quality and aesthetics.

Serves Council's Strategic Policy:
To establish a comprehensive transportation system.

Goal:
Protect the City's investment in street and roadway infrastructure through effective street restoration and maintenance techniques, and to enhance the aesthetic quality of street infrastructure through planned maintenance of street medians and aggressive weed control.

Objectives:

1.) In FY 2014, provide timely, effective and efficient response to public service requests for pothole patching within 5 working days.

2.) In FY 2014, conduct comprehensive crack-sealing throughout the City street network.

3.) In FY 2014, conduct effective street medians maintenance and refurbishing of medians.

4.) In FY 2014, provide street sweeping throughout the street network.

5.) In FY 2014, conduct comprehensive weed control efforts throughout the City street network.

Performance Measures	Actual FY 2012	Actual FY 2013	Projected FY 2014
Turnaround time on public service requests for pothole patching	85% in 3 days 75% in 2 days	89% in 3 days 80% in 2 days	85% in 3 days 80% in 2 days
Square feet of asphalt restorations	942,281	1,878,571	2,100,000
Cost per square foot of asphalt restorations	$0.25	$0.32	$0.18
Crack-sealing, linear feet	286,625	300,974	300,000
Base (street foundation) repair - square feet	24,887	35,124	10,000
Weed control/herbicide spraying - Double front lots - square feet	40,312,007	40,241,480	38,000,000
Weed control/herbicide spraying - Paved alleys - square feet	15,586,952	14,376,689	16,000,000
Weed control/herbicide spraying - Unpaved alleys - square feet	40,998,706	35,312,262	33,000,000
Double front lot cleaning - linear feet	535,844	690,037	1,200,000
Shoulder restorations - square feet	5,641,221	4,891,638	5,000,000
Curb miles swept	25,779	28,524	31,000
Cost per curb mile swept	$47.52	$39.25	$38.00

Department of Transportation

Goals, Objectives & Performance Measures

Function: Traffic Maintenance Operations
Maintain and operate traffic signal network and the installation of traffic signals.

Serves Council's Strategic Policy:
To establish a comprehensive transportation system.

Goal:
Ensure the safe direction of traffic flow with effective signalization, signage, and traffic markings through effective maintenance and planning.

Objectives:
1.) Installation and maintenance of signalized traffic control intersections with objective of all intersections having both Light Emitting Diode (LED) lighting and Vehicle Imaging Video Detection System (VIVIDS) traffic control in FY 2014.
2.) Reinstallation of thermo-plastic markings at crosswalks at 33% of city-wide locations to keep markings updated and clearly identified during FY 2014.
3.) Ongoing replacement of one seventh of the City's traffic control signage city-wide in order to keep up with maintenance cycles in FY 2014.

Performance Measures	Actual FY 2012	Actual FY 2013	Projected FY 2014
New signalized intersections installed in city network	10	1	10
Signalized intersections (total)	640	641	652
Signalized intersections with VIVIDS traffic control / % of total	271 / 43%	271 / 43%	317 / 50%
Pedestrian crosswalks - Thermoplastic markings - linear feet	203,755	141,267	250,000
School crosswalks - Thermoplastic markings - linear feet	205,755	179,728	250,000
Percent of crosswalks markings inventory replaced within fiscal period	38%	30%	33%
Number of signs replaced to maintain updated inventory	14,257	8,077	10,500

Department of Transportation

Goals, Objectives & Performance Measures

Function: Infrastructure Management

Utilizing maintenance and restoration techniques, identify priority levels for resurfacing, micro-surfacing, & other surface treatments.

Serves Council's Strategic Policy:

To establish a comprehensive transportation system.

Goal:

Utilization of designed and planned approaches to pavement management and maintenance to effectively prolong the useful life of City streets as much as possible.

Objectives:

1.) Project scoping, estimating, and implementation for Roadway Pavement Markings, Micro Surfacing, and Street Resurfacing projects throughout FY 2014.

2.) Work to provide increased accessibility to all the streets of El Paso with additional curb cuts and the construction of sidewalks throughout FY 2014.

Performance Measures	Actual FY 2012	Actual FY 2013	Projected FY 2014
Percentage of street inventory resurfaced	0.18%	0.05%	0.08%
Streets resurfaced - square yards*	76,000	214,158	336,600
Percentage of street inventory Micro Surfaced	1.35%	0.08%	1.35%
Micro Surfacing - square yards	567,000	349,575	567,000
Thermoplastic Striping - linear feet	311,000	168,341	324,000
Americans with Disabilities Act curb cuts constructed - square yards*	305	6,402	7,000
Sidewalk repair and construction - square yards*	3,260	27,661	24,000

* Differences due to budget changes.

Department of Transportation

Goals, Objectives & Performance Measures

Function: Graffiti Removal

Removal of graffiti for the reduction of crime and illicit activities within the community.

Serves Council's Strategic Policy:
To establish a comprehensive transportation system.

Goal:
Provide timely and effective eradication of graffiti on residential, commercial, and public property to enhance the aesthetic value of the city and assist in law enforcement effort.

Objectives:

1.) In FY 2014, provide timely graffiti removal service in less than 3 days.

2.) In FY 2014, participate in community-wide graffiti clean ups, special clean ups and education programs.

3.) In FY 2014, strive for a reduction in graffiti clean ups through deterrence and cooperation with law enforcement.

Performance Measures	Actual FY 2012	Actual FY 2013	Projected FY 2014
Service request turnaround time less than 3 days	98.97%	99.47%	95.00%
Service request turnaround time less than 2 days	97.36%	98.42%	90.00%
Cost per square foot cleaned	$0.46	$0.54	$0.45
Sites cleaned	17,347	16,790	15,000
Service requests	5,054	3,635	5,000
Cases worked with police/prosecutors	28	31	25

Department of Transportation

Goals, Objectives, & Performance Measures

Function: Transportation Engineering
To provide for the safe and efficient movement of people and goods within the City of El Paso, incorporating multi-modal transportation alternatives, traffic calming techniques for residential streets and context sensitive pedestrian-friendly street designs and to do so in a manner that serves as a premier example of customer service for the City of El Paso.

Serves Council's Strategic Policy:
To establish a comprehensive transportation system.

Goal:
To provide for the safe and efficient movement of people and goods within the City of El Paso, incorporating traffic calming techniques for residential streets and pedestrian-friendly street design and to do so in a manner that serves as a premier example of customer service for the City of El Paso.

Objectives:

1.) For FY 2014, interconnect all signalized intersections in the City of El Paso.
2.) For FY 2014, continue implementation of Neighborhood Traffic Management Program (NTMP).
3.) For FY 2014, strive to reduce response time to citizen requests/inquiries.

Performance Measures	Actual FY 2012	Actual FY 2013	Projected FY 2014
Percentage of interconnected signals	97%	97%	98%
NTMP projects implemented	8	14	7
Days to respond to citizen request/inquiry	10	10	6

THE CITY OF EL PASO
TEXAS

Engineering & Construction Management

Mission Statement

To provide, procure, and coordinate all engineering, geodetic, and architectural services required for the design, construction, maintenance, and repair of public works and public buildings for the City of El Paso and operate the City's traffic systems.

Budget Summary	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
Personal Services	2,298,577	3,326,276	2,709,603	4,770,756
Contractual Services	36,595	139,844	33,952	291,670
Materials/Supplies	73,742	214,716	91,982	95,915
Operating Expenditures	56,533	118,369	57,815	36,962
Non-Operating/Intergovt. Exp	0	0	0	0
Internal Transfers	0	0	0	0
Capital Outlay	0	0	0	0
Total Appropriation	**2,465,446**	**3,799,205**	**2,893,352**	**5,195,303**

Source of Funds	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government	2,465,446	3,799,205	2,893,352	4,945,303
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	250,000
Total Funds	**2,465,446**	**3,799,205**	**2,893,352**	**5,195,303**

Positions	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Adopted
General Fund	141.60	146.00	69.00	74.50
Non-General Fund	2.00	1.00	0.00	0.00
Total Authorized	**143.60**	**147.00**	**69.00**	**74.50**

Engineering & Construction Management

Division Summary

	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government				
Engineering Administration	588,925	1,658,260	1,081,498	1,260,261
Engineering Construction Inspection	479,784	635,914	508,874	643,340
Engineering - Airport	467,778	487,279	459,561	1,514,941
environmental Engineering	0	0	0	0
Engineering Design Division	239,085	269,434	424,374	719,219
Engineering CIP	689,861	567,727	419,045	807,542
Engineering Traffic	0	0	0	0
Project Development	12	0	0	0
Contract Administration	0	0	0	0
Capital Assets Management	0	180,591	0	0
Sub Total	2,465,446	3,799,205	2,893,352	4,945,303

Proprietary Funds				
SIB Loan Capital Projects				0
Engineering Administration	0	0	0	250,000
Sub Total	0	0	0	250,000

All Funds Total	**2,465,446**	**3,799,205**	**2,893,352**	**5,195,303**

Engineering
Significant Changes

All Fund

Expenditure Changes	Dollars
Contractual Services	
Increase in contractual services for environmental contracts	$250,000

General Fund

Expenditure Changes	Dollars
Revenues	
Revenue projection reflects change in accounting method; project engineers will billed to capital projects	$5,240,700
Personal Services	
Various positions that were not budgeted are now fully budgeted to support Quality of Life bond projects	$1,884,369
Increased pension contribution from 12.85% to 13.45%	$260,140
Increase in health contributions based on actual expenditures	$98,991
Contractual Services	
Increase for environmental contracts in lieu of adding a new Environmental Division	$100,000

Engineering & Construction Management

Goals, Objectives & Performance Measures

Function: Design/Project Engineering
Design and construction oversight of the Capital Improvement Program (CIP) for the City.

Serves Council's Strategic Policy:
To ensure long-term financial stability and sustainability of the City Government.

Goal:
To engineer and construct quality infrastructure with the ultimate goal of implementing the City's long and short-term Capital Improvement Program.

Objectives:

1.) In FY 2014, minimize the time it takes to select an Architect/Engineer consultant.
2.) In FY2014, increase the number of projects designed and constructed within approved budget.
3.) In FY 2014 reduce the percentage of construction change orders.
4.) In FY 2014, acquire the property necessary for the construction of Capital Improvement Program projects that meet the project schedule.
5.) In FY 2014, reduce the time it takes to process contractor pay applications.

Performance Measures	Actual FY 2012	Actual FY 2013	Projected FY 2014
Number of days from initiation of Architect/Engineer selection process to nomination of firm	50	50	50
Percent of projects completed within approved budget	95%	95%	95%
Percent of construction change orders per project	4%	4%	4%
Number of working days it takes to process contractor requests for information	3	2	3
Number of working days from receipt to action on a contractor pay application	5	5	4

Engineering & Construction Management

Goals, Objectives & Performance Measures

Function: Capital Improvement Program

Responsible for financial management, contract administration, property acquisition, and procurement to support the Engineering and Construction Management Department's mission.

Serves Council's Strategic Policy:

To ensure long-term financial stability and sustainability of the City Government.

Goal:

To manage the administrative functions that support the Capital Improvement Program with an effective and timely customer service focus.

Objectives:

1.) In FY 2014, become the client of choice to consultants and contractors by providing expedient and effective contract administration.

2.) In FY 2014, establish contractor outreach programs in conjunction with local public organizations (Hispanic Chamber of Commerce, TXDOT, Public Service Board).

3.) In FY 2014, establish a standard for the procurement process to bid opening of 30 calendar days.

4.) In FY 2014, acquire the property necessary for the construction of Capital Improvement Program projects that meet the project schedule.

5.) In FY 2014, establish, maintain and provide project budgets and a sustainable financial reporting tool for the Capital Improvement Program.

Performance Measures	Actual FY 2012	Actual FY 2013	Projected FY 2014
Percent of payments made within 15 days of acceptance	100%	100%	100%
Number of public outreach programs	2	2	3
Percent of procurements that meet the 30 day procurement process standard	92%	90%	95%
Processing/charging of annual engineering project revenues	$2,340,605	$2,609,951	$2,740,449
Timeline to produce a regular CIP program financial report highlighting the financial and budgetary position of the City's CIP funded projects	Within 10 days of month's end	Within 10 days of month's end	Within 10 days of month's end

THE CITY OF EL PASO
TEXAS

General Services

General Services

Mission Statement

The Mission of the General Services Department is to provide facilities, fleet, land management 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	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
Personal Services	10,122,907	10,353,764	11,294,481	11,881,510
Contractual Services	6,812,490	4,661,945	4,255,448	4,840,328
Materials/Supplies	14,066,802	14,718,633	16,505,198	16,049,379
Operating Expenditures	11,330,697	12,506,858	11,886,740	11,303,219
Non-Operating/Intergovt. Exp	1,810,399	1,853,253	2,288,891	2,288,891
Internal Transfers	0	0	0	402,192
Capital Outlay	6,020,446	11,054,133	2,299,878	3,498,053
Total Appropriation	**50,163,741**	**55,148,586**	**48,530,636**	**50,263,571**

Source of Funds	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government	24,636,365	25,997,735	27,273,421	25,014,882
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	5,706,532	10,556,580	2,187,499	2,848,000
Nonmajor Governmental Funds	2,866,857	1,061,906	0	300,000
Fiduciary Funds	0	0	0	0
Proprietary Funds	16,953,987	17,532,364	19,069,716	22,100,689
Total Funds	**50,163,741**	**55,148,586**	**48,530,636**	**50,263,571**

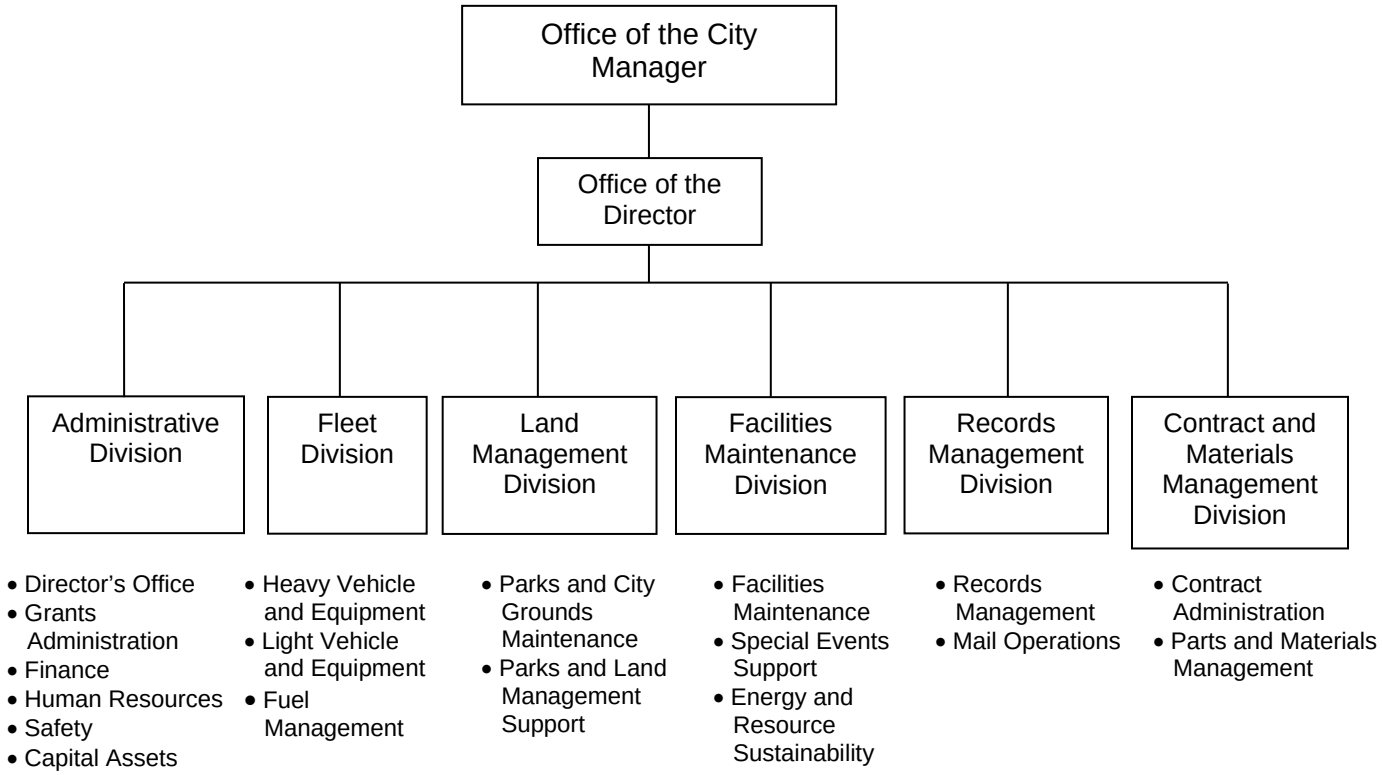
Positions	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Adopted
General Fund	156.30	157.30	166.30	189.30
Non-General Fund	98.30	98.30	97.30	104.30
Total Authorized	**254.60**	**255.60**	**263.60**	**293.60**

General Services

Division Summary

	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government				
Facility Maintenance	1,363,529	2,905,202	17,497,964	16,767,112
Park Land Management	7,510,941	7,949,218	9,268,828	7,763,672
Facility Personnel	1,745,725	502	250,213	225,722
City Records	191,650	246,614	234,147	232,760
Facility Support	1,032,036	1,042,376	22,269	25,616
Facility Special Projects	0	0	0	0
Radio Communications	-44	0	0	0
Facility Utilities	10,749,775	11,876,709	0	0
Parks Facilities Maintenance	1,987,375	1,977,114	0	0
Administration Fleet Services	0	0	0	0
Facilities Maintenance	-80	0	0	0
Park Maintenance	55,458	0	0	0
Sub Total	24,636,365	25,997,735	27,273,421	25,014,882
Capital Projects				
Vehicle Replacement Program	5,706,532	2,237,390	2,187,499	2,848,000
City Records	0	0	0	0
Park Land Management	0	17,585	0	0
Fleet Services Grant	0	8,301,606	0	0
Sub Total	5,706,532	10,556,580	2,187,499	2,848,000
Nonmajor Governmental Funds				
Fleet Services Grant	2,866,147	1,061,906	0	-
Vehicle Replacement Program	0	0	0	300,000
Park Maintenance	710	0	0	-
Sub Total	2,866,857	1,061,906	0	300,000
Proprietary Funds				
Administration Fleet Services	4,235,672	4,274,151	18,529,977	19,623,776
Quick Copy	512,352	633,319	540,991	561,599
Motor Pool	22,197	14,228	0	0
Inventory Sales	12,183,765	12,610,666	-1,252	0
Park Land Management	0	0	0	1,915,314
Sub Total	16,953,987	17,532,364	19,069,716	22,100,689
All Funds Total	**50,163,741**	**55,148,586**	**48,530,636**	**50,263,571**

GENERAL SERVICES



DEPARTMENT MISSION

The Mission of the General Services Department is to provide facilities, fleet, land management 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 General Services Department (GSD) submitted a level budget that was in line with the previous years' adopted budget of $48.5 million. The determination to submit a level budget is a direct result of the hard work over the past 4 years of increasing funding levels that appropriately reflect GSD's operational needs and that are required to fulfill the Departments' mission. The initiatives that GSD has successfully undertaken during this time are sustainability and energy efficiencies through the installation of solar photovoltaic power generation panels, the installation of 7,300 energy-efficient LED streetlights throughout the City, increasing the number of alternative fuel (hybrid, electric, propane, natural gas) vehicles and major improvements to the City's parklands through the addition of solar powered trash cans and increasing the number of sports fields that receive a higher level of maintenance through fertilization, seeding, herbicide application and irrigation so that they are available for public access.

Looking forward to FY '14, GSD is broadening its initiatives to the City's fleet where vehicles will be replaced through the use of a vehicle replacement schedule. This replacement schedule details how many vehicles of the City's current fleet, whether heavy or light, is to be replaced per year based on life expectancy. Once identified, they are replaced with new, more cost effective vehicles that operate more efficiently and are environmentally-friendly. Funding for this initiative is expected to increase no less that $870 thousand with the possibility of another $630 thousand during the year. GSD is also continuing its improvements to the City's parklands by providing continuous maintenance to not just designated game fields but also non-designated game fields with the expectation of increasing parkland availability for year round community use. The non-designated game fields are made of 80 additional sites which cover 250 square miles throughout the City. With the ever increasing demands placed on facilities and with the addition of future buildings, and parkland, GSD must be on the forefront of properly maintaining them so that the public can continue to enjoy one of America's most livable cities.

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;
- Fleet and facility maintenance will not keep up with demand; and
- Departments will not be able to meet their customers' demands for service or fulfill their mission.

Issue 2
The increased use and expansion of city buildings and parkland (i.e.: 15-25% increase in sports league signups, and 200% increase in demand for sports fields), along with a lack of equal growth in resources, will, if not addressed, result in:

- A decrease in customer satisfaction of sports fields due to decreasing turf quality and increased safety risks from overuse;
- An increase of safety risks and general decrease in customer satisfaction for open space and general parkland;
- Loss of user department's ability to program the general public usage of public buildings and their amenities; and
- A lack of preventive maintenance, downtime of facilities and equipment, and decrease in customer satisfaction and potential closure of public facilities.

Issue 3
The deferment of essential technology upgrades (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, and report generation for customers.
- Delayed response to facilities and equipment adjustments (HVAC, power, access, security); and
- Delayed 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.

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

STRATEGIC RESULTS

Strategic Result 1

By 2017, 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 complaint-originated 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 weed complaints from internal/external customers from 390 to 292 (addresses Issue Statements 1,2,3)
- 50% reduction in incident reports/claims (addresses Issue Statements 1,2,3)
- 95% of Customer Department requests for stored records retrieved within 24 hours (addresses Issue Statements 1,3)
- 55% overall citizen rating of the maintenance of athletic fields (city survey) (addresses Issue Statements 1,2,3)
- 65% overall citizen rating of the maintenance of city parks (city survey) (addresses Issue Statements 1,2,3)

Strategic Result 2

By 2014, the City of El Paso will continue to move toward sustainability, as evidenced by:

- 10% of total City of El Paso vehicles using alternative fuels (addresses Issue Statement 5)
- City of El Paso kilowatt hour usage will be 17.76 kilowatt hours per square foot (addresses Issue Statement 5)
- 50% of City of El Paso facilities retrofitted with energy savings upgrades (addresses Issue Statements 3,5)
- A self-supporting internal service fund (addresses Issue Statement 4)
- 30% Customer department vehicles replaced on schedule through dedicated funds (addresses Issue Statements 1,4,5)
- 20% ratio of preventive maintenance expenditures to repair expenditures (addresses Issue Statements 4,5)

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. Records Management Division
   5.1 Records Management
   5.2 Mail Operations

6. Contract and Materials Management Division
   6.1. Contract Administration
   6.2. Parts and Materials Management

SIGNIFICANT CHANGES

General Fund

Expenditure Changes	Dollars
Personal Services	
Increased due to city pension rate increase from 12.85% to 13.45%, health insurance (budgeted FY13 actual), and overtime	$44,215
Contractual Services	
Increased due to City Hall parking lease	$119,133
Transferred parks litter/mowing contract to Special Revenue Fund for the Environmental Fee	($904,900)
Decreased building facility maintenance contracts	($220,514)
Decreased outside contracts account for temporary fencing used for overseeding program	($54,000)
Materials and Supplies	
Increased propane for Police Department impound lot	$6,005
Reduced building facility maintenance repairs	($220,514)
Reduced land management maintenance supplies and chemical supplies	($239,500)
Decreased uniform and maintenance supply parts	($87,482)
Decreased vehicle maintenance supplies and other small equipment purchases	($12,985)
Decreased equipment maintenance supplies (Land Management Division)	($12,150)
Operating Expenditures	
Increased Other Services Charges account for relocation costs	$73,205
Reduced electricity based on actual expenditures and projected efficiency savings	($450,000)
Reduced water expense based on approved FY 2014 overseeding and athletic field maintenance schedule	($179,006)
Decreased paging services account (now in Information Technology budget)	($21,220)
Decreased travel	($4,200)
Capital Outlay	
Reduced land management equipment that was budgeted in FY 2013	($94,326)

All Funds

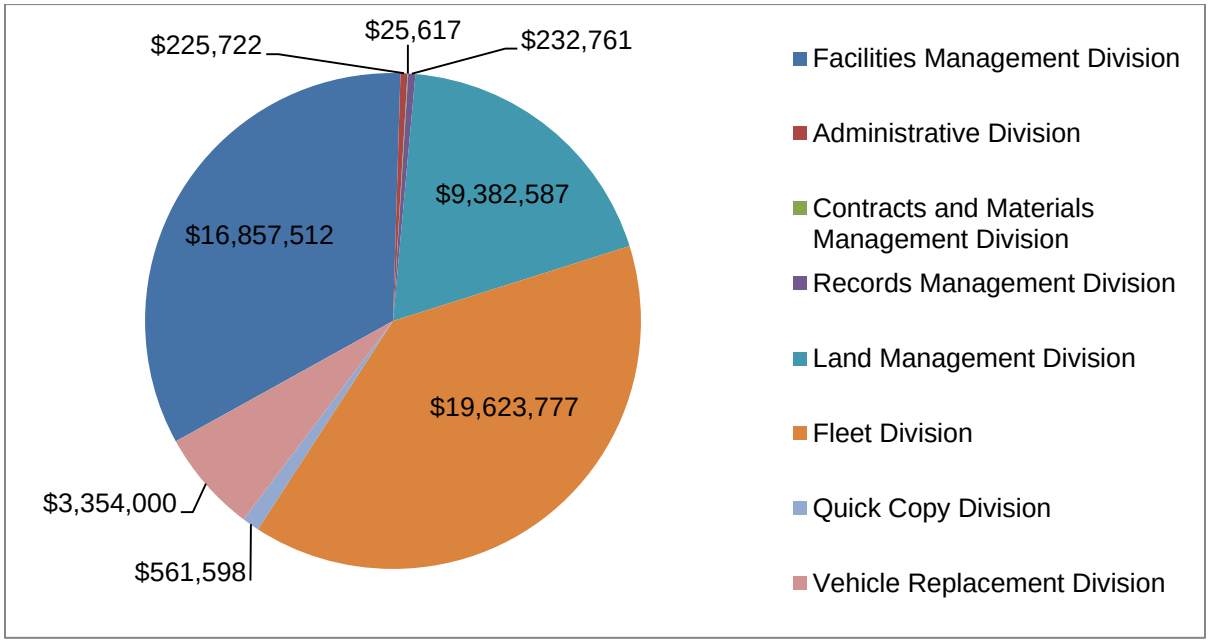
Revenue Changes	Dollars
Charges for Services	
Increased equipment maintenance charges as a result of the $15 increase in labor rate per hour ($60 to $75)	$866,659
Shift in funding source for Vehicle Replacement Program to Real Estate Sales (City Development Department)	($206,000)
Increased equipment and maintenance charges from Fleet night shift requested by Environmental Services	$165,000
Increased fuel and lubricant charges as a result of the $0.03 fuel mark up ($0.05 to $0.08)	$84,000

Expenditure Changes	Dollars
Personal Services	
Added eight (8) new positions; five (5) positions for fleet night shift requested and funded by Environmental Services, one (1) fleet worker for the tire shop, and two (2) new positions added during FY 2013	$303,948
Added retirees health contributions (not budgeted in FY 2013)	$107,919
Increased pension rate from 12.85% to 13.45%, and increased health contributions based on actuals vs. estimated	$155,831
Contractual Services	
Increased turf median maintenance ($80,000) and park litter maintenance contract ($614,014) which is now funded by the Special Revenue Fund for the Environmental Fee	$694,014
Fleet Focus software contract (previously paid by Information Technology Department)	$46,247
Materials and Supplies	
Reduced land management maintenance and chemical supplies	($129,100)
Decreased uniform and maintenance supply parts	($87,482)
Reduced vehicle maintenance supplies and other small equipment purchases	($12,985)
Decreased equipment maintenance supplies (Land Management Division)	($11,653)
Operating Expenditures	
Increased seminars and continuing education account for Fleet Program employees	$6,000
Decreased paging services account (now in Information Technology budget)	($21,220)
Decreased travel	($10,200)

Other Uses	
Transferred to fund balance (excess revenues)	402,192
Capital Expenditures	
Increased Vehicle Replacement Program	1,292,501

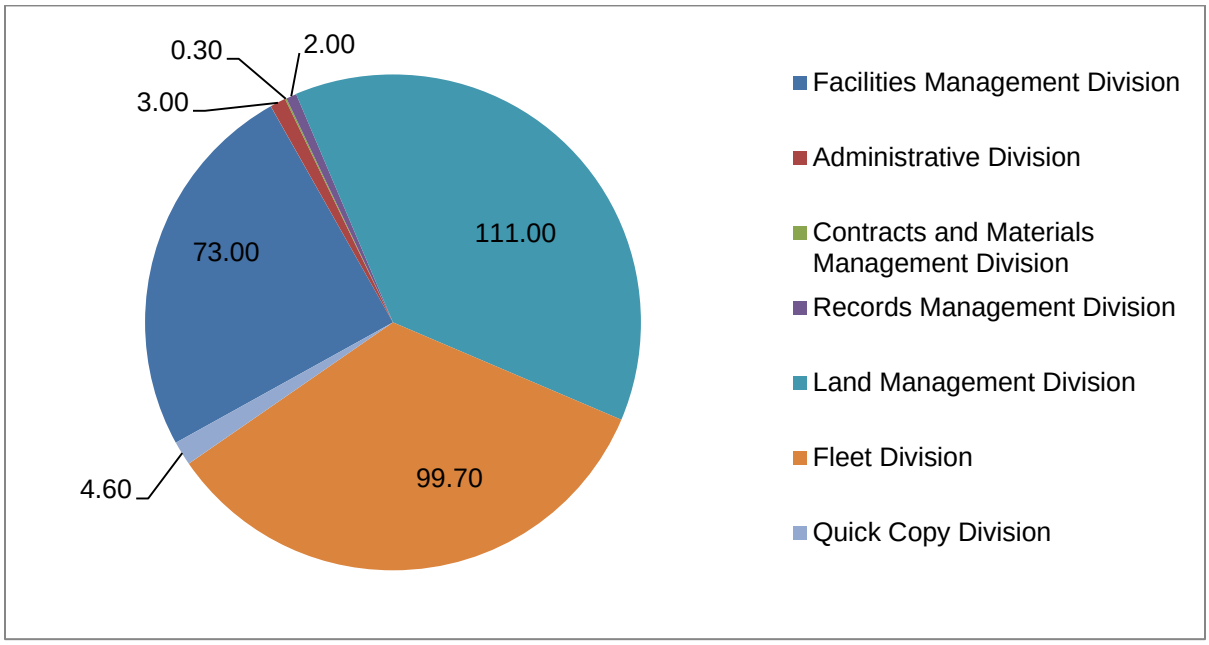
EXPENDITURES BY DIVISION

Division	Total
Facilities Management Division	$16,857,512
Administrative Division	$225,722
Contracts and Materials Management Division	$25,617
Records Management Division	$232,761
Land Management Division	$9,382,587
Fleet Division	$19,623,777
Quick Copy Division	$561,598
Vehicle Replacement Division	$3,354,000
Grand Total	$50,263,574



FULL-TIME-EQUIVALENT POSITIONS BY DIVISION

Division	Total
Facilities Management Division	73.00
Administrative Division	3.00
Contracts and Materials Management Division	0.30
Records Management Division	2.00
Land Management Division	111.00
Fleet Division	99.70
Quick Copy Division	4.60
Grand Total	293.60



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/COST: Office of the Director/$67,745

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

Office of the Director		FY 2012 Actual	FY 2013 Actual	FY 2014 Target
Result	Strategic and operational results achieved	N/A	90.0%	90.0%
Result	City Official inquiry responses provided within 24 hours	N/A	94.0%	90.0%
Output	City Official inquiry responses provided	N/A	125	130
Demand	City Official inquiry responses anticipated to be requested	N/A	125	130
Efficiency	Administrative division expenditure per dollar department expenditure	N/A	$.005/Dept Dollar spent	$.005/Dept Dollar spent

PROGRAM/COST: Grants Administration/$0

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

Grants Administration		FY 2012 Actual	FY 2013 Actual	FY 2014 Target
Result	Grant funds expended	N/A	100%	$0
Result	Grant referrals from Finance department resulting in grant applications	N/A	N/A	0
Output	Amount of grant funds managed	N/A	$1,080,000	$0
Demand	Amount of grant funds anticipated to be managed	N/A	$1,080,000	$0
Efficiency	Program expenditures per $ of grant funds managed	N/A	100%	$0

PROGRAM/COST: Finance/$69,176

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

Finance		FY 2012 Actual	FY 2013 Actual	FY 2014 Target
Result	Reports and information submitted by the deadline	N/A	100%	95.0%
Output	Vendor payments/accounting staff	N/A	7,000	8,000
Output	Vendor invoices paid (recommended measure)	N/A	28,000	32,000
Demand	Vendor invoices anticipated to be paid (recommended measure)	N/A	29,000	32,000
Efficiency	Vendor payments per accounting staff person	N/A	7,000	8,000

PROGRAM/COST: Human Resources/$16,029

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

Human Resources		FY 2012 Actual	FY 2013 Actual	FY 2014 Target
Result	Permanent position turnover rate	N/A	23.0%	15.0%
Result	Permanent position staffing levels maintained	N/A	89.0%	85.0%
Output	Permanent hires processed	N/A	58	23
Demand	New permanent position hires anticipated to be processed	N/A	58	38
Efficiency	Program expenditure per department employee	N/A	$66.23	$68.00

PROGRAM/COST: Safety/$51,972

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

Safety		FY 2012 Actual	FY 2013 Actual	FY 2014 Target
Result	Reduction in accidents resulting in property damage from 15 to 13	N/A	10.0%	10.0%
Result	Reduction in accidents resulting in personal injury from 41 to 37	N/A	10.0%	10.0%
Output	Safety training sessions conducted	N/A	29	29
Demand	Safety training sessions expected to be conducted	N/A	29	21
Efficiency	Program expenditure per General Services department associate	N/A	$229.90	$250.71

PROGRAM/COST: Capital Assets/$20,800

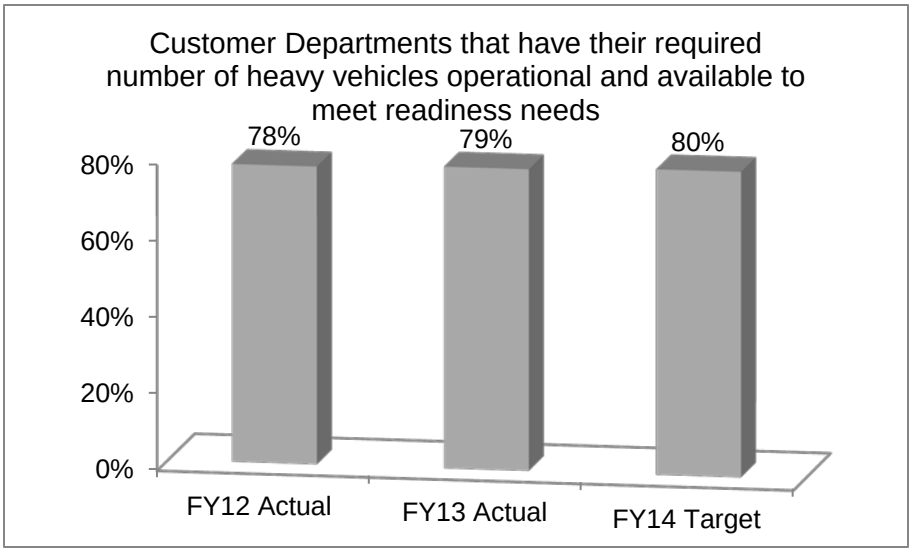
The purpose of the Capital Asset Management Program is to provide vehicle and equipment purchases and facility rehabilitation services to City departments so they can receive vehicles, building components, and equipment in accordance with applicable replacement schedules that reflect industry standards.

Capital Assets		FY 2012 Actual	FY 2013 Actual	FY 2014 Target
Result	Vehicles replaced in accordance with applicable replacement schedules that reflect industry standards	N/A	20.0%	20.0%
Result	Building components replaced in accordance with applicable replacement schedules that reflect industry standards	N/A	20.0%	20.0%
Output	Vehicles replaced	N/A	89	99
Demand	Vehicles expected to be replaced	N/A	89	99
Efficiency	Percentage of program funding expended on time and compliant with program guidelines	N/A	100%	95.0%

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/COST: Heavy Vehicle and Equipment/$3,511,135

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

Heavy Vehicle and Equipment		FY 2012 Actual	FY 2013 Actual	FY 2014 Target
Result	Customer departments that have their required number of heavy vehicles (Automated side loaders) operational and available to meet readiness needs	N/A	79.0%	82.0%
Output	Unscheduled heavy vehicle repairs	N/A	516	520
Demand	Unscheduled heavy vehicle repair visits	N/A	480	480
Efficiency	Percentage of "comeback" visits (vehicles returned for incomplete/failed repair)	N/A	4.0%	5.0%
Efficiency	Average cost per repair visit	N/A	$390	$390/visit

PROGRAM/COST: Light Vehicle and Equipment/$2,689,755

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

Light Vehicle and Equipment		FY 2012 Actual	FY 2013 Actual	FY 2014 Target
Result	Customer departments that have their required number of light vehicle (Police department patrol vehicles) operational and available to meet readiness needs	N/A	91.9%	93.0%
Output	Unscheduled light vehicle repairs	N/A	614	650
Demand	Unscheduled light vehicle repair visits	N/A	590	590
Efficiency	Percentage of “comeback” visits (vehicles returned for incomplete/failed repair)	N/A	1.0%	2.5%
Efficiency	Average cost per repair visit	N/A	$297/visit	$320/visit

PROGRAM/COST: Fuel Management/$9,800,082

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

Fuel Management		FY 2012 Actual	FY 2013 Actual	FY 2014 Target
Result	Savings from market price using bulk purchase fuel (internal fuel card)	N/A	$0.42	$0.45/gallon weekly
Result	Savings from market price using external fuel cards	N/A	$0.31	$0.35/gallon weekly
Output	Gallons purchased using bulk (internal) fuel (per month)	N/A	189,516	193,000
Demand	Gallons of bulk (internal) fuel consumed (per month)	N/A	194,501	198,390
Efficiency	Percentage reduction in the average amount of gallons per vehicle	N/A	.9%	2.0%

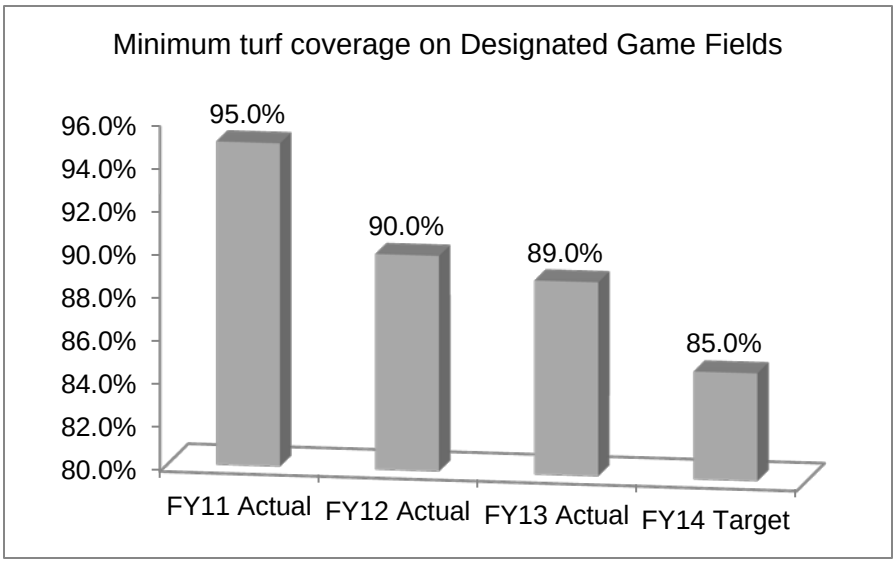
DIVISION: LAND MANAGEMENT

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/COST: Parks and City Grounds Maintenance/$5,745,749

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

Parks and City Grounds Maintenance		FY 2012 Actual	FY 2013 Actual	FY 2014 Target
Result	Turf coverage on designated game fields	90.0%	89.0%	85.0%
Result	Sports fields maintained on schedule	N/A	96.0%	90.0%
Output	Total turf acres maintained	N/A	1,250	1,250
Demand	Turf acres requiring maintenance	N/A	1,250	1,250
Efficiency	Expenditures per total turf acre maintained	N/A	$7,415/turf acre	$7,415/turf acre

PROGRAM/COST: Parks and Land Management Support/$3,636,838

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

Parks and Land Management Support		FY 2012 Actual	FY 2013 Actual	FY 2014 Target
Result	Maintenance visits completed as scheduled for parks	N/A	90.0%	90.0%
Output	Total number of maintenance visits per park annually	N/A	50	50
Demand	Total acres maintained	N/A	2,893	2,893
Efficiency	Ratio of proactive work orders/corrective work orders	N/A	1:1	1:1
Efficiency	Expenditures total acres maintained/El Paso population	N/A	$13.24 per capita	$13.24 per capita

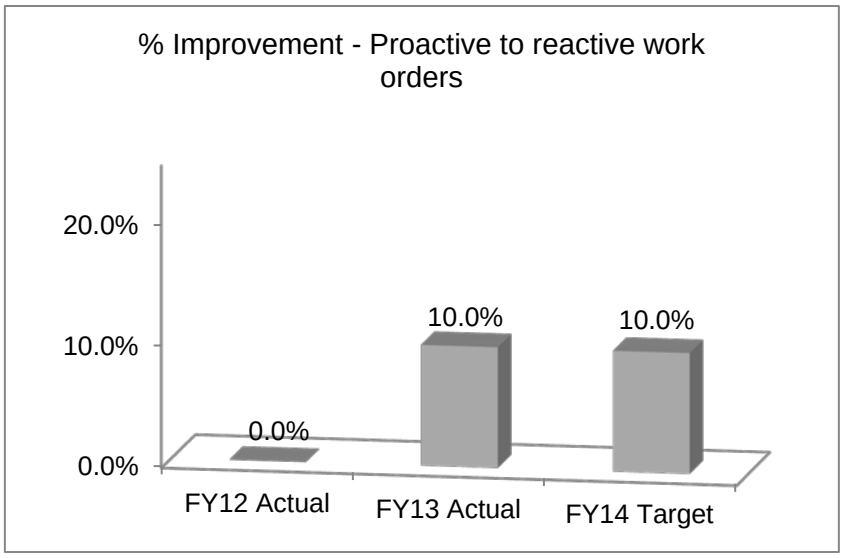
DIVISION: FACILITIES MANAGEMENT

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.

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.



PROGRAM/COST: Facility Maintenance/$5,681,612

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

Facility Maintenance		FY 2012 Actual	FY 2013 Actual	FY 2014 Target
Result	Improvement in the rate of proactive to reactive work orders from 2013 to 2014	N/A	10.0%	10.0%
Result	Work orders completed in 5 days or less	N/A	70.0%	66.0%
Output	Work orders completed annually	N/A	11,432	12,240
Demand	Work orders received	N/A	11,718	13,618
Efficiency	$ cost per square foot of facility maintenance	N/A	$2.70 square foot	$2.70 square foot

PROGRAM/COST: Special Events Support/$146,624

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

Special Events Support		FY 2012 Actual	FY 2013 Actual	FY 2014 Target
Result	Sponsoring agencies respond “that site is as clean or cleaner after the event than before”	N/A	90.0%	90.0%
Output	Special events supported	N/A	6	6
Demand	Special events requested	N/A	6	6
Efficiency	Percent of requested maintenance work orders deferred during the time of the special event	N/A	15.0%	18.0%

PROGRAM/COST: Energy and Resource Sustainability/$11,029,276

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

Energy and Resource Sustainability		FY 2012 Actual	FY 2013 Actual	FY 2014 Target
Result	Percent reduction in KWH used/building square foot as compared to previous year	N/A	5.0%	5.0%
Output	Percentage of city building square feet retrofitted with energy efficient upgrades	N/A	69.0%	63.0%
Demand	City buildings over 20,000 square feet to be retrofitted with water/energy efficient devices	N/A	4	3
Efficiency	KWH usage per square foot of city buildings	N/A	14 KWH/square foot	14 KWH/square foot
Efficiency	Gallons of water used per square foot of city buildings	N/A	34 gal/square foot	32 gal/square foot

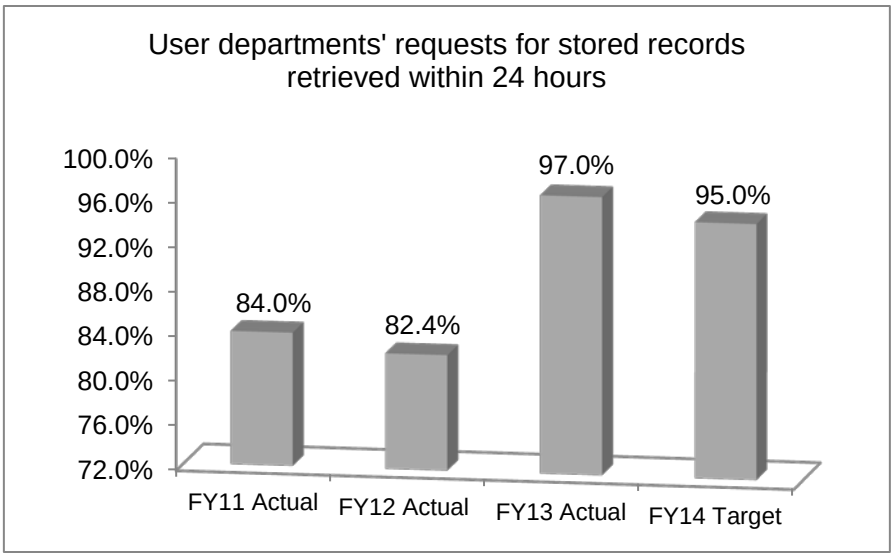
DIVISION: RECORDS MANAGEMENT

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

KEY RESULT: User departments' requests for stored records retrieved within 24 hours

Why is This Measure Important?
Providing user departments their requested stored records within 24 hours 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/COST: Records Management/$232,761

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

Records Management		FY 2012 Actual	FY 2013 Actual	FY 2014 Target
Result	User departments' requests for stored records retrieved within 24 hours	N/A	97.0%	95.0%
Result	Departments provided with records retention compliance training	N/A	21	24
Output	Records scanned	707,780	2,300,716	500,000
Demand	Boxes of records expected to be requested for storage	4,090	6,102	2,000
Efficiency	Expenditure per document scanned	$0.06	$0.09	$0.10

PROGRAM/COST: Mail Operations/$561,598

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

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

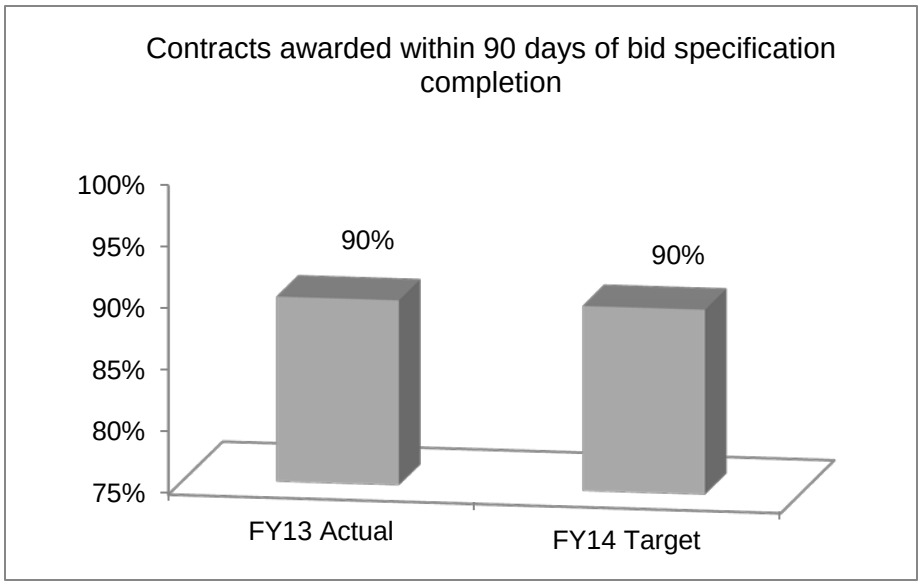
DIVISION: CONTRACT AND MATERIALS MANAGEMENT

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

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/COST: Contract Administration/$25,617

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

Contract Administration		FY 2012 Actual	FY 2013 Actual	FY 2014 Target
Result	Contracted goods and services received without interruption due to contract expiration (cost or time)	N/A	97%	95.0%
Result	Contracts awarded within 90 days of bid specification completion	N/A	90.0%	90.0%
Output	Contracts awarded in dollars	N/A	$13,128,863	$18,000.000
Demand	Number of contracts administered	N/A	72	80
Efficiency	Percent of contract expenditures $ Contract expenditures/ $ Contracts awarded	N/A	80.0%	80.0%

PROGRAM/COST: Parts and Materials Management/$3,622,805

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

Parts and Materials Management		FY 2012 Actual	FY 2013 Actual	FY 2014 Target
Result	Goods ordered for all vehicles locally (within El Paso County)	N/A	80.0%	90.0%
Result	Goods available and issued at time of request (in stock)	N/A	66.3%	70.0%
Output	Goods issuances provided	N/A	1,934	1,940
Demand	Goods issuances requested	N/A	1,934	1,960
Efficiency	$ Expenditure per goods issued	N/A	$168.76	$163.00

International Bridges

Mission Statement

To provide safe, convenient, efficient and reliable cross border mobility at an appropriate cost while facilitating international commerce and to provide efficient management of the parking meters.

Budget Summary	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
Personal Services	2,264,573	2,471,717	2,323,899	2,284,383
Contractual Services	1,220,878	1,341,927	1,517,132	1,544,826
Materials/Supplies	97,973	179,934	458,887	514,875
Operating Expenditures	651,056	269,025	109,315	135,792
Non-Operating/Intergovt. Exp	-1,765,993	27,135	40,000	46,000
Internal Transfers	11,216,245	9,553,074	12,299,250	13,008,204
Capital Outlay	23,339	8,213	233,342	311,599
Total Appropriation	**13,708,072**	**13,851,024**	**16,981,825**	**17,845,679**

Source of Funds	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 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	13,708,072	13,851,024	16,981,825	17,845,679
Total Funds	**13,708,072**	**13,851,024**	**16,981,825**	**17,845,679**

Positions	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Adopted
Non-General Fund	56.25	56.06	54.40	54.00
Total Authorized	**56.25**	**56.06**	**54.40**	**54.00**

International Bridges

Division Summary

	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
Proprietary Funds				
International Bridge Operations	12,971,037	13,504,870	16,506,525	16,387,697
International Bridge Maintenance	0	0	0	0
Parking Meter Operations	737,034	346,153	475,300	597,676
Administrative	0	0	0	860,306

All Funds Total	**13,708,072**	**13,851,024**	**16,981,825**	**17,845,679**

International Bridges
Significant Changes

All Funds

Revenue Changes	Dollars
Decreased parking meter revenue attributable to continuation of free Saturday meter parking and debt obligation for digital upgrade of parking meters, increased passenger vehicle revenue to reflect traffic projections, and increased Bridge Maintenance Fund based on annual increase	$860,854

Expenditure Changes	Dollars
Personal Services Increased attrition savings due to vacant Director position, upgraded one (1) Toll Collections Supervisor to an Operations Manager, and increased health contributions (based on actuals) and city pension rate from 12.85% to 13.45%	($38,749)
Contractual Services Increased security and janitorial contract accounts to cover services and decreased promotional services and outside contracts	$27,694
Materials and Supplies Increased maintenance and repairs for new digital parking meters upgrade and operations of the Parking Meter Division, reduced office supplies, increased information technology support for software and systems, decreased maintenance and repair supply costs	$62,288
Operating Expenditures Increased for utilities, e.g., electricity and water (full year impact of Stanton and Paso Del Norte Administrative Buildings), and increased phone and paging account for equipment and monthly service	$32,477
Interfund Transfers (Other Uses) Decreased debt service payment, increased transfer to the General Fund, and increased transfer to the Bridge Maintenance Fund.	$708,954
Capital Outlay Increased information technology support for financial and human resources software, VOIP handset phone system, and data center backup, increased amount for the Bridge Maintenance Fund, and increased amount for computer replacement	$78,257

International Bridges

Goals, Objectives & Performance Measures

Function: Bridges Operations

To provide safe, convenient, efficient, and reliable cross border mobility.

Serves Council's Strategic Policy:

To establish a comprehensive transportation system.

Goal:

To provide safe, convenient, efficient, and reliable cross border mobility at an appropriate cost while facilitating international commerce.

Objectives:

1.) Maintain the bridges and approaches at above average condition through a annual maintenance program schedule.
2.) Maintain and increase security of bridges for traffic, border crossers and
3.) Maintain the bridges in a clean and aesthetically pleasing state.
4.) Increase the use of electronic toll collection.
5.) Reduce annual toll collection shortage/overage account to less than 0.5%.
6.) Start the implementation of projects listed on the Border Master Plan.
7.) Implement a Public Private Partnership with US CBP to staff a maximum primary lanes during peak hours to reduce border wait times.
8.) Work closely with TxDOT, TTI and FHWA to deploy bluetooth border wait at the Paso Del Norte and Stanton port of entries.
9.) Allow passenger vehicle drivers to pay tolls through credit and debit cards.
10.) Provide public access to the video camera streams of border queues at the port of entry.

Performance Measures	Actual FY 2012	Estimated FY 2013	Projected FY 2014
Bridge visual inspections	36	36	36
Bridge maintenance expenditures as percent of revenue	0.86%	0.31%	0.86%
Security expenditures per southbound crossing	$0.098	$0.084	$0.098
Janitorial expenditures per southbound crossing	$0.007	$0.016	$0.007
Automated Vehicle Identification (AVI) program accounts	1,701	0	0
RFiD program accounts (cashless tolls)	80	2,804	3,100

International Bridges

Goals, Objectives & Performance Measures

(Continued) Performance Measures	Actual FY 2012	Estimated FY 2013	Projected FY 2014
PPP pilot program expenditure for staffing of CBP primary inspection lanes at peak times	$0	$0	$2,100,000
Percentage of tolls paid through debit and credit card payments in vehicle lanes	0%	0%	3%
CIP expenditure to implement Border Master Plan projects	$0	$0	$240,000
Number of live video streams of port of entry traffic	4	4	8
Number of meetings or conferences attended	35	35	35
Toll collections shortage/overage	< 0.5%	< 0.5%	< 0.5%

International Bridges

Goals, Objectives & Performance Measures

Function: Parking Meters

Manage the City's Parking Meters efficiently and improve customer service through the deployment of state of the art technology.

Serves Council's Strategic Policy:

To establish a comprehensive transportation system.

Goal:

To provide efficient management of the parking meters program.

Objectives:

1.) In FY 2014, increase percentage of working meters available through a proactive maintenance program for daily monitoring.

2.) In FY 2014, increase the number of parking meters that accept multiple types of payment.

4.) In FY 2014, start the deployment of new digital parking meters. Upgrade parking meters to digital parking meters and install 290 new digital parking meters.

5.) In FY 2014, start the deployment of real time parking maps.

6.) In FY 2014, start the deployment of pay-by-cell program

Performance Measures	Actual FY 2012	Estimated FY 2013	Projected FY 2014
Average number of days to repair a parking meter	0.5	0.5	0.5
Parking meter cards	690	795	1000
Percentage of parking meter inventory upgraded to digital technology	20%	59%	73%
Number of metered spaces	1,810	1,777	2,200
Parking meter revenue*	$1,295,592	$1,120,009	$1,577,640

Decrease in revenues in FY 2013 is due to Free Parking at Meters on Saturdays.
Increase in revenues in FY 2014 is due to deployment of Digital Meters that accept credit and debit card payments. Including expansion of the Parking Meters System.
Decrease in FY 2014 from $1,724,309 to $1,577,640 to include the free Saturdays

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	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
Personal Services	35,252,141	36,425,464	30,829,098	30,696,563
Contractual Services	5,237,968	6,143,893	10,878,637	12,378,435
Materials/Supplies	8,330,757	8,712,784	10,984,624	11,037,630
Operating Expenditures	15,979,407	14,342,237	5,015,555	5,119,515
Non-Operating/Intergovt. Exp	1,216,856	1,880,851	4,186,830	4,287,625
Internal Transfers	270,833	0	0	0
Capital Outlay	0	10,335	1,122,794	2,485,000
Total Appropriation	**66,287,962**	**67,515,564**	**63,017,538**	**66,004,768**

Source of Funds	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government	0	-42	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	66,287,962	67,515,606	63,017,538	66,004,768
Total Funds	**66,287,962**	**67,515,564**	**63,017,538**	**66,004,768**

Positions	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Adopted
Non-General Fund	699.46	718.12	718.97	630.00
Less outsourcing of specialized transportation, safety and training services by November 11, 2012.	0.00	0.00	-130.66	0.00
Total Authorized	**699.46**	**718.12**	**588.31**	**630.00**

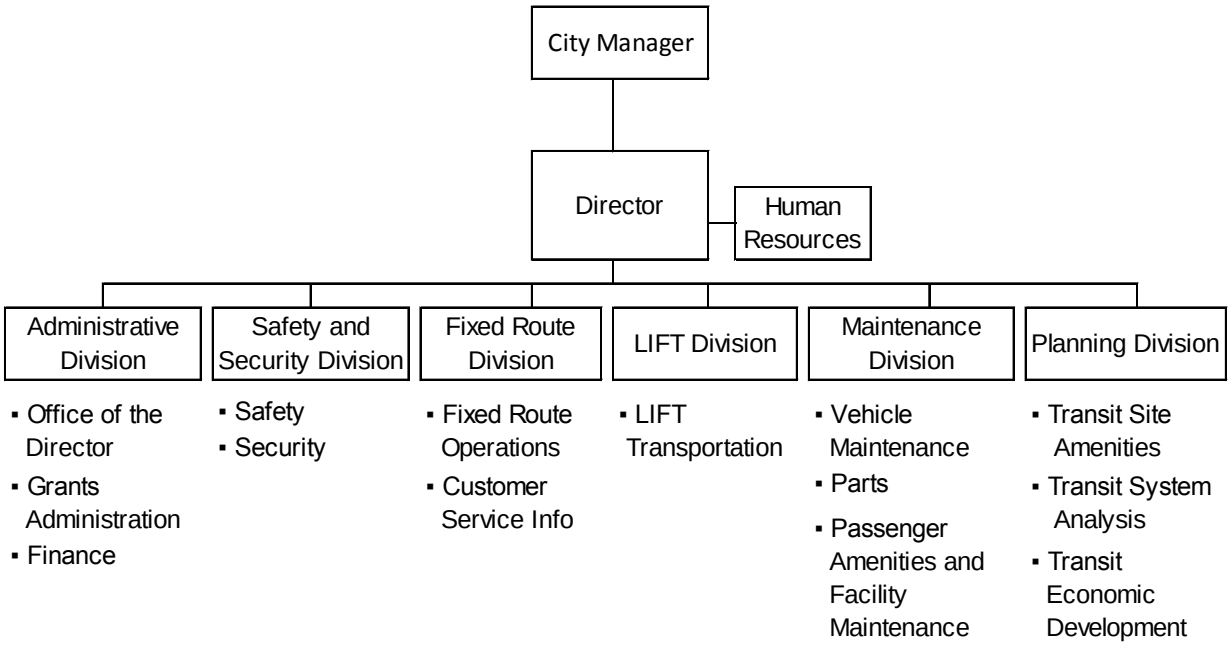
Mass Transit - Sun Metro

Division Summary

	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government				
Mass Transit Administration	0	-42	0	0
Proprietary Funds				
Fixed Route Operations	24,873,254	24,374,195	25,663,228	27,045,625
Transit Maintenance	12,611,000	13,100,677	14,497,920	16,683,900
Mass Transit Administration	12,352,627	14,184,134	11,302,883	11,532,213
Mass Transit Inventory Purchases	9,029,473	8,033,177	9,852,170	9,874,391
Lift Operations	7,128,145	7,140,981	7,931,325	7,432,052
Transit Planning	821,699	1,445,587	2,135,385	1,888,011
Transit Safety Security	1,226,232	987,910	1,486,797	1,422,968
Sun Metro Capital Grants	5,437,709	4,450,783	0	0
Mass Transit Inventory Issues	-7,192,178	-6,201,838	-9,852,170	-9,874,391
Sub Total	66,287,962	67,515,606	63,017,538	66,004,768

All Funds Total	**66,287,962**	**67,515,564**	**63,017,538**	**66,004,768**

SUN METRO



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

Fiscal Year 2013 was yet another exciting year for the City of El Paso's Mass Transit Department (Sun Metro). Construction started on the new Operations and Maintenance Facility on the East side; additionally construction started on the Mesa Rapid Transit System (RTS) Corridor and a design contract was awarded for the Dyer RTS Corridor. Sun Metro continued its successes in 2013 to include continued increases in ridership, expansion of services such as night service, added transit amenities to include over 70 bus shelters, route expansions and further progress towards transit oriented developments (TOD). Other achievements included the creation of several new employee committees to help administrative staff better understand the needs of the workforce.

In FY 2014, Sun Metro will move forward on an aggressive schedule to complete and implement the Mesa RTS Corridor and begin construction of the Alameda Avenue RTS corridor, with the Dyer and Montana corridors following shortly after. Sun Metro will add 71 new fixed route shelters throughout the City and the continued promotion of Fort Bliss routes to help support troop expansions. Four new Park and Ride routes will also be generated for the West Side, Zaragoza, and Mission Valley areas, and expansion of the parking lot at the Mission Valley Transfer Center. Further, Sun Metro will work with EPCC and UTEP in establishing different student fare programs and enhanced service in the form of increased express routes and new cross-town routes. Finally, along with City staff, Sun Metro continues the process required for a proposed Streetcar project.

With all the successes and goals, Sun Metro must take a serious look at how to maintain the extended services and the demands placed on the existing facilities and vehicles due in part to continued ridership increases and the RTS. Uncertainties about federal funding that come from the two-year reauthorization transportation bill and the fuel tax credit require Sun Metro to assess what it needs to do to sustain its growth and success beyond fiscal year 2014. This includes the Federal Transit Administration's replacement of competitive grants with the utilization of formula funding, which is not necessarily favorable for Sun Metro and requires closer work with federal officials on a new transportation reauthorization bill starting in FY 2016.

ISSUE STATEMENTS

Issue 1

The complex characteristics of the highly anticipated RTS system and the expectations of an expanding, first-class service, combined with the uncertainty of operational funding, if not addressed, will result in:

- RTS system failure;
- Public perception of RTS and overall Sun Metro service will be negatively impacted;
- Overall customer satisfaction/service will drop;
- Degradation of the fixed-route service;
- Increase in failure rates of equipment;
- Performance measures (e.g., on-time performance, road calls, Preventive Maintenance Checks (PMs), service interruptions) will be negatively impacted;
- Increased local and federal political scrutiny; and
- Reduction in ridership, lowering our fare box recovery ratio.

Issue 2

The current growth of fixed route and the accelerated multi-modal initiatives, if not planned and deployed properly, will exceed the operational resources of Sun Metro.

Issue 3

The uncertainty of long-term federal funding and local sales tax growth coupled with the demand for growth, if not addressed, will result in the decline of current service and jeopardize the sustainability of the city's smart growth initiative and endanger the economic stability of Sun Metro.

Issue 4

Failure of employees to understand and buy into Sun Metro's vision and esprit de corps will, if not addressed, harm customer service and hinder performance.

STRATEGIC RESULTS

Strategic Result 1

By July 2014 and April 2015 the Mesa and Alameda RTS corridors will be operational, respectively.

As measured by:

- December 2013, the Ops/Maintenance facility will be completed (addresses Issue Statements 1, 2).
- At same time, ten articulated buses will be delivered by March 2014 and 14 articulated buses by February, 2015. (addresses Issue Statements 1, 2).
- September, 2014, a financial plan will be in place which ensures full funding for Mesa RTS and future projects (addresses Issue Statements 1, 2, 3).
- April, 2014, Mesa RTS staff will be employed and fully trained, and by January, 2015 Alameda RTS will be fully staffed. (addresses Issue Statements 1, 2, 4).[1]

Strategic Result 2

By Fall 2016, the Dyer RTS corridor will be operational.

As measured by:

- Summer 2016, ten articulated buses will be delivered (addresses Issue Statements 1, 2).
- September, 2015, a financial plan will be in place which ensures full funding for Dyer RTS (addresses Issue Statements 1, 2, 3).
- One month prior to implementation, staff supporting Dyer RTS corridor will be employed and trained (addresses Issue Statements 1, 2, 4).[1]

Strategic Result 3

By Fall, 2017, the Montana RTS corridor will be operational.

As measured by:

- January, 2016, FTA funding will be secured (addresses Issue Statements 1, 3).
- Three months prior to implementation, 14 articulated buses will be delivered (addresses Issue Statements 1, 2).
- September, 2016, a financial plan will be in place which ensures full funding for Montana RTS (addresses Issue Statements 1, 2, 3).
- One month prior to implementation, Montana RTS staff will be employed and trained (addresses Issue Statements 1, 2, 4).[1]

Strategic Result 4

By the end of 2015, Sun Metro (considering fixed route growth and RTS expansion) will demonstrate its credibility through the highest level of performance.

As measured by:

- The end of 2017, the 5-year bus mid-life rebuild program will be completed at $5 million/year for Fixed Route growth alone, without RTS expansion (addresses Issue Statements 1, 2, 4).

[1]To include implementation of organizational administrative infrastructure for new RTS Division to manage all 4 RTS corridors in future.

- The end of 2015, ridership will be at 20 million for the year; representing an 8% increase/year for Fixed Route growth alone without RTS expansion (addresses Issue Statements 1, 2).
- 97% on-time performance for Fixed Route and RTS (addresses Issue Statements 1, 2, 4).[2]
- 0.02% missed service for Fixed Route and RTS (addresses Issue Statements 1, 2, 4).
- 39,000 miles between road calls for Fixed Route and RTS (addresses Issue Statements 1, 2, 4).
- 99% on-time preventive maintenance for Fixed Route and RTS (addresses Issue Statements 1, 2, 4).

Strategic Result 5

By March, 2014, Sun Metro will secure Federal/Local funding.

As measured by:

- March, 2014, a 5 year transportation reauthorization bill providing $16 million operating funds annually for the city of El Paso will be secured (addresses Issue Statements 1, 3).
- March, 2014, retroactive reinstatement of the alternative fuel tax credit – $2.5 million/year—will be achieved (addresses Issue Statements 1, 3).
- September, 2015, a $0.75 fee for every vehicle registered in the county will be assessed (addresses Issue Statements 1, 3).
- January, 2015, Sun Metro will implement a $0.50 across-the-board fare increase, generating an additional $1.5 million/year (addresses Issue Statements 1, 3).
- January, 2015, at least one alternative source of revenue will be identified and developed pursuant to economic impact study; e.g. developer impact fees, corridor or TOD fees, student user fees, etc. (addresses Issue Statements 1, 3).
- If streetcar initiative is implemented, then minimally, either preceding bullet points 1, 2, and 3 will be approved, or points 1, 2, and 4 will be approved (addresses Issue Statements 1, 2, 3).

Strategic Result 6

By the end of Fiscal Year 2014, Sun Metro will be a highly communicative organization whose employees are collectively committed to Sun Metro's mission and to a relentless focus on delivering exceptional customer service.

As measured by:

- Customer complaints 8 per 100K passengers (addresses Issue Statements 1, 2, 4).
- Collisions less than 2 per 100k miles (addresses Issue Statements 1, 2, 4).
- 97% on-time performance - current: 96.9% (addresses Issue Statements 1, 2, 4).
- Staffing levels not below 95% - current: 92% (addresses Issue Statements 1, 2, 4).

[2] Current on-time performance is 98.0%; for this Strategic Result, a very slight decrease in on-time performance is initially anticipated.

DEPARTMENT ORGANIZATION

1. Administrative Division
   - 1.1. Office of the Director
   - 1.2. Human Resources
   - 1.3. Grants Administration
   - 1.4. Finance

2. Safety and Security Division
   - 2.1. Safety
   - 2.2. Security

3. Fixed Route Division
   - 3.1. Fixed Route Operations
   - 3.2. Customer Service Information

4. LIFT Division
   - 4.1. LIFT Transportation

5. Maintenance Division
   - 5.1. Vehicle Maintenance
   - 5.2. Parts
   - 5.3. Passenger Amenities and Facility Maintenance

6. Planning Division
   - 6.1. Transit Site Amenities
   - 6.2. Transit System Analysis
   - 6.3. Transit Economic Development

SIGNIFICANT CHANGES

All Funds

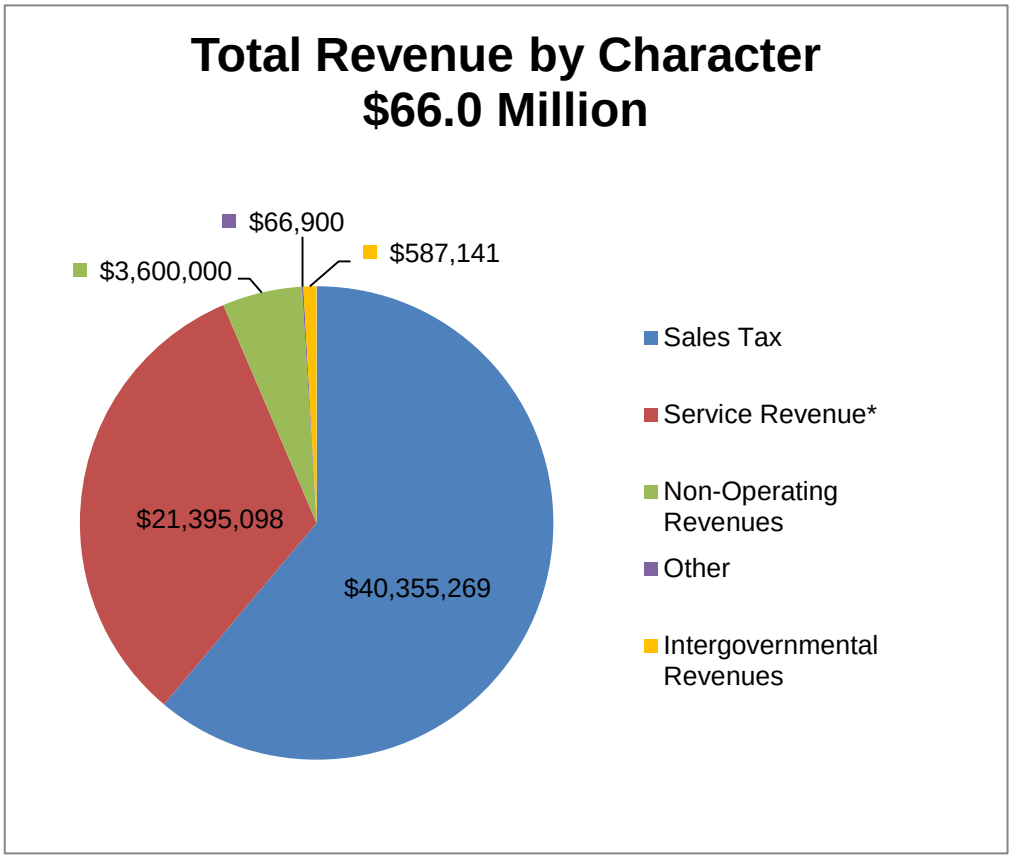
Revenue Changes	Dollars
Increased Sales Tax Revenue, due to increase in overall state tax collections	$1,698,443
Increased start-up, one-time federal revenue, from the Metropolitan Planning Organization for the Mesa Rapid Transit System (RTS) expansion	$1,000,000
Increased fare revenue, due to additional routes and service improvements	$231,696

Expenditure Changes	Dollars
Personal Services	
Realized salary savings from outsourcing LIFT (specialized transportation) and Safety and Security services, includes a reduction of 130.66 full-time-equivalent positions	($1,500,000)
Realized savings from attrition (slightly less than in FY 2013)	($14,203)
Annualized FY 2013 pay grade slotting and market rate adjustments to salaries	$568,450
Added 29 positions for RTS expansion in the Spring for operations, maintenance, and security needs	$280,500
Added 7 positions mid-year for new operations facility	$100,928
Added 5 coach operators for optimal staffing and to minimize overtime	$138,710
Increased pension contribution rate from 12.85% to 13.45%	$249,170
Increased health contributions, based on actuals vs. estimated	$192,741
Contractual Services	
Expanded the management services contracts for LIFT and security and safety services from 9.5 to 12 months; includes $60,000 for performance incentives	$1,568,447
Increased heavy vehicle equipment maintenance contracts for older bus equipment, engine, and transmission replacement	$287,402
Increased janitorial contracts for new operational/maintenance facility	$111,369
Decreased transportation contracts (taxi services) due to outsourcing the LIFT	($62,500)
Decreased security contract costs	($79,500)
Realized savings by eliminating temporary services contracts due to outsourcing the LIFT	($95,000)
Decreased bus shelter cleaning services to align with historical expenditures	($150,011)
Decreased building facilities maintenance contracts to align with historical expenditures	($159,372)

All Funds

Expenditure Changes (Continued)	Dollars
Materials and Supplies	
Increased liquefied natural gas fuel for 10 new buses to serve the Mesa Rapid Transit System and 25 new buses for the LIFT	$262,514
Increased information technology support for financial and human resources software, VOIP handset phone system, and data center backup	$114,100
Increased building facilities maintenance repair parts, such as refrigeration supplies, fuel pumps, and hardware	$79,258
Decreased office supplies	($9,500)
Decreased uniforms and apparel supplies	($9,875)
Decreased low cost equipment maintenance items	($10,566)
Decreased lubricants antifreeze supplies	($18,000)
Decreased cleaning supplies	($19,880)
Decreased vehicle maintenance supplies	($136,661)
Realized savings from replacing 25 buses that use unleaded gas with 25 buses that use compressed natural gas for the LIFT	($350,300)
Operating Expenditures	
Increased electricity and water for the satellite maintenance facility	$133,500
Decreased planning grant needs due to availability of previous years' funding	($43,000)
Realized savings in operating expenditures from outsourcing LIFT	($16,245)
Non-Operating Expenditures	
Decreased principal and interest payments, based on loan schedules for bonds	($289,964)
Intergovernmental Expenditures	
Increased city match for Sun Metro's portion of anticipated grants, includes a grant for 9 replacement buses for Fixed Route	$390,759
Capital Outlay	
Increased vehicular equipment for mid-life rebuild of bus engines and transmissions (bus life expectancy is 12 years)	$1,405,000
Increased data processing equipment, includes $65,000 for desktop and laptop computer replacement	$432,206
Removed budget for land purchase	($500,000)

REVENUE BY CHARACTER

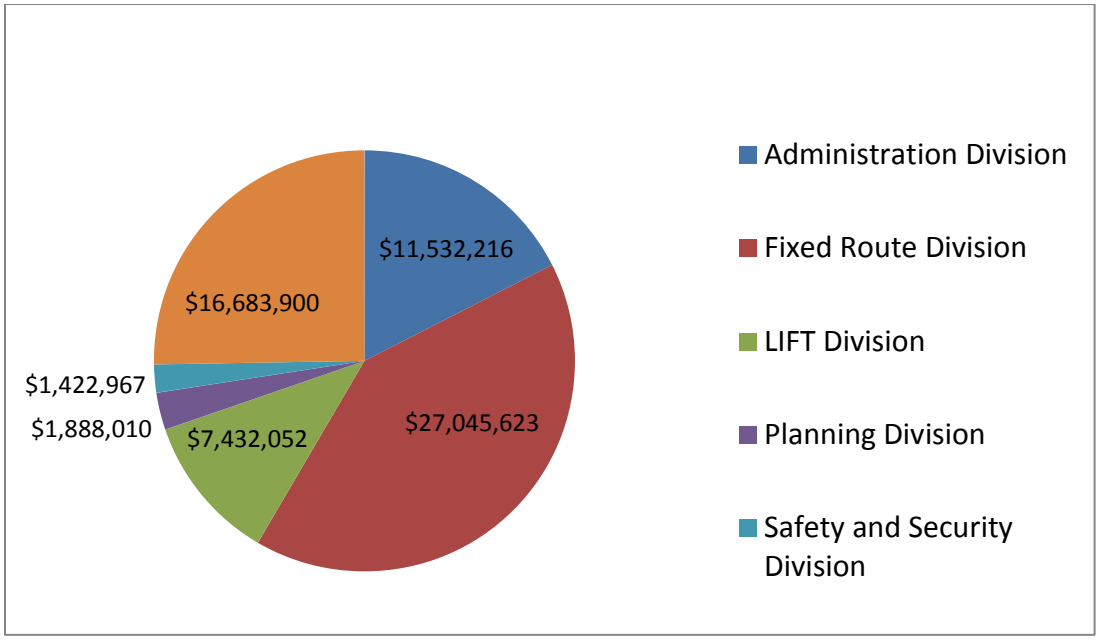


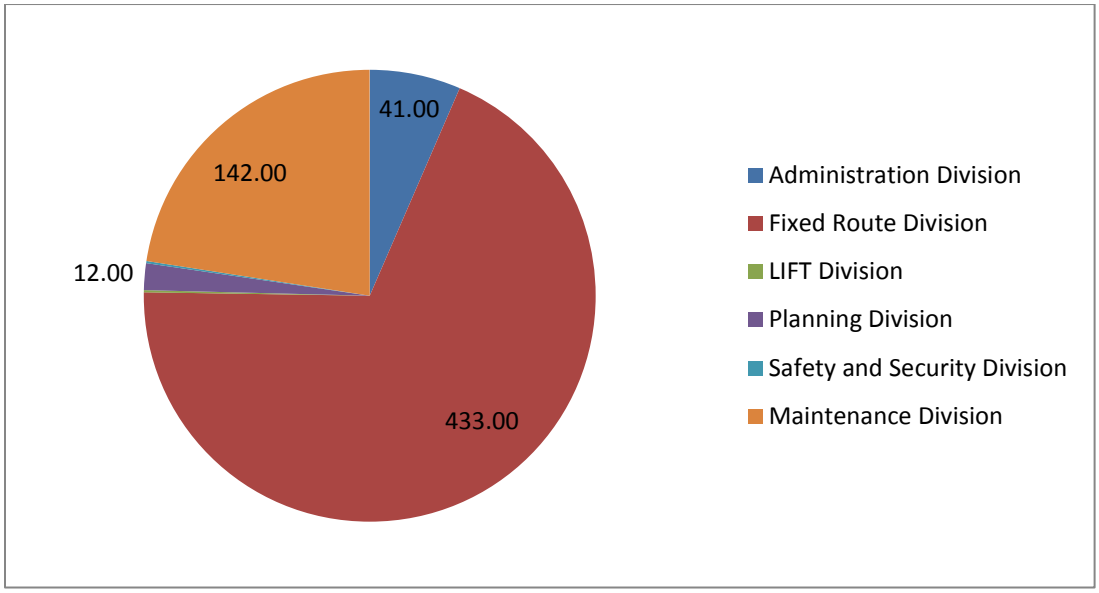
* Service Revenue Breakdown is as follows:

FTA Subsidy	$11,000,000
Farebox Revenue	9,102,793
Ticket Sales	1,104,435
Non-Transportation Revenue	187,870
	$21,395,098

EXPENSES AND FULL-TIME-EQUIVALENT POSITIONS

Division	Total	FTE
Administration Division	$11,532,216	41.00
Fixed Route Division	$27,045,623	433.00
LIFT Division	$7,432,052	1.00
Planning Division	$1,888,010	12.00
Safety and Security Division	$1,422,967	1.00
Maintenance Division	$16,683,900	142.00
Grand Total	$66,004,768	630.00





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/COST: Office of the Director / $1,283,794

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

Office of the Director		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Strategic and operational results achieved	N/A	72%	80%
Result	Annual ridership	16,402,000	17,100,000	17,656,545
Output	Number of City Official inquiry responses provided	N/A	10	6
Demand	Number of marketing presentations expected to be requested	N/A	55	48
Efficiency	Hourly operations cost	$74.63	$78.00	$82.50

PROGRAM/COST: Human Resources / $410,345

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

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

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

PROGRAM/COST: Grants Administration / $228,844

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

Grants Administration		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percent of grants without audit findings	N/A	99%	100%
Result	Close out during fiscal year of grants with 95-100% disbursement rate	N/A	N/A	75%
Output	Increase in disbursement frequency to avoid deactivation of funds	N/A	N/A	<120 Days
Demand	Total dollars awarded by fiscal year for Capital investments	$16.6M	$9.0M	$14.0M
Efficiency	Program expenditure per dollar grant funds managed	N/A	$0.05	$0.09

PROGRAM/COST: Finance / $9,609,233

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

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

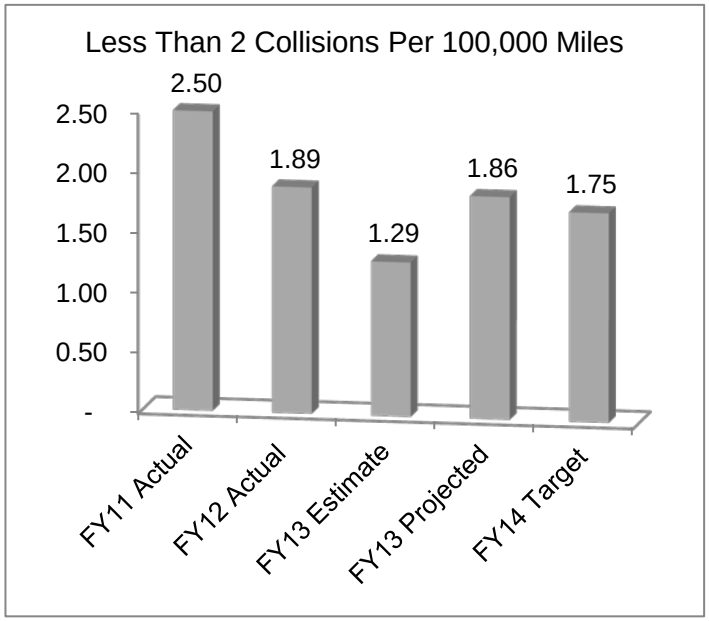
DIVISION: SAFETY AND SECURITY

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

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/COST: Safety / $310,831

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

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

PROGRAM/COST: Security / $1,112,136

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

Security		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Number of reported security incidents per 100,000 passengers	0.87	1.22	1.38
Result	Number of driver assaults annually	0	<5	<3
Output	Individuals banned due to criminal activity	19	13	15
Demand	Incidents expected to be reported	144	207	244
Efficiency	Program expenditure per passenger	N/A	$0.068	$0.070

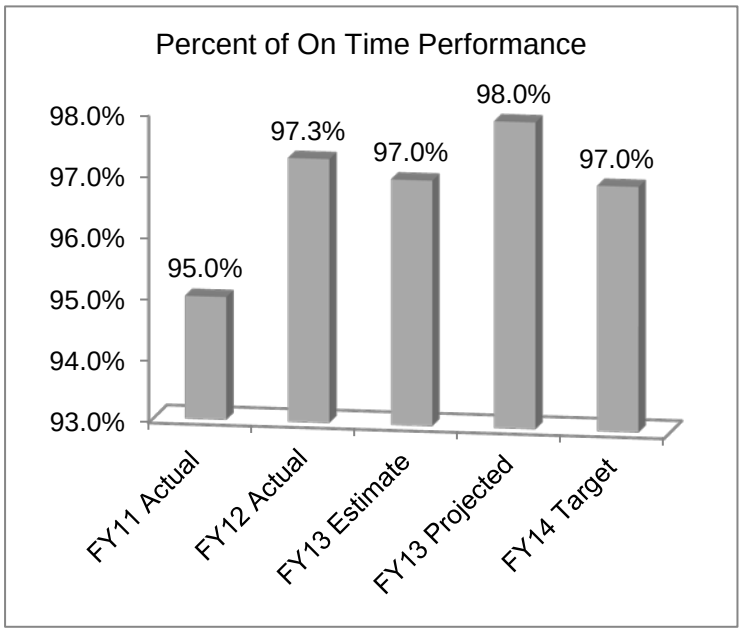
DIVISION: FIXED ROUTE

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

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/COST: Fixed Route Operations / $26,619,364

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

Fixed Route Operations		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percent on time performance	97.3%	98.0%	97.0%
Result	Percent missed service	0.07%	0.02%	0.02%
Output	Number of supervisor and driver training hours	2,841	10,725	3,032
Demand	Customer complaints expected to be received	1,212	525	550
Efficiency	Fixed Route Operations cost per hour	N/A	$51.10	$53.65

PROGRAM/COST: Customer Service Information / $426,259

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

Customer Service Information		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Customer complaints of 10 or less per 100,000 passengers	9	7	8
Result	Percent of calls dropped	13.75%	15.10%	15.10%
Output	Customer inquiry responses	465,949	375,837	420,000
Demand	Customer inquiry responses expected to be requested	540,226	432,714	488,572
Efficiency	Program expenditure per passenger trip	N/A	$0.030	$0.025

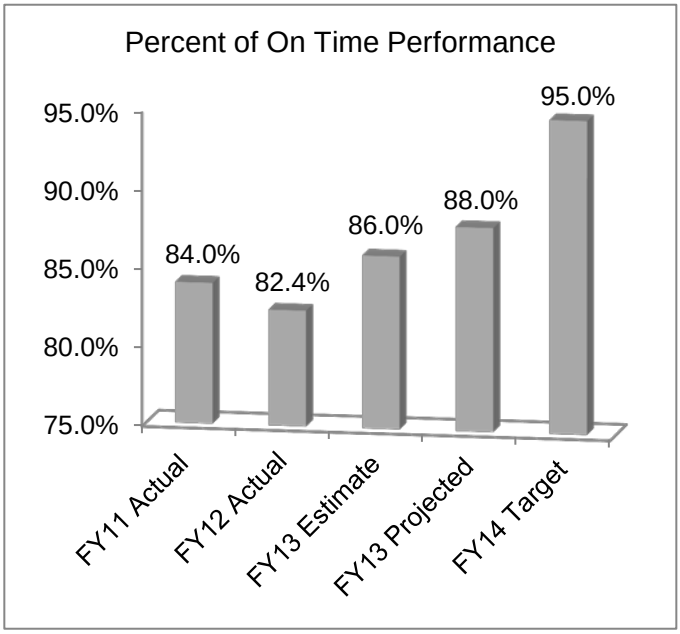
DIVISION: LIFT (Living Independently Facilitated by Transportation)

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

KEY RESULT: Percent of On Time Performance

Why is This Measure Important?
On time performance represents the internal department's efforts to work together to deliver timely, courteous and efficient service to Sun Metro passengers. On time is defined as responding within 30 minutes of the time quoted to the passenger. If a LIFT vehicle does not arrive within a 30-minute window to pick-up a passenger, the department did not deliver the expected service. The percentage reflects 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 represents 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/COST: LIFT Transportation / $7,432,052

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

Lift Transportation		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percent on time performance	82.4%	88.0%	95.0%
Result	Number of trips per revenue hour	1.9	1.95	2
Output	LIFT trips provided	238,800	250,000	250,000
Demand	Detail Bus cleanings	1,663	1,060	1,100
Efficiency	Program cost per LIFT trip	N/A	$46.63	$40.00

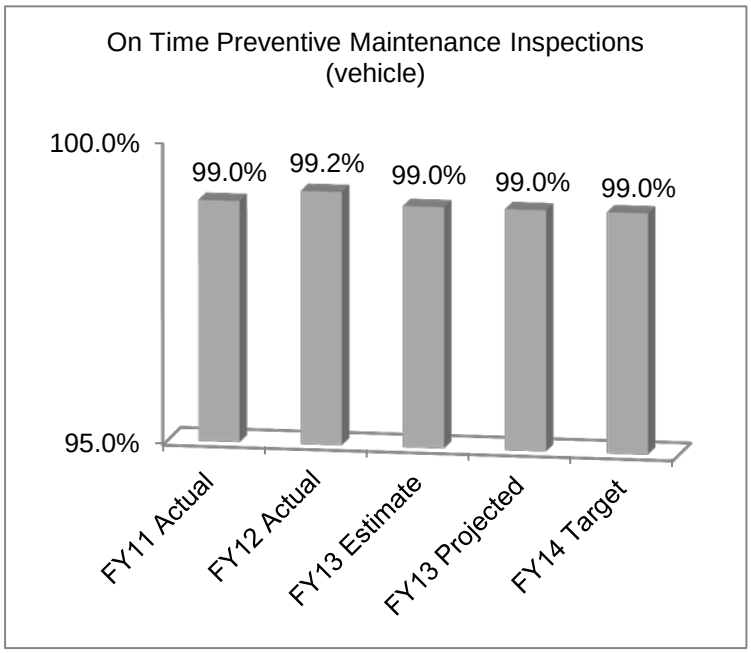
DIVISION: MAINTENANCE

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/COST: Vehicle Maintenance / $13,064,338

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

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

PROGRAM/COST: Parts / $409,822

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

Parts		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percent of vehicle and equipment parts available in inventory at the time of request	N/A	99.5%	99.0%
Result	"Bus down" parts request fulfilled within 3 business days	N/A	25.0%	30.0%
Output	Number of parts issuances	50,529	42,697	42.695
Demand	Inventory replenishments expected to be required	50,086	44,528	51,733
Efficiency	Program expenditure per equipment miles for parts	$0.36	$0.37	$0.39

PROGRAM/COST: Passenger Amenities & Facility Maintenance / $3,209,740

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

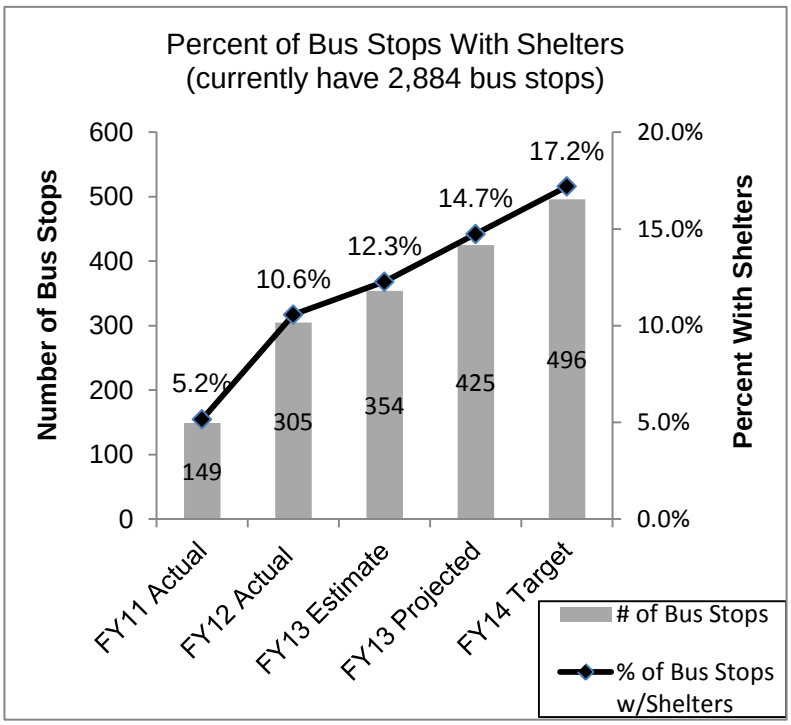
Passenger Amenities and Facility Maintenance		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percent on time preventive maintenance inspections completed	N/A	94.0%	95.0%
Result	Percent emergency repairs completed within 8 hours	N/A	96.0%	96.0%
Output	Number of shelter cleanings	N/A	22,207	24,600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

DIVISION: PLANNING

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

KEY DEMAND: 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 to identify these locations 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. Sun Metro includes citizen recommendations in the analysis.

PROGRAM/COST: Transit Site Amenities / $687,483

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

Transit Site Amenities		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percent of bus stops with shelters (currently have 2,884 bus stops)	10.6% (305 bus stops)	14.7% (425 bus stops)	17.2% (496 bus stops)
Result	Percent of bus stops with current schedules	N/A	100%	100%
Output	Site amenity enhancements provided	N/A	142	212
Demand	Number of bus stop sites expected to meet shelter scoring standards	167	142	212
Efficiency	Percent of available operational shelter lights	N/A	100%	100%

PROGRAM/COST: Transit System Analysis/ $1,065,399

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

Transit System Analysis		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Ridership without Rapid Transit System expansion	16,402,000	17,100,000	17,656,545
Result	Adjust 5% of the lowest performing routes annually	3.45%	5.08%	5.08%
Output	Route performance analysis reports completed	6	7	7
Demand	% difference between actual system hours and scheduled system hours	3.71%	1.13%	1.00%
Efficiency	Passengers per Revenue hour for the upper 80% of system routes	26.5	27.0	28.0

PROGRAM/COST: Transit Economic Development / $135,128

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.

Transit Economic Development		FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Result	Percent of population growth within ½ mile of RTS corridors	N/A	N/A	N/A
Result	Number of transit oriented developments along RTS corridors	N/A	N/A	N/A
Output	Number of new building and business permits within ½ mile of RTS transit stations	N/A	N/A	N/A
Demand	Number of transit economic development coordination presentations expected to be required	N/A	N/A	N/A
Efficiency	RTS passenger trip cost	N/A	N/A	N/A

Note: Sun Metro will start measuring corridors upon implementation of Mesa RTS.

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	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
Personal Services	924,868	969,093	1,126,598	1,063,668
Contractual Services	290,549	602,518	441,482	329,466
Materials/Supplies	27,627	38,466	36,500	16,500
Operating Expenditures	126,253	139,939	160,100	133,508
Non-Operating/Intergovt. Exp	0	0	0	0
Internal Transfers	0	0	0	0
Capital Outlay	0	12,311	0	0
Total Appropriation	**1,369,297**	**1,762,326**	**1,764,680**	**1,543,142**

Source of Funds	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
General Government	0	0	0	0
Community Development Block Grants	0	0	0	0
Debt Service	0	0	0	0
Capital Projects	1,308,997	1,762,326	1,764,680	1,543,142
Nonmajor Governmental Funds	60,300	0	0	0
Fiduciary Funds	0	0	0	0
Proprietary Funds	0	0	0	0
Total Funds	**1,369,297**	**1,762,326**	**1,764,680**	**1,543,142**

Positions	FY11 Adopted	FY12 Adopted	FY13 Adopted	FY14 Adopted
Non-General Fund	14.00	14.00	16.00	15.00
Total Authorized	**14.00**	**14.00**	**16.00**	**15.00**

Metropolitan Planning Organization

Division Summary

	FY11 Actual	FY12 Actual	FY13 Adopted	FY14 Adopted
Capital Projects				
MPO Planning Grants	1,308,997	1,762,326	1,764,680	1,543,142
Nonmajor Governmental Funds				
MPO Planning Grants	60,300	0	0	0
All Funds Total	**1,369,297**	**1,762,326**	**1,764,680**	**1,543,142**

Metropolitan Planning Organization
Significant Changes

All Funds

Revenue Changes	Dollars
Decrease in revenues due to lower grant funding levels	($221,538)

Expenditure Changes	Dollars
Personal Services	
Decrease in salaries due to elimination of two positions that are no longer needed	($43,866)
Decrease in health contribution due to elimination of two positions that are no longer needed	($17,051)
Contractual Services	
Decrease in outside contracts-Texas Transportation Institute contract will be completed and only UTEP agreement will continue	($111,925)
Decrease in data processing services-Transportation Policy Board packets will no longer be printed, they will be sent out electronically	($32,000)
Decrease in printing services contracts-Transportation Policy Board packets will no longer be printed, they will be sent out electronically	($11,500)

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 annual coordination of multimodal transportation strategies, programs, and plans within the study area.

Objectives:

1.) In FY 2014, 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 2014, develop and maintain data required to accomplish short and long-range transportation planning tasks of the MPO.

3.) In FY 2014, 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 2014, develop a long range transportation plan, short range transportation plan, transportation conformity report, and the travel demand model.

Performance Measures*	Actual FY 2012	Estimated FY 2013	Projected FY 2014
Administration and management	46%	40%	40%
Data development and maintenance	3%	3%	3%
Short range planning	17%	15%	17%
Metropolitan Transportation Plan (MTP)	28%	41%	40%
Special studies	6%	1%	<1%

*Measurement is a percentage of time spent.

Made possible with the CDBG Program

Borderland Park

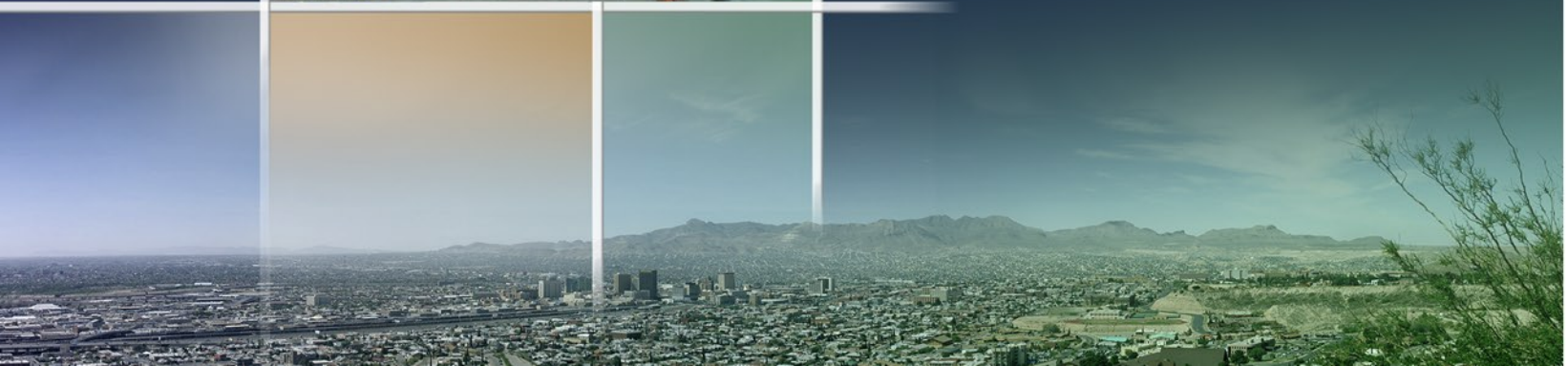
CAPITAL IMPROVEMENTS

Made possible with the CDBG Program

Armijo Pool

Fred Golden Photography

- 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 2014	FY 2015	FY 2016	FY 2017	FY 2018
Capital Cost	$326,679,278	$168,961,126	$119,819,168	$88,367,704	$85,452,128
Operating Impact	$829,976	$3,265,703	$5,495,292	$5,905,969	$6,976,312

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, 2014 through 2018. This next chart includes a column, "Total Projected Budget as of 8/31/2013," that represents the entire project budget from years prior to FY 2014 through the projected completion date, which may extend beyond FY 2018.

Capital Improvement Projects
Summary by Funding Source

Funding Source	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Grand Total All Years
Bonds						
2004 GO Bonds	$2,462,668	$ -	$ -	$ -	$ -	$ 2,462,668
2012 GO Bonds	$32,078,206	$37,741,227	$20,947,808	$17,531,269	$16,332,769	124,631,279
Revenue Bonds	$44,706,682	-	-	-	-	44,706,682
Total Bonds	**$79,247,556**	**$37,741,227**	**$20,947,808**	**$17,531,269**	**$16,332,769**	**$171,800,629**
Certificates of Obligation						
2006 C.O.s	$2,348,056	$2,833,424	$500,000	$579,284	-	6,260,764
2008 C.O.s	$837,054	-	-	-	-	837,054
2009 C.O.s	$3,527,378	$1,660,486	-	-	-	5,187,864
2010 C.O.s	$18,131,588	$4,619,423	-	-	-	22,751,011
2011 C.O.s	$24,564,753	$15,428,571	$22,188,000	$1,095,429	$6,631,286	69,908,039
2012-2013 C.O.s	$72,758,908	$43,408,229	$33,180,998	$37,977,006	$30,875,785	218,200,926
Total C.O.s	**$ 122,167,737**	**$ 67,950,133**	**$ 55,868,998**	**$ 39,651,719**	**$ 37,507,071**	**$ 323,145,658**
Grants						
CDBG	$5,375,819	$683,044	-	-		6,058,863
FAA	$20,915,000	$18,860,000	$14,175,000	$14,175,000	$60,000	68,185,000
DOT (TIGER Grant)	-	$5,302,054	$5,000,000	-	-	10,302,054
FTA	$39,396,030	$9,633,438	$17,302,000	$14,346,000	$16,003,715	96,681,183
TxDOT Match	$13,842,112	-	-	-	-	13,842,112
Total Grants	**$ 79,528,960**	**$ 34,478,536**	**$ 36,477,000**	**$ 28,521,000**	**$ 16,063,715**	**$ 195,069,211**
Airport						
PFC	$32,388,400	$24,828,875	$5,000,000	$ -		$ 62,217,275
Aviation	$7,152,946	$1,462,357	$103,935	$127,145	$127,145	8,973,528
Total Airport	**$ 39,541,346**	**$ 26,291,232**	**$ 5,103,935**	**$ 127,145**	**$ 127,145**	**$ 71,190,803**
Other						
Environmental Services	$1,530,000	$2,450,000	$900,000	$2,358,000	$9,900,000	$ 17,138,000
Transportation Plan Fund	$50,000	$50,000	$50,000	$50,000	$50,000	250,000
Trans. Reinvestment Zone	$4,000,000	-				4,000,000
Parkland Dedication Fees	$56,353	-				56,353
Undetermined	-	-			$5,000,000	5,000,000
Sun Metro	$557,326	-	$471,429	$128,571	$471,429	1,628,755
Total Other	**$ 6,193,679**	**$ 2,500,000**	**$ 1,421,429**	**$ 2,536,571**	**$ 15,421,429**	**$ 28,073,108**
Grand Totals	**$ 326,679,278**	**$168,961,126**	**$119,819,168**	**$ 88,367,704**	**$85,452,128**	**$789,279,404**

City of El Paso, Texas
Five Year Capital Improvement Program

Project Type & Name	Funding Source	Total Projected Budget as of 8/31/2013	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget	FY 2014 - FY 2018 Budget
Park Improvements								
Tierra Del Este #62	2008 Reprogramming	58,962	15,631					$ 15,631
Tres Suenos # 5	2008 Reprogramming	50,000	50,000					$ 50,000
Ventanas #3	2008 Reprogramming	90,000	90,000					$ 90,000
Tierra del Este #64		50,000	50,000					$ 50,000
Mesquite Hills #4/7	2008 Reprogramming	90,000	90,000					$ 90,000
Westside Dog Park	2008 Reprogramming	756,647	156,906					$ 156,906
Sandstone Ranch Estates A&E	2008 Reprogramming	443,248	384,517					$ 384,517
Parks General Improvements	2012-2013 C.O.s	777,713	727,722					$ 727,722
Shawver Park Pond	2012-2013 C.O.s / PSB	921,831	658,009					$ 658,009
Skyline Park Pond	2012-2013 C.O.s / PSB	759,110	603,416					$ 603,416
Galatzan/Oxidation Pond	2012-2013 C.O.s / PSB	544,769	495,573					$ 495,573
Capistrano Park Pond	2012-2013 C.O.s / PSB	234,774	133,176					$ 133,176
Edgemere and Guthrie Park Pond	2012-2013 C.O.s / PSB	140,100	72,009					$ 72,009
Vocational @ Jefferson Park Pond	2012-2013 C.O.s / PSB	935,129	548,507					$ 548,507
Jamestown Park Pond	2012-2013 C.O.s / PSB / Parkland Dedication	249,975	173,117					$ 173,117
Blackie Chesher Ballfield Fencing	2012-2013 C.O.s	100,000	83,998					$ 83,998
Barron Park	2012 QOL	1,500,000	1,487,419					$ 1,487,419
Cheryl Ladd Park	2012 QOL	1,750,000	1,724,710					$ 1,724,710
Eastside Regional Park Design	2012 QOL	3,000,000	900,000	2,100,000				$ 3,000,000
Blackie Chesher-Add Lighting	2012 QOL	1,750,000		52,500	350,000	1,347,500		$ 1,750,000
Fiesta / Coronado Balboa Park	2012 QOL	400,000	315,801					$ 315,801
Johnson Basin Park	2012 QOL	400,000	200,000	193,730				$ 393,730
Las Palmas/Pendale Community P	2012 QOL	5,000,000	1,339,489	2,500,000				$ 3,839,489
Magoffin Park	2012 QOL	300,000	278,551					$ 278,551
New Flat Field Complex (8-12)	2012 QOL	10,000,000	1,500,000	3,000,000	3,000,000	2,500,000		$ 10,000,000
New Park- Coronado N. Of Mesa	2012 QOL	1,750,000				262,500	437,500	$ 700,000
New Scattered Flat Fields	2012 QOL	5,000,000				750,000	1,250,000	$ 2,000,000
Ne Regional Park-Skatepark Onl	2012 QOL	3,600,000	2,880,000	204,618				$ 3,084,618
Outdoor Sports Fields	2012 QOL	5,000,000	2,500,000	2,497,836				$ 4,997,836
Radford Park	2012 QOL	1,000,000	943,126					$ 943,126
San Jacinto Park	2012 QOL	3,000,000	2,400,000	581,505				$ 2,981,505
Westside Community Phase 4	2012 QOL	1,900,000	57,000	1,839,670				$ 1,896,670
Yucca Park Phase III	2012 QOL	1,100,000	1,098,330					$ 1,098,330
Chelsea Pool	2012 QOL	4,000,000	600,000					$ 600,000
Eastside Regional Aquatics	2012 QOL	12,000,000			1,000,000			$ 1,000,000
Eastside Regional Recreat Pool	2012 QOL	4,000,000			400,000			$ 400,000
Pavo Real Pool - Enclose	2012 QOL	2,000,000	200,000	1,000,000	779,016			$ 1,979,016
Training & Instruction Pool	2012 QOL	450,000	360,000	57,365				$ 417,365
Westside Pool - New	2012 QOL	8,000,000	800,000	4,000,000	3,192,130			$ 7,992,130
New Rec Center -Yucca/Lomaland	2012 QOL	11,000,000		1,000,000				$ 1,000,000
New Rec Ctr/Library - Chamizal	2012 QOL	11,000,000		1,000,000				$ 1,000,000
Paved Trails Master	2012 QOL	6,000,000			600,000	600,000	600,000	$ 1,800,000
Trail Head Parking Areas	2012 QOL	2,000,000	60,000	200,000	1,739,955			$ 1,999,955
Open Space Land Acquisition	2012 QOL	5,000,000	5,000,000					$ 5,000,000
Neighborhood Imp Projects	2012 QOL	10,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	$ 5,000,000
El Barrio Park Improvements	CDBG	280,692	280,692					$ 280,692
Armijo Park Improvements	CDBG	533,031	489,374					$ 489,374
Hidden Valley Park	CDBG	110,348	73,128					$ 73,128
Pollard Park Improvement	CDBG	430,400	373,373					$ 373,373
Pollard Park Improvement Phase II	CDBG	426,500	50,000	376,500				$ 426,500
Pavo Real Park	CDBG	161,700	127,678					$ 127,678
Sunset Heights Park	CDBG	500,042	403,084					$ 403,084
Stiles Park	CDBG	324,450	276,246					$ 276,246
Thorn Park	CDBG	212,543	171,560					$ 171,560
Johnson Basin Park Improvements	CDBG	146,900	146,900					$ 146,900
Chamizal Community Garden	CDBG	131,952	131,952					$ 131,952
Jack Quarles Park	Parkland Dedication	12,905	9,493					$ 9,493
Carlos Bombach Park Imp	Parkland Dedication	96,806	46,860					$ 46,860
Total Park Improvements		**$ 131,470,527**	**$ 32,557,345**	**$ 21,603,723**	**$ 12,061,101**	**$ 6,460,000**	**$ 3,287,500**	**$ 75,969,669**

City of El Paso, Texas
Five Year Capital Improvement Program

Project Type & Name	Funding Source	Total Projected Budget as of 8/31/2013	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget	FY 2014 - FY 2018 Budget
Fire Station Improvements								
New Fire Station #37	2010 C.O.s/2012-2013 C.O.s/Grant	$ 3,400,000	$ 557,580					$ 557,580
Fire Station 33 Driveway Imp.	2012-2013 CO's	$ 59,130	$ 55,647					$ 55,647
Fire Station 5	2012-2013 C.O.s	5,318,177	3,540,431	885,108				$ 4,425,538
Total Fire Station Improvements		**$ 8,777,307**	**$ 4,153,658**	**$ 885,108**	**$ -**	**$ -**	**$ -**	**$ 5,038,766**
Museum Improvements								
Children's Museum	2012 QOL	19,250,000	577,500	962,500	962,500	4,812,500	7,700,000	15,015,000
Digital Wall at History Museum	2012 QOL	3,000,000	2,400,000	590,158				2,990,158
Arts Festival Plaza Impv	2012 QOL	1,500,000	150,000	1,349,010				1,499,010
Convention Ctr North Ped Path	2012 QOL	500,000	473,965					473,965
Plaza/EPMA Loading Area Impv	2012 QOL	500,000	50,000	437,222				487,222
Sheldon Court Improvements	2012 QOL	500,000	50,000	436,997				486,997
Wayfinding - Downtown	2012 QOL	1,989,250	198,925	1,790,325				1,989,250
Downtown Pedestrian Imp	2012 QOL	1,750,000	175,000	1,452,144				1,627,144
Gen Upgrades to all 3 Museums	2012 QOL	1,500,000	171,459	375,000	930,000			1,476,459
Cultural & Performing Arts Fac	2012 QOL	5,750,000		500,000	1,500,000			2,000,000
Hispanic Cultural Center	2012 QOL	180,000,000		500,000				500,000
Total Museum Improvements		**$ 216,239,250**	**$ 4,246,849**	**$ 8,393,357**	**$ 3,392,500**	**$ 4,812,500**	**$ 7,700,000**	**$ 28,545,206**
Zoo Improvements								
Africa Wetlands River Hog and DikDik	2012 QOL	761,250	22,838	38,063	38,063	331,144	331,144	$ 761,250
Africa Wild Dog	2012 QOL	500,000	65,000	435,000				$ 500,000
Chihuahuan Desert Exhibit Complex	2012 QOL	13,880,400	416,412	694,020	694,020	4,025,316	4,025,316	$ 9,855,084
Galapagos	2012 QOL	577,500	17,325	28,875	28,875	251,213	251,213	$ 577,500
Reptile Building Completion	2012 QOL	550,000	71,500	478,500				$ 550,000
Sea Lion Exhibit Repair and Upgrade	2012 QOL	717,500	-	71,750	613,803			$ 685,553
Event Tent and Restrooms	2012 QOL	1,742,500	226,525	296,225	1,219,750			$ 1,742,500
Wildlife Theater Presentation Stadium and Support Facilities	2012 QOL	1,230,000	36,900	123,000	1,070,100			$ 1,230,000
Carousel and Site Dev.	2012 QOL	1,050,000	31,500	52,500	52,500	913,500		$ 1,050,000
Canal Improvements & covering including landscaping & roadway work	2012 QOL	3,000,000	376,015	2,610,000				$ 2,986,015
Education Animal Holding Area and Facilities Add and Enhanced	2012 QOL	615,000	79,950	104,550	430,500			$ 615,000
Support Elements	2012 QOL	7,375,958	600,785	737,596	737,596	737,596	737,596	$ 3,551,168
El Paso Zoo Quarantine Barn	2000 QOL	75,000	75,000					$ 75,000
El Paso Zoo Africa Thatch & Internal Services	2000 QOL	50,000	50,000					$ 50,000
Total Zoo Improvements		**$ 32,125,108**	**$ 2,069,749**	**$ 5,670,078**	**$ 4,885,206**	**$ 6,258,768**	**$ 5,345,268**	**$ 24,229,070**
Library Improvements								
Irving Schwartz Branch Library Improv	2012 QOL	2,110,260	211,026	1,841,568				$ 2,052,594
Richard Burges Branch Expansion	2012 QOL	1,400,000	180,718	609,000	609,000			$ 1,398,718
Ysleta Branch Library - Parking Lot	2012 QOL	425,000	150,000					$ 150,000
Bookmobile	2012 QOL	389,740	389,740					$ 389,740
Library Materials	2012 QOL	500,000	500,000					$ 500,000
Esperanza Acosta Library Roof Repair	2012-2013 CO	245,275	244,105					$ 244,105
Total Library Improvements		**$ 5,070,275**	**$ 1,675,589**	**$ 2,450,568**	**$ 609,000**	**$ -**	**$ -**	**$ 4,735,157**
Health Department Improvements								
Total Health Department Improvements		**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
International Bridges								
Rehab and Construction Lion's Placita	Grant	$ 600,000						$ -
Pedestrian Bridge Canopies - Stanton	Grant/SIB Loan	2,180,660						$ -
Paso Del Norte Toll Facility Improvements	SIB Loan	6,356,000						$ -
Pedestrian Bridge - Public Art	SIB Loan	825,000						$ -
TRMI Upgrade	SIB Loan	605,881						$ -
Total International Bridges		**$ 10,567,541**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Environmental Services Improvements								
CCS - Hondo Pass New CCS Design/Senior Garden	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 Aquistion for Eastside CCS	Env. Svcs.	-						$ -
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				260,000		$ 260,000
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 Well	Env. Svcs.	250,000		250,000				$ 250,000
Landfill New Water Line Service	Env. Svcs.	100,000	100,000					$ 100,000
Landfill Water Line Easement	Env. Svcs.	30,000	30,000					$ 30,000
McCombs Groundwater Monitoring Wells	Env. Svcs.	50,000	50,000					$ 50,000
CNG Fueling Facility @ MSC	Env. Svcs.	900,000	900,000					$ 900,000
Landfill LFG System Expansion	Env. Svcs.	300,000		300,000				$ 300,000
Landfill Drivers Restrooms	Env. Svcs.	50,000	50,000					$ 50,000
Pendale Renovation	Env. Svcs.	400,000	400,000					$ 400,000
Community Gardens	Env. Svcs.	-						$ -
Total Environmental Projects		**$ 17,138,000**	**$ 1,530,000**	**$ 2,450,000**	**$ 900,000**	**$ 2,358,000**	**$ 9,900,000**	**$ 17,138,000**

City of El Paso, Texas
Five Year Capital Improvement Program

Project Type & Name	Funding Source	Total Projected Budget as of 8/31/2013	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget	FY 2014 - FY 2018 Budget
Department of Transportation Improvements								
Montoya Heights Phase II	2004 GO Bonds	$ 3,389,633	$ 2,328,419					$ 2,328,419
CBD IV St & Dr- All Funds	2006 C.O.s	3,111,651		1,000,000	500,000	579,284		$ 2,079,284
CMP- Spur 276 Right of Way	2006 C.O.s	800,000	379,712					$ 379,712
Carolina Bridge Reconstruction	2006 C.O.s	786,300	558,398					$ 558,398
Isela Rubalcaba Extension	2006 C.O.s	3,225,800	1,000,000	1,833,424				$ 2,833,424
NTMP Projects 2013	2009 CO	1,220,208	1,220,208					$ 1,220,208
Carolina Bridge Widening	2013-2019 Street Infrastructure / 2010 Transportation Funding Plan	5,499,633			1,099,927	4,397,006		$ 5,496,933
Pasodale Subdivision Phase 4	2012-2013 C.O.s / PSB	4,625,339	3,700,271	491,347				$ 4,191,618
Bataan Railway Reconstruction	2010 Reprogramming	1,695,280		1,138,868				$ 1,138,868
Street Resurfacing/Micro-surfacing 2010	2010 Reprogramming/ 2012-2013 C.O.s	6,699,787	2,144,569					$ 2,144,569
NTMP Phase III	2012-2013 C.O.s	500,000	88,433					$ 88,433
Schwabe Construction	2012-2013 C.O.s / PSB	2,578,316	1,045,568					$ 1,045,568
Street and Regulatory Signage	2012-2013 C.O.s	500,000	291,399					$ 291,399
Street Signals and Flashers	2012-2013 C.O.s	2,000,000	1,131,494					$ 1,131,494
Unpaved Rights of Way	2012-2013 C.O.s	500,000	36,340					$ 36,340
Montwood Street Reconstruction	2012-2013 C.O.s/ 2010 C.O.s./ PSB	12,896,383	6,628,224	1,657,056				$ 8,285,280
Country Club Road Construction	2010 CO's / TXDOT / PSB	15,332,014	10,829,625	2,707,406				$ 13,537,032
TxDOT Matches	Transportation Funding Plan	1,731,174	50,000	50,000	50,000	50,000	50,000	$ 250,000
Barker Rd Ph1 Cramer to Corner	CDBG	974,514	841,729					$ 841,729
Barker Rd Ph2 Corner to Vinson	CDBG	417,784	383,928					$ 383,928
Carpenter Dr Design Helms	CDBG	1,618,779	1,226,176	306,544				$ 1,532,720
Pasodale Subdivision Ph 4	CDBG / CO	500,000	400,000					$ 400,000
Citywide Audible Pedestrian Signal Installation	CDBG	110,152						$ -
Bicycle Paths	2010 Transportation CO / TXDOT	2,173,864	470,393					$ 470,393
Fiber Interconnect (659 Zaragoza)	2010 Transportation CO / TXDOT	1,692,577	870,668	773,149				$ 1,643,817
Mesa St Pedestrian Enhancements	TXDOT	1,295,185	1,295,185					$ 1,295,185
Safe Routes to School - SISD	TXDOT	492,972	432,310					$ 432,310
Safe Routes to School - YISD - South	TXDOT	209,160	178,645					$ 178,645
Safe Routes to School - YISD - North	TXDOT	572,022	508,093					$ 508,093
Safe Routes to School - YISD - Northeast	TXDOT	527,613	475,895					$ 475,895
Safe Routes to School -EPISD-West	TXDOT	570,833	497,264					$ 497,264
Safe Routes to School -EPISD-North	TXDOT	469,104	405,277					$ 405,277
Safe Routes to School -EPISD - N Central	TXDOT	592,529	528,600					$ 528,600
Safe Routes to School -EPISD-Central	TXDOT	447,261	389,120					$ 389,120
Safe Routes to School-EPISD-CBD	TXDOT	500,342	423,248					$ 423,248
Safe Routes to School	2010 Transportation CO	500,000	467,470					$ 467,470
HMAC Course 2013	TXDOT	1,827,870	1,140,064					$ 1,140,064
Roseway St & Drainage Phase II	2004 GO Bonds	1,218,743	134,249					$ 134,249
Antique Lighting	Tax Increment Reinvestment Zone	1,500,000						$ -
Tree String Lighting	Tax Increment Reinvestment Zone	500,000	500,000					$ 500,000
Wayfinding	Tax Increment Reinvestment Zone	1,000,000	1,000,000					$ 1,000,000
Streetscape / Tree Canopy	Tax Increment Reinvestment Zone	1,500,000	1,500,000					$ 1,500,000
San Jacinto Plaza Phase 1	Tax Increment Reinvestment Zone	1,000,000	1,000,000					$ 1,000,000
Two Roundabouts at Edgemere	2012-2013 Cos	200,010	200,010					$ 200,010
Windermere Road	TXDOT	2,080,055	2,080,055					$ 2,080,055
Wynn Road - Pan American Phase 1	TXDOT	5,488,356	5,488,356					$ 5,488,356
Synchro of Signla Ntwrk Master	2013-2019 Street Infrastructure	1,409,952			1,409,952			$ 1,409,952
Synchro Sig Yr 1-2013 St Infra	2013-2019 Street Infrastructure	2,000,000	1,804,597					$ 1,804,597
Synchro Sig Yr 2-2013 St Infra	2013-2019 Street Infrastructure	1,090,048	500,000	590,048				$ 1,090,048
Resurfacing/Microsurfac Master	2013-2019 Street Infrastructure	32,003,697		11,000,000	6,500,000	5,500,000	5,500,000	$ 28,500,000
Resurfacing 2013 CO Year 1	2013-2019 Street Infrastructure	3,000,000	479,297					$ 479,297
Resurfacing 2014 CO Year 2	2013-2019 Street Infrastructure	8,793,905	8,784,283					$ 8,784,283
Microsurfacing 2013 CO Year 2	2013-2019 Street Infrastructure	2,498,000	1,307,039					$ 1,307,039
Reconstruction Master	2013-2019 Street Infrastructure	113,597,923	15,750,000	16,250,000	20,800,000	22,500,000	22,000,000	$ 97,300,000

City of El Paso, Texas
Five Year Capital Improvement Program

Project Type & Name	Funding Source	Total Projected Budget as of 8/31/2013	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget	FY 2014 - FY 2018 Budget
Department of Transportation Improvements (Continued)								
Ramos Ct-Little Flower St Imp	2013-2019 Street Infrastructure	1,021,591	500,000	373,093				$ 873,093
Kernel Street Improvements	2013-2019 Street Infrastructure	1,731,960	500,000	1,112,843				$ 1,612,843
Monroe Street & Drainage Imp	2013-2019 Street Infrastructure	1,382,785	500,000	687,721				$ 1,187,721
Van Buren St & Drainage Improv	2013-2019 Street Infrastructure	1,382,785	500,000	722,176				$ 1,222,176
Pebble Hills Extension	2013-2019 Street Infrastructure	1,571,900	700,000	851,443				$ 1,551,443
Geiger Cardis Malaga	2013-2019 Street Infrastructure	1,007,410	700,000	233,794				$ 933,794
Elena - Feliz	2013-2019 Street Infrastructure	1,380,000	600,000	738,580				$ 1,338,580
Borderland	2013-2019 Street Infrastructure	1,834,900				700,000	1,075,785	$ 1,775,785
UMC Quiet Zone	2013-2019 Street Infrastructure	750,000	200,000	488,564				$ 688,564
Toni & Mary Jeannie & Yvonne	2013-2019 Street Infrastructure	651,000		638,710				$ 638,710
Ranger St Reconstruction	2013-2019 Street Infrastructure	306,600		306,600				$ 306,600
5-Points Quiet Zone	2013-2019 Street Infrastructure	650,000	200,000	450,000				$ 650,000
Manor Pl And Barker Rd St	2013-2019 Street Infrastructure	1,576,956	500,000	1,076,956				$ 1,576,956
Pendale 1 Gateway E-Yermoland	2013-2019 Street Infrastructure	691,100	100,000	591,100				$ 691,100
Pendale 2 N. Loop to Roseway	2013-2019 Street Infrastructure	1,713,090	700,000	1,013,090				$ 1,713,090
Unpaved Rows & Alleys Master	2013-2019 Street Infrastructure	451,119			451,119			$ 451,119
Unpaved ROW 2013 CO Year1	2013-2019 Street Infrastructure	995,000	662,983					$ 662,983
Unpaved ROW 2013 CO Year2	2013-2019 Street Infrastructure	1,000,000		1,000,000				$ 1,000,000
Street & Regulatory Signage	2013-2019 Street Infrastructure	714,881	53,881					$ 53,881
Median & Parkway Landscape Master	2013-2019 Street Infrastructure	5,500,000		1,000,000	1,000,000	1,000,000	500,000	$ 3,500,000
Resler Median Landscape	2013-2019 Street Infrastructure	1,500,000						$ -
Neighborhood Traffic Management Program	2013-2019 Street Infrastructure	2,483,913		500,000	500,000	500,000	500,000	$ 2,000,000
Neighborhood Traffic Management Year 1	2013-2019 Street Infrastructure	2,000,000	1,339,059					$ 1,339,059
NTMP YR 2 -2013 Street Insfrast	2013-2019 Street Infrastructure	516,087	516,087					$ 516,087
PED Sidewalk & Parkway Master	2013-2019 Street Infrastructure	4,900,000		750,000	700,000	500,000	1,300,000	$ 3,250,000
PED Sidewalk & Parkway Year 1	2013-2019 Street Infrastructure	500,000	762					$ 762
PED Sidewalk & Parkway Year 2	2013-2019 Street Infrastructure	600,000	600,000					$ 600,000
Myrtle Street Improvements	2013-2019 Street Infrastructure / 2010 Transp CO / 2006 CO	600,000	596,040					$ 596,040
Carolina Bridge - Widening	2013-2019 Street Infrastructure	3,600,000			720,000	2,880,000		$ 3,600,000
Wells Rd Sidewalk Improvements	2013-2019 Street Infrastructure/ 2006 CO	247,053	238,966					$ 238,966
Partello St. Resurfacing	2006 C.O.s	225,000	225,000					$ 225,000
Carl Longuemare Rd	2006 C.O.s	200,000	98,946					$ 98,946
Total Department of Transportation Improvements		**$ 305,149,897**	**$ 92,926,333**	**$ 50,332,512**	**$ 33,730,998**	**$ 38,606,291**	**$ 30,925,785**	**$ 246,521,918**
Airport Improvements								
Airway Improvements	Airport	$ 1,000,000	$ 1,000,000					$ 1,000,000
Backup Electrical Power Source Switch	Airport	150,000	150,000					$ 150,000
Terminal & Cargo Aprons Joint Seal Replacement	FAA/Airport	1,175,000	1,175,000					$ 1,175,000
Air Cargo #4 Roof Replacement	Airport	1,200,000	1,200,000					$ 1,200,000
Baggage Claim Units Replacement	PFC	2,828,875	1,000,000	1,828,875				$ 2,828,875
Concourse A Bathrooms	Airport	1,100,000	100,000	1,000,000				$ 1,100,000
BTGC Well	Airport	4,000,000	4,000,000					$ 4,000,000
ARFF Safety Equipment	FAA/Airport	300,000	60,000	60,000	60,000	60,000	60,000	$ 300,000
Maintenance Building Improvements	Airport	750,000	375,000	375,000				$ 750,000
Information Technology Enterprise Fund Recovery	Airport	773,528	327,946	87,357	103,935	127,145	127,145	$ 773,528
Master Plan Upgrade	FAA/Airport	1,900,000		1,900,000				$ 1,900,000

City of El Paso, Texas
Five Year Capital Improvement Program

Project Type & Name	Funding Source	Total Projected Budget as of 8/31/2013	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	FY 2017 Budget	FY 2018 Budget	FY 2014 - FY 2018 Budget
Airport Improvements (Continued)								
Taxiway "A" Realignment & Taxiways "D" & "F" Reconstruction	FAA/Airport	8,300,000	8,300,000					$ 8,300,000
Runway 4-22 Recon & Taxiway Radius Geometry	FAA/Airport	16,830,000	130,000	1,700,000	7,500,000	7,500,000		$ 16,830,000
Mill & Replace Runway 8L-26R & Taxiway "U" & "V" & New Parallel Taxiway	FAA/Airport	15,900,000	7,900,000	8,000,000				$ 15,900,000
Taxiway "K" Rehab	FAA/Airport	14,430,000		1,200,000	6,615,000	6,615,000		$ 14,430,000
Airfield Perimeter Roads	FAA/Airport	3,350,000	3,350,000					$ 3,350,000
New Loading Bridge (16 ea.)	PFC/Airport	14,000,000	3,000,000	6,000,000	5,000,000			$ 14,000,000
Rental Car Expansion (includes Demo of Cargo 1)	PFC	45,000,000	22,500,000	22,500,000				$ 45,000,000
Central Plant Upgrade	PFC/Airport	5,588,400	5,588,400					$ 5,588,400
TSA Baggage Makeup area Expansion/Consolidation	PFC	800,000	300,000	500,000				$ 800,000
								$ -
Total Airport Improvements		**$ 139,375,803**	**$ 60,456,346**	**$ 45,151,232**	**$ 19,278,935**	**$ 14,302,145**	**$ 187,145**	**$ 139,375,803**
Mass Transit Improvements								
Northgate Transit Terminal	2009 C.O.s	$ 1,396,545	$ 698,273	$ 1,660,486				$ 2,358,759
Northgate Transit Terminal	FTA Grant	$ 1,961,807	$ 1,000,000	$ 1,000,000				$ 2,000,000
Northgate Transit Terminal	TIGER Grant	$ 10,302,054		$ 5,302,054	$ 5,000,000			$ 10,302,054
Far East Terminal - RC Poe	Undetermined	$ 5,000,000					$ 5,000,000	$ 5,000,000
Bus Shelter Acquisitions	FTA Grant	400,000	200,000	200,000	200,000	200,000	200,000	$ 1,000,000
Bus Shelter Acquisitions	2010 C.O.s	2,000,000	2,000,000					$ 2,000,000
Rehab Existing Transit Terminals	FTA Grant	1,000,000	1,000,000					$ 1,000,000
Bus Purchases	FTA Grant	17,969,660	11,936,222	6,033,438				$ 17,969,660
5339 Funding - Bus & Facilities	FTA Grant	1,391,735	2,791,735	1,400,000	1,400,000	1,400,000	1,400,000	$ 8,391,735
CMAQ - FTA Transfer	FTA Grant	1,000,000		1,000,000	500,000			$ 1,500,000
VTCLI Grant - Regional One Call Demand	FTA Grant	1,520,399	1,520,399					$ 1,520,399
Maintenance & Operations Center	2011 C.O.s / 2009 C.O.s	22,819,559	22,819,559					$ 22,819,559
Maintenance & Operations Center	FTA Grant	1,425,000	1,425,000					$ 1,425,000
Alameda RTS	2011 C.O.s	34,500,000	900,000	15,428,571	18,171,429			$ 34,500,000
Dyer RTS	2011 C.O.s	5,612,000	500,000		4,016,571	1,095,429		$ 5,612,000
Dyer RTS	CMP	5,668,000	400,000		4,846,286	421,714		$ 5,668,000
Dyer RTS	FTA Grant	22,680,000			10,355,714	12,324,286		$ 22,680,000
Dyer RTS	Sun Metro Match	600,000			471,429	128,571		$ 600,000
Mesa RTS	FTA Grant	15,679,303	15,679,303					$ 15,679,303
Mesa RTS	2011 C.O.s	5,420,000						$ -
Mesa RTS	CMP	3,443,371	3,443,371					$ 3,443,371
Mesa RTS	Sun Metro Match	557,326	557,326					$ 557,326
Montana RTS	2011 C.O.s	8,558,000					6,631,286	$ 6,631,286
Montana RTS	CMP	6,702,000					3,694,429	$ 3,694,429
Montana RTS	FTA Grant	26,930,000					10,709,286	$ 10,709,286
Montana RTS	Sun Metro Match	600,000					471,429	$ 471,429
El Paso Streetcar	2011 C.O.s	345,194	345,194					$ 345,194
Total Mass Transit Improvements		**$ 205,481,953**	**$ 67,216,382**	**$ 32,024,549**	**$ 44,961,429**	**$ 15,570,000**	**$ 28,106,430**	**$ 187,878,790**
Information Technology Improvements								
Fiber Interconnect	2009 Reprogramming	$ 4,000,000	527,879					$ 527,879
Telephone Upgrade	2009 Reprogramming	1,500,000	1,081,018					$ 1,081,018
Cable Infrastructure	2012-2013 C.O.s	900,000	526,368					$ 526,368
VOIP - Citywide	2012-2013 C.O.s	2,000,000	349,063					$ 349,063
Fiber and Related Projects	2012-2013 C.O.s	2,500,000	1,396,461					$ 1,396,461
IT Software	2012-2013 C.O.s	1,000,000	773,674					$ 773,674
IT Capital Acquisitions	2012-2013 C.O.s	500,000	133,794					$ 133,794
UPS Power Protection for Switch Closets	2012-2013 C.O.s	75,000	72,500					$ 72,500
Total Information Technology Improvements		**$ 12,475,000**	**$ 4,860,757**	**$ -**	**$ -**	**$ -**		**$ 4,860,757**
Citywide Improvements								
Facility Rehabilitation	2010 C.O.s	979,630	791,283					$ 791,283
Luther Building Renovation	2013 Relocation	13,399,316	5,162,258					$ 5,162,258
City Hall Relocation- Facility Upgrades	2013 Relocation	11,445,200	4,240,046					$ 4,240,046
El Paso Ball Park	Special Revenue Bonds	64,000,000	44,706,682					$ 44,706,682
AB Fall Mansion	2006 Cos	86,000	86,000					$ 86,000
Total Citywide Improvements		**$ 89,910,146**	**$ 54,986,269**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 54,986,269**
Grand Total of Capital Improvements		**$ 1,173,780,806**	**$ 326,679,278**	**$ 168,961,126**	**$ 119,819,168**	**$ 88,367,704**	**$ 85,452,128**	**$ 789,279,404**

Capital Improvement Program Summary FY 2014

In November of 2012, the voters of El Paso overwhelmingly showed their support by approving the Quality of Life Bonds worth over $473 million. The 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 2014, the City anticipates spending approximately **$326,679,278** on capital improvement project expenditures that will require an estimated **$829,976** in operating funds. The total cost impact of the capital improvement program in FY 2014 is anticipated to be around **$327,509,254**. The projects listed on the CIP for FY 2014 are funded by issuance of certificates of obligations, 2012 general obligation bonds, enterprise funds, and external funding.

Parks and Recreation – During FY 2014, 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. There is an operating budget impact of $58,346 for the maintenance and upkeep of additional park acreage. These projects will be funded by 2012 general obligation bonds, CDBG grants, the Reprogramming of 2008 certificates of obligation, 2012-2013 certificates of obligation and parkland dedication fees.

Museums and Cultural Affairs – During FY 2014, the city will acquire land for the Children's Museum. Additionally, the design and construction of other various voter-approved projects will occur during the fiscal year. There is no expected operating budget impact of these projects during FY 2014. These projects will be funded by 2012 general obligation bonds.

Zoo – The capital projects for the Zoo in FY 2014 includes 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 Chihuahuan Desert exhibit complex, Africa exhibits, and canal improvements and covering. There is no expected operating budget impact of these projects in FY 2014. These projects will be funded by 2012 general obligation bonds.

Library – During FY 2014, the design for library expansion and improvements for four branches will be completed. Additionally, a new Bookmobile and library materials will be purchased. There is no expected operating budget impact of these projects in FY 2014. These projects will be funded by 2012 general obligation bonds.

Fire Department - The capital projects for the Fire Department in FY 2014 will include the completion of Fire Station #37, driveway improvements to Fire Station #33, and construction of Fire Station #5. The impact to the operating budget during this fiscal year will be absorbed through existing staffing. These projects are to be funded with 2010 certificates of obligation, 2012-2013 certificates of obligation, and federal grants.

Department of Transportation - The Department of Transportation will continue the Montwood Street Reconstruction project as well as projects for signal synchronization, resurfacing, median landscaping, neighborhood traffic management program and sidewalk and parkway infrastructure. Additional large projects include the Country Club Road construction and Safe Routes to School projects. These projects will be funded through 2006 certificates of obligation, 2009 certificates of obligation, reprogramming of 2010 certificates of obligations, 2012-2013 certificates of obligation, federal grants and 2013 Street Infrastructure certificates of obligation.

Airport – During FY 2014, the Airport will continue the rental car expansion and pavement runway rehabilitation and will begin the construction of new loading bridges and a central plant upgrade. These projects will be funded from Airport revenue funds, FAA grants, and PFC.

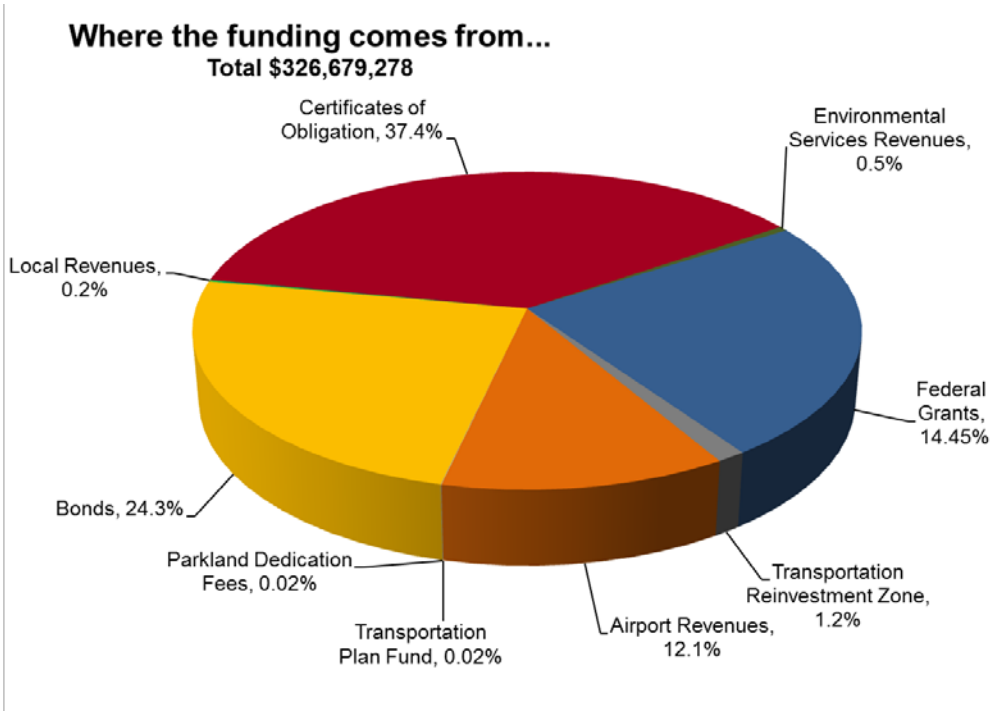
Environmental Services – Environmental Services plans to begin facility renovations for a maintenance center and construct a CNG fueling facility. These projects will be funded with Environmental Services Department operating revenue.

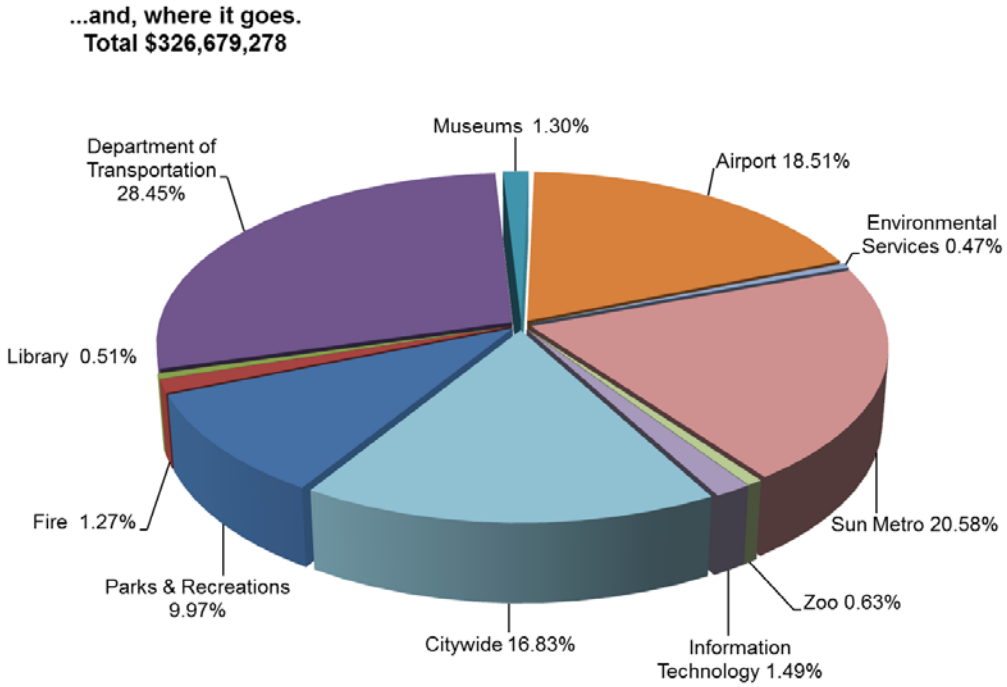
Mass Transit - Sun Metro – In FY 2014 the construction for the new Operations Center and the Alameda, Dyer, and Mesa RTS continues while construction of the Northgate Transfer Center will begin. There is an operating budget impact of $771,630 for operating new facilities. These projects are to be funded with 2009 certificates of obligation, 2011 certificates of obligation, FTA grants, and local match.

Information Technology – In FY 2014 the IT Department will complete various projects that will upgrade the City's computer and network infrastructure. The funding source for these projects will be reprogramming of certificates of obligation for 2009 and 2012-2013 certificates of obligation.

Citywide Improvements – In FY 2014 construction will continue on the Triple A baseball stadium. Additionally, 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 2014 Capital Improvement Program Budget





FY 2014 Capital Improvement and Operating Budget Impact

Estimated FY 2014 Capital Projects Costs	**326,679,278**
Estimated FY 2014 CIP-Related Operating Costs	**829,976**
Total Cost Impact of Capital Projects-FY 2014	**327,509,254**

Parks and Recreation Department

Capital Projects	Source	Amount
Tierra Del Este #62	2008 Reprogramming	15,631
Tres Suenos # 5	2008 Reprogramming	50,000
Ventanas #3	2008 Reprogramming	90,000
Tierra del Este #64	2008 Reprogramming	50,000
Mesquite Hills #4/7	2008 Reprogramming	90,000
Westside Dog Park	2008 Reprogramming	156,906
Sandstone Ranch Estates A&E	2008 Reprogramming	384,517
Parks General Improvements	2012-2013 C.O.s	727,722
Shawver Park Pond	2012-2013 C.O.s / PSB	658,009
Skyline Park Pond	2012-2013 C.O.s / PSB	603,416
Galatzan/Oxidation Pond	2012-2013 C.O.s / PSB	495,573
Capistrano Park Pond	2012-2013 C.O.s / PSB	133,176
Edgemere and Guthrie Park Pond	2012-2013 C.O.s / PSB	72,009
Vocational @ Jefferson Park Pond	2012-2013 C.O.s / PSB	548,507
Jamestown Park Pond	2012-2013 C.O.s / PSB / Parkland Dedication	173,117
Blackie Chesher Ballfield Fencing	2012-2013 C.O.s	83,998
Barron Park	2012 QOL	1,487,419
Cheryl Ladd Park	2012 QOL	1,724,710
Eastside Regional Park Design	2012 QOL	900,000
Fiesta / Coronado Balboa Park	2012 QOL	315,801
Johnson Basin Park	2012 QOL	200,000
Las Palmas/Pendale Community P	2012 QOL	1,339,489
Magoffin Park	2012 QOL	278,551
New Flat Field Complex (8-12)	2012 QOL	1,500,000
Ne Regional Park-Skatepark Onl	2012 QOL	2,880,000
Outdoor Sports Fields	2012 QOL	2,500,000
Radford Park	2012 QOL	943,126
San Jacinto Park	2012 QOL	2,400,000
Westside Community Phase 4	2012 QOL	57,000
Yucca Park Phase III	2012 QOL	1,098,330
Chelsea Pool	2012 QOL	600,000
Pavo Real Pool - Enclose	2012 QOL	200,000
Training & Instruction Pool	2012 QOL	360,000
Westside Pool - New	2012 QOL	800,000
Trail Head Parking Areas	2012 QOL	60,000
Open Space Land Acquisition	2012 QOL	5,000,000
Neighborhood Imp Projects	2012 QOL	1,000,000
El Barrio Park Improvements	CDBG	280,692
Armijo Park Improvements	CDBG	489,374
Hidden Valley Park	CDBG	73,128
Pollard Park Improvement	CDBG	373,373
Pollard Park Improvement Phase II	CDBG	50,000
Pavo Real Park	CDBG	127,678
Sunset Heights Park	CDBG	403,084
Stiles Park	CDBG	276,246

FY 2014 Capital Improvement and Operating Budget Impact

Parks and Recreation Department (Continued)

Capital Projects	Source	Amount	
Thorn Park	CDBG	171,560	
Johnson Basin Park Improvements	CDBG	146,900	
Chamizal Community Garden	CDBG	131,952	
Jack Quarles Park	Parkland Dedication	9,493	
Carlos Bombach Park Imp	Parkland Dedication	46,860	
	Capital Projects Budget	**32,557,345**	
Operating Budget Impact			
Cost of operating new facilities		58,346	
	Operating Budget Impact	**58,346**	
	Total Budget Impact of CIP-FY 2014		**32,615,691**

Fire Department

Capital Projects	Source	Amount	
New Fire Station #37	2010 C.O.s/2012-2013 C.O.s/Grant	557,580	
Fire Station #33 Driveway Improvements	2012-2013 C.O.s	55,647	
Fire Station #5	2012-2013 C.O.s	3,540,431	
	Capital Projects Budget	**4,153,658**	
Operating Budget Impact			
	Operating Budget Impact	**-**	
	Total Budget Impact of CIP-FY 2014		**4,153,658**

Museum and Cultural Affairs

Capital Projects	Source	Amount
Children's Museum	2012 QOL	577,500
Digital Wall at History Museum	2012 QOL	2,400,000
Arts Festival Plaza Improvements	2012 QOL	150,000
Convention Center North Pedestrian Path	2012 QOL	473,965
Plaza/EPMA Loading Area Improvements	2012 QOL	50,000

FY 2014 Capital Improvement and Operating Budget Impact

Museum and Cultural Affairs (Continued)

Capital Projects	Source	Amount
Sheldon Court Improvements	2012 QOL	50,000
Wayfinding - Downtown	2012 QOL	198,925
Downtown Pedestrian Improvements	2012 QOL	175,000
General Upgrades to all 3 Museums	2012 QOL	171,459
	Capital Projects Budget	**4,246,849**
Operating Budget Impact		
	Operating Budget Impact	**-**
	Total Budget Impact of CIP-FY 2014	**4,246,849**

Zoo

Capital Projects	Source	Amount
Africa Wetlands River Hog and DikDik	2012 QOL	22,838
Africa Wild Dog	2012 QOL	65,000
Chihuahuan Desert Exhibit Complex	2012 QOL	416,412
Galapagos	2012 QOL	17,325
Reptile Building Completion	2012 QOL	71,500
Sea Lion Exhibit Repair and Upgrade	2012 QOL	-
Event Tent and Restrooms	2012 QOL	226,525
Wildlife Theater Presentation Stadium and Support Facilities	2012 QOL	36,900
Carousel and Site Dev.	2012 QOL	31,500
Canal Improvements and covering as needed including landscaping and roadway work	2012 QOL	376,015
Education Animal Holding Area and Facilities Add and Enhanced	2012 QOL	79,950
Support Elements	2012 QOL	600,785
El Paso Zoo Quarantine Barn	2012 QOL	75,000
El Paso Zoo Africa Thatch & Internal Services	2012 QOL	50,000
	Capital Projects Budget	**2,069,749**
Operating Budget Impact		
Cost of operating new facilities		-
	Operating Budget Impact	**-**
	Total Budget Impact of CIP-FY 2014	**2,069,749**

FY 2014 Capital Improvement and Operating Budget Impact

Library

Capital Projects	Source	Amount
Irving Schwartz Branch Library Improvements	2012 QOL	211,026
Richard Burges Branch Expansion	2012 QOL	180,718
Ysleta Branch Library - Parking Lot	2012 QOL	150,000
Bookmobile	2012 QOL	389,740
Library Materials	2012 QOL	500,000
Esperanza Acosta Library Roof Repair	2012-2013 CO	244,105
	Capital Projects Budget	**1,675,589**

Operating Budget Impact

Operating Budget Impact	**-**
Total Budget Impact of CIP-FY 2014	**1,675,589**

Department of Transportation

Capital Projects	Source	Amount
Montoya Heights Phase II	2004 GO Bonds	2,328,419
CMP- Spur 276 Right of Way	2006 C.O.s	379,712
Carolina Bridge Reconstruction	2006 C.O.s	558,398
Isela Rubalcaba Extension	2006 C.O.s	1,000,000
NTMP Projects 2013	2009 CO	1,220,208
Pasodale Subdivision Phase 4	2012-2013 C.O.s / PSB	3,700,271
Street Resurfacing/Micro-surfacing 2010	2010 Reprogramming/ 2012-2013 C.O.s	2,144,569
NTMP Phase III	2012-2013 C.O.s	88,433
Schwabe Construction	2012-2013 C.O.s / PSB	1,045,568
Street and Regulatory Signage	2012-2013 C.O.s	291,399
Street Signals and Flashers	2012-2013 C.O.s	1,131,494
Unpaved Rights of Way	2012-2013 C.O.s	36,340
Montwood Street Reconstruction	2012-2013 C.O.s/ 2010 C.O.s./ PSB	6,628,224
Country Club Road Construction	2010 CO's / TXDOT / PSB	10,829,625
TxDOT Matches	Transportation Funding Plan	50,000
Barker Rd Ph1 Cramer to Corner	CDBG	841,729
Barker Rd Ph2 Corner to Vinson	CDBG	383,928
Carpenter Dr Design Helms	CDBG	1,226,176
Pasodale Subdivision Ph 4	CDBG / CO	400,000
Bicycle Paths	2010 Transportation CO / TXDOT	470,393
Fiber Interconnect (659 Zaragoza)	2010 Transportation CO / TXDOT	870,668
Mesa St Pedestrian Enhancements	TXDOT	1,295,185
Safe Routes to School - SISD	TXDOT	432,310
Safe Routes to School - YISD - South	TXDOT	178,645
Safe Routes to School - YISD - North	TXDOT	508,093
Safe Routes to School - YISD - Northeast	TXDOT	475,895

FY 2014 Capital Improvement and Operating Budget Impact

Department of Transportation (Continued)

Capital Projects	Source	Amount
Safe Routes to School -EPISD-West	TXDOT	497,264
Safe Routes to School -EPISD-North	TXDOT	405,277
Safe Routes to School -EPISD - N Central	TXDOT	528,600
Safe Routes to School -EPISD-Central	TXDOT	389,120
Safe Routes to School-EPISD-CBD	TXDOT	423,248
Safe Routes to School	2010 Transportation CO	467,470
HMAC Course 2013	TXDOT	1,140,064
Roseway St & Drainage Phase II	2004 GO Bonds	134,249
Tree String Lighting	Tax Increment Reinvest. Zone	500,000
Wayfinding	Tax Increment Reinvest. Zone	1,000,000
Streetscape / Tree Canopy	Tax Increment Reinvest. Zone	1,500,000
San Jacinto Plaza Phase 1	Tax Increment Reinvest. Zone	1,000,000
Two Roundabouts at Edgemere	2012-2013 Cos	200,010
Windermere Road	TXDOT	2,080,055
Wynn Road - Pan American Phase 1	TXDOT	5,488,356
Synchro Sig Yr 1-2013 St Infra	2013-2019 Street Infrastructure	1,804,597
Synchro Sig Yr 2-2013 St Infra	2013-2019 Street Infrastructure	500,000
Resurfacing 2013 CO Year 1	2013-2019 Street Infrastructure	479,297
Resurfacing 2014 CO Year 2	2013-2019 Street Infrastructure	8,784,283
Microsurfacing 2013 CO Year 2	2013-2019 Street Infrastructure	1,307,039
Reconstruction Master	2013-2019 Street Infrastructure	15,750,000
Ramos Ct-Little Flower St Imp	2013-2019 Street Infrastructure	500,000
Kernel Street Improvements	2013-2019 Street Infrastructure	500,000
Monroe Street & Drainage Imp	2013-2019 Street Infrastructure	500,000
Van Buren St & Drainage Improv	2013-2019 Street Infrastructure	500,000
Pebble Hills Extension	2013-2019 Street Infrastructure	700,000
Geiger Cardis Malaga	2013-2019 Street Infrastructure	700,000
Elena - Feliz	2013-2019 Street Infrastructure	600,000
UMC Quiet Zone	2013-2019 Street Infrastructure	200,000
5-Points Quiet Zone	2013-2019 Street Infrastructure	200,000
Manor Pl And Barker Rd St	2013-2019 Street Infrastructure	500,000
Pendale 1 Gateway E-Yermoland	2013-2019 Street Infrastructure	100,000
Pendale 2 N. Loop to Roseway	2013-2019 Street Infrastructure	700,000
Unpaved ROW 2013 CO Year1	2013-2019 Street Infrastructure	662,983
Street & Regulatory Signage	2013-2019 Street Infrastructure	53,881
Neighborhood Traffic Management Year 1	2013-2019 Street Infrastructure	1,339,059
NTMP YR 2 -2013 Street Insfrast	2013-2019 Street Infrastructure	516,087
PED Sidewalk & Parkway Year 1	2013-2019 Street Infrastructure	762
PED Sidewalk & Parkway Year 2	2013-2019 Street Infrastructure	600,000
Myrtle Street Improvements	2013-2019 Street Infrastructure / 2010 Transp CO / 2006 CO	596,040

FY 2014 Capital Improvement and Operating Budget Impact

Department of Transportation (Continued)

Capital Projects	Source	Amount
Wells Rd Sidewalk Improvements	2013-2019 Street Infrastructure/ 2006 CO	238,966
Partello St. Resurfacing	2006 C.O.s	225,000
Carl Longuemare Rd	2006 C.O.s	98,946
	Capital Projects Budget	**92,926,333**
Operating Budget Impact		
None		-
	Operating Budget Impact	**-**
	Total Budget Impact of CIP-FY 2014	**92,926,333**

Airport

Capital Projects	Source	Amount
Airway Improvements	Airport	1,000,000
Backup Electrical Power Source Switch	Airport	150,000
Terminal & Cargo Aprons Joint Seal Replacement	FAA/Airport	1,175,000
Air Cargo #4 Roof Replacement	Airport	1,200,000
Baggage Claim Units Replacement	PFC	1,000,000
Concourse A Bathrooms	Airport	100,000
BTGC Well	Airport	4,000,000
ARFF Safety Equipment	FAA/Airport	60,000
Maintenance Building Improvements	Airport	375,000
Information Technology Enterprise Fund Recovery	Airport	327,946
Taxiway "A" Realignment & Taxiways "D" & "F" Reconstruction	FAA/Airport	8,300,000
Runway 4-22 Recon & Taxiway Radius Geometry	FAA/Airport	130,000
Mill & Replace Runway 8L-26R & Taxiway "U" & "V" & New Parallel Taxiway	FAA/Airport	7,900,000
Airfield Perimeter Roads	FAA/Airport	3,350,000
New Loading Bridge (16 ea.)	PFC/Airport	3,000,000
Rental Car Expansion (includes Demo of Cargo 1)	PFC	22,500,000
Central Plant Upgrade	PFC/Airport	5,588,400
TSA Baggage Makeup area Expansion/Consolidation	PFC	300,000
	Capital Projects Budget	**60,456,346**
Operating Budget Impact		
None		-
	Operating Budget Impact	**-**
	Total Budget Impact of CIP-FY 2014	**60,456,346**

FY 2014 Capital Improvement and Operating Budget Impact

Environmental Services

Capital Projects	Source	Amount
Landfill New Water Line Service	Environmental Services	100,000
Landfill Water Line Easement	Environmental Services	30,000
McCombs Groundwater Monitoring Wells	Environmental Services	50,000
CNG Fueling Facility @ MSC	Environmental Services	900,000
Landfill Drivers Restrooms	Environmental Services	50,000
Pendale Renovation	Environmental Services	400,000
	Capital Projects Budget	**1,530,000**
Operating Budget Impact		
None		-
	Operating Budget Impact	**-**
	Total Budget Impact of CIP-FY 2014	**1,530,000**

Mass Transit - Sun Metro

Capital Projects	Source	Amount
Northgate Transit Terminal	2009 C.O.s	698,273
Northgate Transit Terminal	FTA Grant	1,000,000
Bus Shelter Acquisitions	FTA Grant	200,000
Bus Shelter Acquisitions	2010 C.O.s	2,000,000
Rehab Existing Transit Terminals	FTA Grant	1,000,000
Bus Purchases	FTA Grant	14,727,957
VTCLI Grant - Regional One Call Demand	FTA Grant	1,520,399
Maintenance & Operations Center	2011 C.O.s /	22,819,559
Maintenance & Operations Center	FTA Grant	1,425,000
Alameda RTS	2011 C.O.s	900,000
Dyer RTS	2011 C.O.s	500,000
Dyer RTS	CMP	400,000
Mesa RTS	FTA Grant	15,679,303
Mesa RTS	CMP	3,443,371
Mesa RTS	Sun Metro Match	557,326
El Paso Streetcar	2011 C.O.s	345,194
	Capital Projects Budget	**67,216,382**
Operating Budget Impact		
Cost of operating new facilities		771,630
	Operating Budget Impact	**771,630**
	Total Budget Impact of CIP-FY 2014	**67,988,012**

FY 2014 Capital Improvement and Operating Budget Impact

Information Technology

Capital Projects	Source	Amount
Fiber Interconnect	2009 Reprogramming	527,879
Telephone Upgrade	2009 Reprogramming	1,081,018
Cable Infrastructure	2012-2013 C.O.s	526,368
VOIP - Citywide	2012-2013 C.O.s	349,063
Fiber and Related Projects	2012-2013 C.O.s	1,396,461
IT Software	2012-2013 C.O.s	773,674
IT Capital Acquisitions	2012-2013 C.O.s	133,794
UPS Power Protection for Switch Closets	2012-2013 C.O.s	72,500
	Capital Projects Budget	**4,860,757**
Operating Budget Impact		
None		-
	Operating Budget Impact	**-**
	Total Budget Impact of CIP-FY 2014	**4,860,757**

Citywide Improvements

Capital Projects	Source	Amount
Facility Rehabilitation	2010 C.O.s	791,283
Luther Building Renovation	2013 Relocation	5,162,258
City Hall Relocation- Facility Upgrades	2013 Relocation	4,240,046
El Paso Ball Park	Special Revenue Bonds	44,706,682
AB Fall Mansion	2006 Cos	86,000
	Capital Projects Budget	**54,986,269**
Operating Budget Impact		
None		-
	Operating Budget Impact	**-**
	Total Budget Impact of CIP-FY 2014	**54,986,269**

Capital Improvement Program Summary FY 2015

During FY 2015, the City anticipates spending approximately **$168,961,128** on capital improvement project expenditures that will require an estimated **$3,265,703** in operating funds. The total cost impact of the capital improvement program in FY 2015 is anticipated to be around **$172,226,831**. 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 projects 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 $1,375,788 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 2015, the design of the Children's Museum will continue. Construction will begin for a majority of the projects and should be completed during FY 2015. 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 2015 the design and construction will continue for the new exhibits, and facility improvements. Some of the specific projects undergoing construction include the Chihuahuan Desert exhibit complex, Africa exhibits, and canal improvements and covering. There is no expected operating budget impact of these projects in FY 2015. These projects will be funded by 2012 general obligation bonds.

Library – During FY 2015, the improvements at the Irving Schwartz Branch will be completed, while the expansion at the Richard Burgess Branch will continue. There is no expected operating budget impact of these projects in FY 2015. These projects will be funded by 2012 general obligation bonds.

Fire Department - The capital projects 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.

Department of Transportation - The Department of Transportation will finish the Montwood Street reconstruction and Country Club Road construction projects and continue work on the projects for signal synchronization, resurfacing, median landscaping, neighborhood traffic management program and sidewalk and parkway infrastructure. These projects will be funded through 2006 certificates of obligation, 2010 certificates of obligation, and 2012-2013 certificates of obligation.

Airport – During FY 2015, the Airport will continue pavement of runways, complete the rental car expansion and loading bridges, replace baggage claim units, renovate concourse restrooms, and purchase safety equipment. These projects will be funded from the Airport revenue funds, FAA grants, and PFC.

Environmental Services – Environmental Services anticipates beginning design and construction of the Westside Citizen Collection Station and related infrastructure at the McCombs landfill. Projects will be funded with Environmental Services Department operating revenue.

Mass Transit - Sun Metro – The department will continue the construction of the Alameda RTS (operating impact $1,773,432), 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.

FY 2015 Capital Improvement and Operating Budget Impact

Estimated FY 2015 Capital Projects Costs	**168,961,128**
Estimated FY 2015 CIP-Related Operating Costs	**3,265,703**
Total Cost Impact of Capital Projects-FY 2015	**172,226,831**

Parks and Recreation

Capital Projects	**Source**	**Amount**
Eastside Regional Park Design	2012 QOL	2,100,000
Blackie Chesher - Add Lighting	2012 QOL	52,500
Johnson Basin Park	2012 QOL	193,730
Las Palmas-Pendale Community Park	2012 QOL	2,500,000
New Flat Field Complex (8-12)	2012 QOL	3,000,000
New Regional Park - Skatepark only	2012 QOL	204,618
Outdoor Sports Fields	2012 QOL	2,497,836
San Jacinto Park	2012 QOL	581,505
Westside Community Park Phase 4	2012 QOL	1,839,670
Pavo Real Pool - Enclose	2012 QOL	1,000,000
Training & Instruction Pool	2012 QOL	57,365
Westside Pool - New	2012 QOL	4,000,000
New Recreation Center - Yucca/Lomaland	2012 QOL	1,000,000
New Recreation Center/Library - Chamizal	2012 QOL	1,000,000
Trail Head Parking Area	2012 QOL	200,000
Neighborhood Improvement Projects	2012 QOL	1,000,000
Pollard Park Improvement Phase II	CDBG	376,500
	Capital Projects Budget	**21,603,724**
Operating Budget Impact		
Cost of operating new facilities		1,375,788
	Operating Budget Impact	**1,375,788**
	Total Budget Impact of CIP-FY 2015	**22,979,512**

Fire

Capital Projects	**Source**	**Amount**
Fire Station #5	2012-13 CO	885,108
	Capital Projects Budget	**885,108**
Operating Budget Impact		
None		-
	Operating Budget Impact	**-**
	Total Budget Impact of CIP-FY 2015	**885,108**

FY 2015 Capital Improvement and Operating Budget Impact

Museum and Cultural Affairs

Capital Projects	Source	Amount
Children's Museum	2012 QOL	962,500
Digital Wall at History Museum	2012 QOL	590,158
Arts Festival Plaza Improvements	2012 QOL	1,349,010
Plaza/EPMA Loading Area Improvements	2012 QOL	437,222
Sheldon Court Improvements	2012 QOL	436,997
Wayfinding - Downtown	2012 QOL	1,790,325
Downtown Pedestrian Improvements	2012 QOL	1,452,144
General Upgrades to all 3 Museums	2012 QOL	375,000
Cultural & Performing Arts Facility	2012 QOL	500,000
Hispanic Cultural Center	2012 QOL	500,000
	Capital Projects Budget	**8,393,356**
Operating Budget Impact		
	Operating Budget Impact	**-**
	Total Budget Impact of CIP-FY 2015	**8,393,356**

Zoo

Capital Projects	Source	Amount
Africa Wetlands River Hog and DikDik	2012 QOL	38,063
Africa Wild Dog		435,000
Chihuahuan Desert Exhibit Complex	2012 QOL	694,020
Galapagos	2012 QOL	28,875
Reptiles Building Completion		478,500
Carousel & Site Development	2012 QOL	52,500
Support Elements	2012 QOL	737,596
Sea Lion Exhibit Repair & Upgrade	2012 QOL	71,750
Event Tent & Restrooms	2012 QOL	296,225
Wildlife Theater Presentation Stadium	2012 QOL	123,000
Education Animal Holding Area & Facilities Add & Enhanced	2012 QOL	104,550
Canal Improvements and Covering as Needed Including Landscaping and Roadway Work		2,610,000
	Capital Projects Budget	**5,670,079**
Operating Budget Impact		
Cost of operating new facilities		116,483
	Operating Budget Impact	**116,483**
	Total Budget Impact of CIP-FY 2015	**5,786,562**

FY 2015 Capital Improvement and Operating Budget Impact

Department of Transportation

Capital Projects	Source	Amount
CBD IV St. & Dr. - All Funds	2006 CO	1,000,000
Isela Rubalcaba Extension	2006 CO	1,833,424
Pasodale Subdivision Phase 4	2013 Street Infrastructure CO	491,347
Bataan Railway Reconstruction	2010 Reprogramming	1,138,868
Montwood St. Reconstruction	2012-13 CO/2010 CO/PSB	1,657,056
Country Club Rd. Construction	2010 CO/TXDOT/PSB	2,707,406
TXDOT Matches	Transportation Funding Plan	50,000
Carpenter Dr. Design Helms	CDBG	306,544
Fiber Interconnect (659 Zaragoza)	2010 Transportation CO	773,149
Synchronization Signal Year 2	2013 Street Infrastructure CO	590,048
Resurfacing/Microsurfacing Master	2013 Street Infrastructure CO	11,000,000
Reconstruction Master	2013 Street Infrastructure CO	16,250,000
Ramos Ct. - Little Flower St. Improvements	2013 Street Infrastructure CO	373,093
Kernel Street Improvements	2013 Street Infrastructure CO	1,112,843
Monroe Street & Drainage Imp	2013 Street Infrastructure CO	687,721
Van Buren St & Drainage Improv	2013 Street Infrastructure CO	722,176
Pebble Hills Extension	2013 Street Infrastructure CO	851,443
Geiger Cardis Malaga	2013 Street Infrastructure CO	233,794
Elena - Feliz	2013 Street Infrastructure CO	738,580
UMC Quiet Zone	2013 Street Infrastructure CO	488,564
Toni & Mary Jeannie & Yvonne	2013 Street Infrastructure CO	638,710
Ranger St Reconstruction	2013 Street Infrastructure CO	306,600
5-Points Quiet Zone	2013 Street Infrastructure CO	450,000
Manor Pl And Barker Rd St	2013 Street Infrastructure CO	1,076,956
Pendale 1 Gateway E-Yermoland	2013 Street Infrastructure CO	591,100
Pendale 2 N. Loop to Roseway	2013 Street Infrastructure CO	1,013,090
Unpaved ROW 2013 CO Year2	2013 Street Infrastructure CO	1,000,000
Median & Parkway Landscape Master	2013 Street Infrastructure CO	1,000,000
Neighborhood Traffic Management Program	2013 Street Infrastructure CO	500,000
PED Sidewalk & Parkway Master	2013 Street Infrastructure CO	750,000
	Capital Projects Budget	**50,332,512**
Operating Budget Impact		
None		-
	Operating Budget Impact	**-**
	Total Budget Impact of CIP-FY 2015	**50,332,512**

FY 2015 Capital Improvement and Operating Budget Impact

Library

Capital Projects	Source	Amount
Richard Burges Branch Expansion	2012 QOL	609,000
Irving Schwartz Branch Library	2012 QOL	1,841,568
	Capital Projects Budget	**2,450,568**
Operating Budget Impact		
	Operating Budget Impact	**-**
	Total Budget Impact of CIP-FY 2015	**2,450,568**

Airport

Capital Projects	Source	Amount
Baggage Claim Units Replacement	PFC	1,828,875
Concourse A Bathrooms	Airport	1,000,000
ARFF Safety Equipment	FAA/Airport	60,000
Maintenance Building Improvements	Airport	375,000
Information Technology Enterprise Fund Recovery	Airport	87,357
Master Plan Upgrade	FAA/Airport	1,900,000
Runway 4-22 Recon & Taxiway Radius Geometry	FAA/Airport	1,700,000
Mill & Replace Runway 8L-26R & Taxiway "U" & "V" & New Parallel Taxiway	FAA/Airport	8,000,000
Taxiway "K" Rehab	FAA/Airport	1,200,000
New Loading Bridge (16 ea.)	PFC/Airport	6,000,000
Rental Car Expansion (includes Demo of Cargo 1)	PFC	22,500,000
TSA Baggage Makeup area Expansion/Consolidation	PFC	500,000
	Capital Projects Budget	**45,151,232**
Operating Budget Impact		
None		-
	Operating Budget Impact	**-**
	Total Budget Impact of CIP-FY 2015	**45,151,232**

FY 2015 Capital Improvement and Operating Budget Impact

Environmental Services

Capital Projects	Source	Amount
Eng-Design/Construction-Westside CCS	Environmental Services	900,000
Landfill Gas System Expansion	Environmental Services	1,000,000
Landfill New Water Well	Environmental Services	250,000
Landfill LFG System Expansion	Environmental Services	300,000
	Capital Projects Budget	**2,450,000**
Operating Budget Impact		
None		-
	Operating Budget Impact	**-**
	Total Budget Impact of CIP-FY 2015	**2,450,000**

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	5,302,054
Bus Shelter Acquisitions	FTA Grant	200,000
Bus Purchases	FTA Grant	8,433,438
Alameda RTS	2011 C.O.s	15,428,571
	Capital Projects Budget	**32,024,549**
Operating Budget Impact		
Cost of operating new facilities		1,773,432
	Operating Budget Impact	**1,773,432**
	Total Budget Impact of CIP-FY 2015	**33,797,981**

Capital Improvement Program Summary FY 2016

During FY 2016, the City anticipates spending approximately **$119,819,170** on capital improvement project expenditures that will require an estimated **$5,495,292** in operating funds. The total cost impact of the capital improvement program in FY 2016 is anticipated to be around **$125,314,462**. The projects listed on the CIP for FY 2016 are funded by the issuance of certificates of obligations, 2012 general obligation bonds, enterprise funds, and external funding.

Parks – During FY 2016, the projects anticipated are the completed construction of a new Westside Pool, continued construction of the new flat field complex, trail heads, and park improvements. There is an operating budget impact of $1,755,109 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 – During FY 2016, the design of the Children's Museum is expected to be completed and the land acquired for the Multipurpose Cultural and Performing Arts Center. These projects will be funded by 2012 general obligation bonds.

Zoo – During FY 2016 the construction is expected to be completed on the sea lion exhibit repair, event tent and restrooms, Wildlife Theater Presentation Stadium, and new and enhanced animal holding areas. The operating budget of these projects is $426,762. These projects will be funded by 2012 general obligation bonds.

Library – During FY 2016, the Richard Burges Branch expansion is anticipated to be completed. This project will be funded by 2012 general obligation bonds.

Department of Transportation – The Department of Transportation will continue the Street Infrastructure projects funded through the 2013 Street Infrastructure certificates of obligation.

Airport – During FY 2016, the Airport will continue the pavement rehabilitation of runways and taxiways. These projects will be funded from the Airport revenue funds, FAA grants, and PFC.

Mass Transit - Sun Metro – The department will complete the construction of Dyer RTS started in FY 2014 (operating impact $3,313,421) and will construct the Montana RTS. These projects will be funded by 2011 certificates of obligation, Federal grants, and local match.

Environmental Services – Environmental Services plans to start the design/construction of an additional Citizen Collection Station on the Eastside. This project will be funded with Environmental Services Department operating revenue.

FY 2016 Capital Improvement and Operating Budget Impact

Estimated FY2016 Capital Projects Costs	**$119,819,170**
Estimated FY2016 CIP-Related Operating Costs	**5,495,292**
Total Cost Impact of Capital Projects-FY2016	**$125,314,462**

Parks and Recreation

Capital Projects	**Source**	**Amount**
Blackie Chesher - Add Lighting	2012 QOL	350,000
New Flat Field Complex	2012 QOL	3,000,000
Eastside Regional Aquatics	2012 QOL	1,000,000
Eastside Regional Recreational Pool	2012 QOL	400,000
Pavo Real Pool - enclose	2012 QOL	779,016
Westside Pool - new	2012 QOL	3,192,130
Paved Trails Master	2012 QOL	600,000
Trail Head Parking Area	2012 QOL	1,739,955
Neighborhood Improvement Projects	2012 QOL	1,000,000
	Capital Projects Budget	**12,061,101**
Operating Budget Impact		
Cost of operating new facilities		1,755,109
	Operating Budget Impact	**1,755,109**
	Total Budget Impact of CIP-FY 2016	**13,816,210**

Museum and Cultural Affairs

Capital Projects	**Source**	**Amount**
Children's Museum	2012 QOL	962,500
General Upgrades to all 3 Museums	2012 QOL	930,000
Cultural & Performing Arts Facility	2012 QOL	1,500,000
	Capital Projects Budget	**3,392,500**
Operating Budget Impact		
	Operating Budget Impact	**-**
	Total Budget Impact of CIP-FY 2016	**3,392,500**

FY 2016 Capital Improvement and Operating Budget Impact

Zoo

Capital Projects	Source	Amount
Africa Wetlands River Hog and DikDik	2012 QOL	38,063
Chihuahuan Desert Exhibit Complex	2012 QOL	694,020
Galapagos	2012 QOL	28,875
Carousel & Site Development	2012 QOL	52,500
Support Elements	2012 QOL	737,596
Sea Lion Exhibit Repair & Upgrade	2012 QOL	613,803
Event Tent & Restrooms	2012 QOL	1,219,750
Wildlife Theater Presentation Stadium	2012 QOL	1,070,100
Education Animal Holding Area & Facilities Add & Enhanced	2012 QOL	430,500
	Capital Projects Budget	**4,885,207**
Operating Budget Impact		
Cost of operating new facilities		426,762
	Operating Budget Impact	**426,762**
	Total Budget Impact of CIP-FY 2016	**5,311,969**

Library

Capital Projects	Source	Amount
Richard Burges Branch Expansion	2012 QOL	609,000
	Capital Projects Budget	**609,000**
Operating Budget Impact		
	Operating Budget Impact	**-**
	Total Budget Impact of CIP-FY 2016	**609,000**

Environmental Services

Capital Projects	Source	Amount
Eng/Design/Construction - EastSide Citizen Collection Station	Environmental Services	900,000
	Capital Projects Budget	**900,000**
Operating Budget Impact		
None		-
	Operating Budget Impact	**-**
	Total Budget Impact of CIP-FY 2016	**900,000**

FY 2016 Capital Improvement and Operating Budget Impact

Department of Transportation

Capital Projects	Source	Amount
CBD IV St. & Dr. - All Funds	2006 CO	500,000
Carolina Bridge Widening	2013 Street Infrastructure CO	1,819,927
TXDOT Matches	Transportation Funding Plan	50,000
Synchronization of Signal Network Master	2013 Street Infrastructure CO	1,409,952
Resurfacing/Microsurfacing	2013 Street Infrastructure CO	6,500,000
Reconstruction	2013 Street Infrastructure CO	20,800,000
Unpaved Rows & Alleys	2013 Street Infrastructure CO	451,119
Median & Parkway Landscape	2013 Street Infrastructure CO	1,000,000
Neighborhood Traffic Management Program	2013 Street Infrastructure CO	500,000
PED Sidewalk & Parkway	2013 Street Infrastructure CO	700,000
	Capital Projects Budget	**33,730,998**
Operating Budget Impact		
None		-
	Operating Budget Impact	**-**
	Total Budget Impact of CIP-FY 2016	**33,730,998**

Airport

Capital Projects	Source	Amount
ARFF Safety Equipment	FAA/Airport	60,000
Information Technology Enterprise Recovery	Airport	103,935
Runway 4-22 Recon & Twy System	FAA/Airport	7,500,000
Twy "K" Pavement Rehab	FAA/Airport	6,615,000
New Loading Bridge (16 ea)	PFC/Airport	5,000,000
	Capital Projects Budget	**$19,278,935**
Operating Budget Impact		
None		-
	Operating Budget Impact	-
	Total Budget Impact of CIP-FY 2016	**$19,278,935**

FY 2016 Capital Improvement and Operating Budget Impact

Mass Transit - Sun Metro

Capital Projects	Source	Amount	
Bus Shelter Acquisitions	FTA Grant	$200,000	
Northgate Transit Terminal	TIGER Grant	$5,000,000	
Bus Purchases	FTA Grant	$1,900,000	
Alameda RTS	2011 CO	$18,171,429	
Dyer RTS	2011 CO	4,016,571	
Dyer RTS	CMP	4,846,286	
Dyer RTS	FTA Grant	10,355,714	
Dyer RTS	Sun Metro Match	471,429	
	Capital Projects Budget	**$44,961,429**	
Operating Budget Impact			
Cost of operating new facilities		$3,313,421	
	Operating Budget Impact	**3,313,421**	
		Total Budget Impact of CIP-FY 2016	**$48,274,850**

Capital Improvement Program Summary FY 2017

During FY 2017, the City anticipates spending approximately **$88,367,704** on capital improvement project expenditures that will require an estimated **$5,905,969** in operating funds. The total cost impact of the capital improvement program in FY 2017 is anticipated to be around **$94,273,673**. The projects listed on the CIP for FY 2017 are funded by 2012 general obligation bonds, 2012-2013 certificates of obligation, TxDOT Matches, Federal grants, and operating revenues.

Parks – During FY 2017, the construction of the outdoor sports field complex is expected to be completed. Additional park improvements and lighting at Blackie Chesher Park will also take place during FY 2017. There is an operating budget impact of $129,144 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 continue on the Chihuahuan Desert exhibit and the Africa Wetlands exhibit. The operating budget of these projects is $528,649. These projects will be funded by 2012 general obligation bonds.

Environmental Services – Environmental Services will continue/complete the construction of Clint Cells 11 through 14, purchase landfill infrastructure, and begin design/construction on 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 continue the Street Infrastructure projects funded through the 2013 Street Infrastructure certificates of obligation.

Airport – During FY 2017, the Airport will continue the pavement rehabilitation for Runway 22, Taxiway "K". These projects will be funded from the Airport revenue funds and FAA grants.

Mass Transit - Sun Metro – The department will complete construction of the Dyer RTS and purchase buses. These projects will be funded by 2011 certificates of obligation, FTA grants, and local match. The operating budget impact of these projects is $5,248,176.

FY 2017 Capital Improvement and Operating Budget Impact

Estimated FY 2017 Capital Projects Costs	**$88,367,704**
Estimated FY 2017 CIP-Related Operating Costs	**5,905,969**
Total Cost Impact of Capital Projects-FY 2017	**$94,273,673**

Parks and Recreation

Capital Projects	**Source**	**Amount**
Blackie Chesher - Add Lighting	2012 QOL	1,347,500
New Flat Field Complex (8-12)	2012 QOL	2,500,000
New Park - Coronado N. of Mesa	2012 QOL	262,500
New Scattered Flat Fields	2012 QOL	750,000
Paved Trails Master	2012 QOL	600,000
Neighborhood Improvement Projects	2012 QOL	1,000,000
	Capital Projects Budget	**6,460,000**
Operating Budget Impact		
Cost of operating new facilities		129,144
	Operating Budget Impact	**129,144**
	Total Budget Impact of CIP-FY 2017	**6,589,144**

Museum and Cultural Affairs

Capital Projects	**Source**	**Amount**
Children's Museum	2012 QOL	4,812,500
	Capital Projects Budget	**4,812,500**
Operating Budget Impact		
	Operating Budget Impact	**-**
	Total Budget Impact of CIP-FY 2017	**4,812,500**

FY 2017 Capital Improvement and Operating Budget Impact

Zoo

Capital Projects	Source	Amount
Africa Wetlands River Hog and DikDik	2012 QOL	331,144
Chihuahuan Desert Exhibit Complex	2012 QOL	4,025,316
Galapagos	2012 QOL	251,213
Carousel & Site Development	2012 QOL	913,500
Support Elements	2012 QOL	737,596
	Capital Projects Budget	**6,258,769**
Operating Budget Impact		
Cost of operating new facilities		528,649
	Operating Budget Impact	**528,649**
	Total Budget Impact of CIP-FY 2017	**6,787,418**

Environmental Services

Capital Projects	Source	Amount
Citizen Collection Station - Hondo Pass	Environmental Services	900,000
Landfill Cells 11-14	Environmental Services	1,000,000
Landfill Ground Monitoring Wells	Environmental Services	260,000
Landfill Gas Monitoring Wells	Environmental Services	198,000
	Capital Projects Budget	**2,358,000**
Operating Budget Impact		
	Operating Budget Impact	**-**
	Total Budget Impact of CIP-FY 2017	**2,358,000**

FY 2017 Capital Improvement and Operating Budget Impact

Department of Transportation

Capital Projects	Source	Amount
Resurfacing/Microsurfacing	2013 Street Infrastructure CO	5,500,000
Reconstruction	2013 Street Infrastructure CO	22,500,000
Borderland	2013 Street Infrastructure CO	700,000
Median & Parkway Landscape Master	2013 Street Infrastructure CO	1,000,000
Neighborhood Traffic Management Program	2013 Street Infrastructure CO	500,000
PED Sidewalk & Parkway	2013 Street Infrastructure CO	500,000
CBD IV St. & Dr. - All Funds	2006 CO	579,284
Carolina Bridge Widening	2013 CO,/2010 Transportation Funding Plan	7,277,006
TXDOT Matches	Transportation Funding Plan	50,000
	Capital Projects Budget	**38,606,290**
Operating Budget Impact		
None		-
	Operating Budget Impact	**-**
	Total Budget Impact of CIP-FY 2017	**38,606,290**

Airport

Capital Projects	Source	Amount
ARFF Safety Equipment	FAA/Airport	60,000
Runway 4-22 Recon & Twy System	FAA/Airport	7,500,000
Information Technology Enterprise Recovery	Airport	127,145
Twy "K" Pavement Rehab	FAA/Airport	6,615,000
	Capital Projects Budget	**$14,302,145**
Operating Budget Impact		
None		-
	Operating Budget Impact	-
	Total Budget Impact of CIP-FY 2017	**$14,302,145**

FY 2017 Capital Improvement and Operating Budget Impact

Mass Transit - Sun Metro

Capital Projects	Source	Amount	
Bus Shelter Acquisitions	FTA Grant	$200,000	
Bus Purchases	FTA Grant	$1,400,000	
Dyer RTS	2011 CO	$1,095,429	
Dyer RTS	CMP	$421,714	
Dyer RTS	FTA Grant	$12,324,286	
Dyer RTS	Sun Metro Match	$128,571	
	Capital Projects Budget	**$15,570,000**	
Operating Budget Impact			
Cost of operating new facilities		$5,248,176	
	Operating Budget Impact	**5,248,176**	
		Total Budget Impact of CIP-FY 2017	**$20,818,176**

Capital Improvement Program Summary FY 2018

During FY 2018, the City anticipates spending approximately **$85,452,129** on capital improvement project expenditures that will require an estimated **$6,976,312** in operating funds. The total cost impact of the capital improvement program in FY 2018 is anticipated to be around **$92,428,441**. The projects listed on the CIP for FY 2018 are funded by 2012 general obligation bonds, 2013 certificates of obligation, FAA grants, FTA grants, and operating revenues.

Parks - During FY 2018, construction will continue on new scattered outdoor sports fields and park improvements. There is an operating budget impact of $57,709 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 during FY 2018. This project is funded by 2012 general obligation bonds.

Zoo –During FY 2018 the construction is expected to continue on the Chihuahuan Desert exhibit, various support elements, and the Africa Wetlands exhibit. The operating budget of these projects is $1,020,747. These projects will be funded by 2012 general obligation bonds.

Environmental Services – Environmental Services will continue/complete the construction of Clint Cells 11 through 14, purchase landfill infrastructure, and begin design/construction on the Delta Citizen Collection Station. These projects will be funded with Environmental Services Department operating revenue.

Department of Transportation - The Department of Transportation will continue the Street Infrastructure projects funded through the 2013 Street Infrastructure certificates of obligation.

Airport – During fiscal year 2018, the Airport will purchase safety equipment and fund the information technology enterprise fund recovery. These projects will be funded from the Airport revenue funds, FAA.

Mass Transit – During FY 2018, construction will begin on the Montana RTS and design will begin on the new Far East Terminal. These projects will be funded by 2011 certificates of obligation, FTA grants, and local match. The operating budget impact of these projects is $5,897,856.

FY 2018 Capital Improvement and Operating Budget Impact

Estimated FY 2018 Capital Projects Costs	**$85,452,129**
Estimated FY 2018 CIP-Related Operating Costs	**6,976,312**
Total Cost Impact of Capital Projects-FY 2018	**$92,428,441**

Parks and Recreation

Capital Projects	**Source**	**Amount**	
New Park - Coronado N. of Mesa	2012 QOL	437,500	
New Scattered Flat Fields	2012 QOL	1,250,000	
Paved Trails Master	2012 QOL	600,000	
Neighborhood Improvement Projects	2012 QOL	1,000,000	
	Capital Projects Budget	**3,287,500**	
Operating Budget Impact			
Cost of operating new facilities		57,709	
	Operating Budget Impact	**57,709**	
		Total Budget Impact of CIP-FY 2018	**3,345,209**

Museum and Cultural Affairs

Capital Projects	**Source**	**Amount**	
Children's Museum	2012 QOL	7,700,000	
	Capital Projects Budget	**7,700,000**	
Operating Budget Impact			
	Operating Budget Impact	**-**	
		Total Budget Impact of CIP-FY 2018	**7,700,000**

FY 2018 Capital Improvement and Operating Budget Impact

Zoo

Capital Projects	Source	Amount	
Africa Wetlands River Hog and DikDik	2012 QOL	331,144	
Chihuahuan Desert Exhibit Complex	2012 QOL	4,025,316	
Galapagos	2012 QOL	251,213	
Support Elements	2012 QOL	737,596	
	Capital Projects Budget	**5,345,269**	
Operating Budget Impact			
Cost of operating new facilities		1,020,747	
	Operating Budget Impact	**1,020,747**	
	Total Budget Impact of CIP-FY 2018		**6,366,016**

Environmental Services

Capital Projects	Source	Amount	
Citizen Collection Station - Delta	Environmental Services	900,000	
Landfill Cells 11-14	Environmental Services	9,000,000	
	Capital Projects Budget	**9,900,000**	
Operating Budget Impact			
	Operating Budget Impact	**-**	
	Total Budget Impact of CIP-FY 2018		**9,900,000**

Airport

Capital Projects	Source	Amount	
ARFF Safety Equipment	FAA/Airport	60,000	
Information Technology Enterprise Fund Recovery	Airport	127,145	
	Capital Projects Budget	**$187,145**	
Operating Budget Impact			
None		-	
	Operating Budget Impact	-	
	Total Budget Impact of CIP-FY 2018		**$187,145**

FY 2018 Capital Improvement and Operating Budget Impact

Department of Transportation

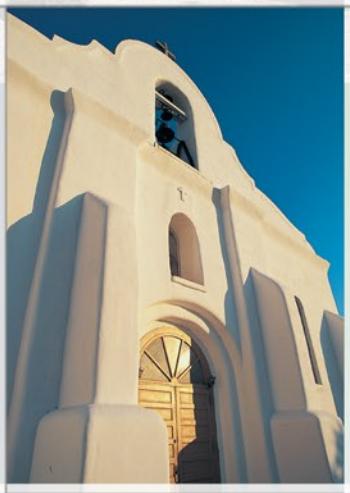
Capital Projects	Source	Amount
Resurfacing/Microsurfacing	2013 Street Infrastructure CO	5,500,000
Reconstruction	2013 Street Infrastructure CO	22,000,000
Borderland	2013 Street Infrastructure CO	1,075,785
Median & Parkway Landscape Master	2013 Street Infrastructure CO	500,000
Neighborhood Traffic Management	2013 Street Infrastructure CO	500,000
Pedestrian Sidewalk & Parkway Master	2013 Street Infrastructure CO	1,300,000
TXDOT Matches	Transportation Funding Plan	50,000
	Capital Projects Budget	**30,925,785**
Operating Budget Impact		
None		-
	Operating Budget Impact	**-**
	Total Budget Impact of CIP-FY 2018	**30,925,785**

Mass Transit - Sun Metro

Capital Projects	Source	Amount
Far East Terminal - RC Poe	Undetermined	$5,000,000
Bus Shelter Acquisitions	FTA Grant	$200,000
Bus Purchases	FTA Grant	$1,400,000
Montana RTS	2011 CO	$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	**$28,106,430**
Operating Budget Impact		
Cost of operating new facilities		$5,897,856
	Operating Budget Impact	**5,897,856**
	Total Budget Impact of CIP-FY 2018	**$34,004,286**

THE CITY OF EL PASO
TEXAS

APPENDIX



- Budget Resolution
- Ordinance Levying 2014 Taxes
- Glossary of Acronyms
- Glossary of Terms

CITY OF EL PASO
FISCAL YEAR 2014 BUDGET RESOLUTION

WHEREAS, on June 27, 2013, the City Manager of the City of El Paso filed the Fiscal Year 2014 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 10, 2013, the City Clerk published notice in the El Paso Times, a newspaper 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 2014 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 20, 2013, 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 27, 2013, is hereby approved and adopted by the City Council as the Annual Budget for the Fiscal Year 2014, which begins on September 1, 2013 and ends on August 31, 2014.

2. That any balance in the General Fund on August 31, 2013 shall first be allocated to restore the reserve for claims in an amount equal to One Million Dollars ($1,000,000.00). The City Manager 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 15, 2013, with a financial report showing all appropriations for Fiscal Year 2014 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 Dollars ($25,000.00); provided that each transfer is within the same department. Budget transfers exceeding Twenty-Five Thousand 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 Dollars ($50,000.00) between departments and/or funds, to the extent permitted by law. Budget transfers exceeding Fifty Thousand 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 establish or amend the budget for any capital projects within a Capital Improvement Program (CIP) approved by the City Council, provided that the addition or deletion of a project's budget of more than One Million Dollars ($1,000,000.00) requires additional Council approval and expenditures are in compliance with applicable laws and policies and a quarterly report is provided to Council on the budgets for capital projects that the City Manager or her designee has established, amended, added or deleted.

9. 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.

10. That the City Manager or his/her designee is hereby 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 or the City Manager. All grant applications requiring City Council approval shall be prepared in accordance with established procedures. The agenda item shall clearly state 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 grants and capital projects.

11. That the City Manager or his/her designee is hereby authorized to appropriate funds associated with donations made to the City under the amount of Fifty Thousand Dollars ($50,000.00).

12. 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.

13. That restricted fund(s) shall be expended only for those purposes for which each restricted fund was established.

14. 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.

15. That the City Manager shall add appropriate amendments to the City's health plan documents for eligible retirees and their eligible dependents (which amendments shall be in effect until such time as the Council should further amend, revise or change these provisions in the health plan) as follows:

a. Non-Medicare eligible retirees and eligible dependents shall have the option to enroll in the Fully Insured Non-Medicare Retiree Health Plan.
b. Medicare-eligible retirees and eligible dependents must have both Medicare Part A and Part B coverage in order to enroll in the Medicare Advantage Plan and Medicare Part D pharmacy coverage.
c. Medicare-eligible retirees who retired AFTER January 1, 1986, and do not have both Medicare Part A and Part B coverage will continue to be covered under City health plan until date that retiree enrolls in Medicare Advantage Plan and Medicare Part D pharmacy coverage after submitting evidence of Medicare enrollment to City, but no later than July 1, 2014.
d. Medicare-eligible retirees who retired PRIOR TO January 1, 1986, and do not have Medicare Part A and Part B will continue to be covered under City health plan until date that retiree enrolls in Medicare Advantage Plan and Medicare Part D pharmacy coverage.

16. That the City Manager is authorized to amend the wellness program in the health benefit plan, as necessary, for all non-uniformed employees, elected officials and employees of affiliated service contractors participating in a City health plan in accordance with the amount of funding established for such a program in the approved FY2014 budget in order to engage these persons to lead healthier lifestyles by providing and promoting a culture of health and wellness which leads to lifelong habits and more productive lives.

17. That the amounts of the annual competency increases for non-uniformed employees for Fiscal Year 2014 are set as follows: Employee's annual competency 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.

18. That any competency increases for non-uniformed employees shall not be given until the fourth quarter of Fiscal Year 2014, and the City Manager shall establish the exact date or dates for giving any such increases based on the availability of funding for such purposes as of the start of the fourth quarter of Fiscal Year 2014. No competency increase 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**.

19. 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, 2014.

20. 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.

21. That the City Manager, in lieu of approving the competency 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 2014 and through the date the payment is made or prepared.

22. 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.

23. 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.

24. 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.

25. 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 50% of the employees assigned to work at City Hall, the business days of the City shall be Monday, Tuesday, Wednesday and Thursday.

26. 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.

27. That the services paid from the postage/copy center, fleet services and information technology shall be financed and accounted for utilizing an internal service fund basis with sufficient charges from departments to cover all appropriate costs.

28. That the hotel occupancy taxes collected by the City shall be used by the Greater El Paso Convention & Performing Arts Center 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 the Greater El Paso Convention and Performing Arts Center. Expenditures from said fund shall be made in accordance with their respective adopted budgets.

29. 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.

30. That any travel expenditure for a City Council member that exceeds the FY 2014 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.

31. 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.

32. 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.

33. 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.

34. 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.

35. That the Full-Time Equivalent (FTE) positions funded by the FY 2014 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 2014 Budget and the estimated impact on expenditures for Fiscal Year 2015.

36. That any non-vacant classified employee position which is identified for abolishment upon adoption of the FY 2014 Budget, shall be funded until the earlier of October 14, 2013 or sufficient time for the Human Resources Department to carry out the provisions of the City Charter related to lay-offs.

37. That the compensation of Municipal Judges and substitute Associate Municipal Judges shall be increased to $50,000.00 for Regular Judges, $60,000.00 for the Presiding Judge, and $50,000.00 for the Court of Appeals Judge.

38. 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 2014.

39. That based on the availability of funds the City Manager or his/her designee shall transfer on a monthly basis $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 $75,509.00 from the Bridge Operations Fund to the Bridge Maintenance Fund. Any remaining balance shall be transferred to the General Fund, except for the $25,000 Unreserved Balance and any required cash which must be maintained pursuant to any bridge revenue bond covenants or other debt financing.

40. That all non-expended appropriations in the General Fund and Enterprise Funds shall lapse at the end of Fiscal Year 2014, unless reviewed and approved not to lapse by the City Manager or his/her designee.

41. 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.

42. 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.

43. 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.

44. 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.

45. That appropriation control for expenditures shall be at the Object Level.

46. 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.

47. 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.

48. 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.

49. 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.

50. 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.

51. 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 $144,000.00, and that the City Manager is authorized to equitably allocate such funding among the qualified applicants and sign funding agreements with such applicants.

52. 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 $200,000.00, with a maximum benefit per child of $150.00, for Fiscal Year 2014. Receipt of scholarship funds for the Club Rec Program does not count towards the $150.00 maximum per child limit.

53. 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.

54. That the City Manager or his/her designee be authorized to appropriate funds not to exceed $1,200,000.00 from the restricted account called Red Light Camera Fund for the purpose of Public/Traffic Safety programming as permitted by state law, as deemed necessary by the City Manager and upon the availability of funds.

55. 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.

56. 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 50 parking spaces, which will allow parking spaces to be reserved in advance by members of the general public.

57. 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 2014 shall not exceed $2,000.00.

58. 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.

59. 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.

60. That the City Manager be authorized to appropriate funds in the enterprise fund in an amount not to exceed $368,500.00 for the procurement of parking meters for the International Bridge Department, which cost will be capitalized and payment budgeted annually from the incremental parking meter revenues over a period not to exceed the life of the assets.

61. That the City Council authorize a $0.50 increase, to become effective only upon accepted formal agreement with U.S. Customs and Border Protection, to International Bridge passenger and commercial vehicles heading Southbound in order to raise estimated revenue of $3,100,000.00, which is to be used for the provision of U.S. Customs and Border Protection services to include, but shall not be limited to, the salaries and expenses of individuals employed by U.S. Customs and Border Protection, and any other costs incurred by U.S. Customs and Border Protection relating to such services. The agreement may include additional U.S. Customs and Border Protection services at existing U.S. Customs and Border Protection-serviced facilities (including, but not limited to payment for overtime), the provision of U.S. Customs and Border Protection services at new facilities, and expanded U.S. Customs and Border Protections services at land border facilities.

62. 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 FY2014 approved budget and set forth in **Schedule E**; provided, however, that such all such agreements are in compliance with law and shall be approved as to form by the City Attorney.

63. That the City Council will allow the Public Service Board and the El Paso Water Utilities to use the fire hydrants in conjunction with requiring developer dedications or payments for the costs of the 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.

64. That any non-expended funds in the personal services appropriations allocated to the Mayor and each City Council representatives at the end of Fiscal Year 2013 shall be allocated to the discretionary fund of each respective City Council representative and Mayor in FY2014.

65. That the City Manager is authorized to establish or amend the budget for the Parkland dedication fees special fund for FY2014, provided that such funds are committed and used in compliance with applicable city ordinances.

66. That the City Manager or his/her designee shall immediately file, or cause to be filed a true copy of the FY 2014 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.

(SIGNATURES BEGIN ON THE NEXT PAGE)

PASSED AND APPROVED this 20th day of August 2013.

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.
2013 AUG 19 PM 2:36

13-1056-0010/PL#171302_6/FY2014 BUDGET RESOLUTION/MKB

SCHEDULE A
REVENUES AND APPROPRIATIONS
CHANGES TO THE PROPOSED BUDGET FY 2014

BEGINNING PROPOSED ALL FUNDS REVENUES/APPROPRIATIONS **784,040,107**

BEGINNING PROPOSED GENERAL FUND REVENUE 353,338,748

Department	Division	Account	Account Description	Inc / (Decrease)
Non-Departmental	99999	401010	REAL PROPERTY TAX COLLLECTIONS	(2,445,846)
	54000	405067	REIMBURSED EXPENDITURES	25,000
	22070	431200	AMBULANCE SERVICE REVENUE	150,000
	11030	440400	MOVING VIOLATION FINES	187,967

TOTAL REVISIONS TO THE GENERAL FUND REVENUE (2,082,879)

REVISED GENERAL FUND REVENUE **351,255,869**

BEGINNING PROPOSED GENERAL FUND APPROPRIATIONS 353,338,748

Department	Division	Account	Account Description	Inc / (Decrease)
Mayor & Council	10000	501XXX	VARIOUS SALARY ACCOUNTS	(2,104)
	10000	544200	COUNCIL SPECIAL PROJECTS	(5,000)
	10010	501XXX	VARIOUS SALARY ACCOUNTS	(2,104)
	10010	544200	COUNCIL SPECIAL PROJECTS	(5,000)
	10020	501XXX	VARIOUS SALARY ACCOUNTS	(2,104)
	10020	544200	COUNCIL SPECIAL PROJECTS	(5,000)
	10030	501XXX	VARIOUS SALARY ACCOUNTS	(2,104)
	10030	544200	COUNCIL SPECIAL PROJECTS	(5,000)
	10040	501XXX	VARIOUS SALARY ACCOUNTS	(2,104)
	10040	544200	COUNCIL SPECIAL PROJECTS	(5,000)
	10050	501XXX	VARIOUS SALARY ACCOUNTS	(2,104)
	10050	544200	COUNCIL SPECIAL PROJECTS	(5,000)
	10060	501XXX	VARIOUS SALARY ACCOUNTS	(2,104)
	10060	544200	COUNCIL SPECIAL PROJECTS	(5,000)
	10070	501XXX	VARIOUS SALARY ACCOUNTS	(2,104)
	10070	544200	COUNCIL SPECIAL PROJECTS	(5,000)
	10090	501XXX	VARIOUS SALARY ACCOUNTS	79,215
	10090	530010	GASOLINE - UNLEADED	7,200
City Attorney	10500	501XXX	VARIOUS SALARY ACCOUNTS	(25,000)
	10500	542010	TRAVEL EXPENSES - EMPLOYEES	(2,000)
Municipal Clerk	11030	501XXX	VARIOUS SALARY ACCOUNTS	(74,241)
	11030	522090	PRINTING SERVICES CONTRACTS	74,241
	11060	542000	TRAVEL EXPENSES - ELECTED OFFI	(5,000)
City Manager	12000	501XXX	VARIOUS SALARY ACCOUNTS	(125,000)
	12000	542010	TRAVEL EXPENSES - EMPLOYEES	(2,000)
	12010	542010	TRAVEL EXPENSES - EMPLOYEES	4,000
	12030	542010	TRAVEL EXPENSES - EMPLOYEES	(2,000)
Human Resources	14000	501000	NON-UNIFORM WAGES AND SALARIES	(50,000)
	14025	501XXX	VARIOUS SALARY ACCOUNTS	1,541
	14030	544240	TUITION REIMBURSEMENT	(50,000)
	14045	501XXX	VARIOUS SALARY ACCOUNTS	(1,541)
Office of the Comptroller	13110	501XXX	Various Salary Accounts	(110,151)
	13120	501XXX	Various Salary Accounts	(97,699)
	13120	521010	ACOUNTING/AUDIT SERVICES	(227,636)
	13120	522150	OUTSIDE CONTRACTS - NOC	(18,500)
	13120	524040	OFFICE EQUIPMENT-LEASES	(4,086)
	13120	531000	OFFICE SUPPLIES	(10,875)
	13120	542010	TRAVEL EXPENSES - EMPLOYEES	(4,750)
	13120	544060	OTHER SERVICES CHARGES EXPENSE	(625)

SCHEDULE A
REVENUES AND APPROPRIATIONS
CHANGES TO THE PROPOSED BUDGET FY 2014

GENERAL FUND APPROPRIATIONS - Continued

Department	Division	Account	Account Description	Inc / (Decrease)
	13120	544120	SEMINARS CONTINUING EDUCATION	(5,400)
	13120	544140	PROFESSIONAL LICENSES & MEMBER	(767)
	13130	501XXX	Various Salary Accounts	498,883
	13130	521010	ACOUNTING/AUDIT SERVICES	227,636
	13130	522150	OUTSIDE CONTRACTS - NOC	28,500
	13130	523010	MOTOR POOL USAGE FEE-INTERF SV	(250)
	13130	524040	OFFICE EQUIPMENT-LEASES	1,816
	13130	531000	OFFICE SUPPLIES	6,625
	13130	531200	UNIFORMS AND APPAREL SUPPLIES	(500)
	13130	531230	SAFETY GEAR	(750)
	13130	532000	BUILDINGS FACILITIES MAINT REP	(175)
	13130	542010	TRAVEL EXPENSES - EMPLOYEES	750
	13130	544060	OTHER SERVICES CHARGES EXPENSE	625
	13130	544120	SEMINARS CONTINUING EDUCATION	2,400
	13130	544140	PROFESSIONAL LICENSES & MEMBER	767
	13150	501XXX	Various Salary Accounts	(44,925)
	13150	524040	OFFICE EQUIPMENT-LEASES	454
	13150	531000	OFFICE SUPPLIES	1,750
	13150	544120	SEMINARS CONTINUING EDUCATION	600
	13160	501XXX	Various Salary Accounts	0.01
	13160	523010	MOTOR POOL USAGE FEE-INTERF SV	250
	13160	524040	OFFICE EQUIPMENT-LEASES	1,817
	13160	531000	OFFICE SUPPLIES	5,500
	13160	531200	UNIFORMS AND APPAREL SUPPLIES	500
	13160	531230	SAFETY GEAR	750
	13160	532000	BUILDINGS FACILITIES MAINT REP	175
	13160	544120	SEMINARS CONTINUING EDUCATION	2,400
	13200	501XXX	Various Salary Accounts	(246,108)
	13200	522150	OUTSIDE CONTRACTS - NOC	(10,000)
	13200	531000	OFFICE SUPPLIES	(3,000)
Purchasing & Strategic Sourcing	13170	501XXX	VARIOUS SALARY ACCOUNTS	30,427
	13170	542010	TRAVEL EXPENSES - EMPLOYEES	(2,500)
General Services	31120	522210	GROUNDKEEPING HORTI CONTRACTS	(904,900)
	31120	531130	LAND MAINTENANCE SUPPLIES	(65,200)
	31120	531260	CHEMICAL SUPPLIES	(45,200)
Engineering & Construction Mgmt.	35010	501XXX	VARIOUS SALARY ACCOUNTS	(126,327)
	35010	522040	ENVIRONMENTAL CONTRACTS	(100,000)
	35010	542010	TRAVEL EXPENSES - EMPLOYEES	(9,388)
	35030	501000	NON-UNIFORM WAGES AND SALARIES	(48,779)
	35050	501000	NON-UNIFORM WAGES AND SALARIES	(74,894)
Dept. of Information Technology Services	15090	501XXX	VARIOUS SALARY ACCOUNTS	(51,796)
	15090	542010	TRAVEL EXPENSES - EMPLOYEES	(4,400)
	15100	542010	TRAVEL EXPENSES - EMPLOYEES	(1,000)
	15200	501XXX	VARIOUS SALARY ACCOUNTS	(115,287)
	15200	542010	TRAVEL EXPENSES - EMPLOYEES	(9,200)
	15210	501XXX	VARIOUS SALARY ACCOUNTS	(126,330)
	15210	542010	TRAVEL EXPENSES - EMPLOYEES	(3,400)
City Development	28015	542010	TRAVEL EXPENSES - EMPLOYEES	(729)
	28020	542010	TRAVEL EXPENSES - EMPLOYEES	(3,385)
	28025	522090	PRINTING SERVICES CONTRACTS	6,000
	28025	522150	OUTSIDE CONTRACTS - NOC	1,500
	28025	544120	SEMINARS CONTINUING EDUCATION	750
	28025	544140	PROFESSIONAL LICENSES & MEMBER	300

SCHEDULE A
REVENUES AND APPROPRIATIONS
CHANGES TO THE PROPOSED BUDGET FY 2014

GENERAL FUND APPROPRIATIONS - Continued

Department	Division	Account	Account Description	Inc / (Decrease)
	28060	542010	TRAVEL EXPENSES - EMPLOYEES	(6,000)
	28115	522090	PRINTING SERVICES CONTRACTS	(6,000)
	28115	522150	OUTSIDE CONTRACTS - NOC	(1,500)
	28115	542010	TRAVEL EXPENSES - EMPLOYEES	(2,000)
	28115	544120	SEMINARS CONTINUING EDUCATION	(750)
	28115	544140	PROFESSIONAL LICENSES & MEMBER	(300)
	28120	501XXX	VARIOUS SALARY ACCOUNTS	(299,609)
	28120	542010	TRAVEL EXPENSES - EMPLOYEES	(14,000)
	28120	552000	COMMUNITY SERVICE PROJECTS	(200,000)
Police	21000	501102	WORKERS COMPENSATION - UNIFORM	(6,225)
	21020	501XXX	VARIOUS SALARY ACCOUNTS	500,000
	21050	523000	EQUIP MAINT-INTERFUND SVCS	(100,000)
	21100	524040	OFFICE EQUIPMENT-LEASES	(20,000)
	21110	501102	WORKERS COMPENSATION - UNIFORM	(6,940)
	21110	501XXX	VARIOUS SALARY ACCOUNTS	(20,143)
	21130	501XXX	VARIOUS SALARY ACCOUNTS	(17,368)
	21140	501XXX	VARIOUS SALARY ACCOUNTS	(17,653)
	21150	501XXX	VARIOUS SALARY ACCOUNTS	(21,159)
	21160	501XXX	VARIOUS SALARY ACCOUNTS	(17,654)
	21170	501XXX	VARIOUS SALARY ACCOUNTS	(11,429)
	21190	501XXX	VARIOUS SALARY ACCOUNTS	(11,429)
Fire	22010	501XXX	VARIOUS SALARY ACCOUNTS	(51,796)
	22010	521120	HEALTH CARE PROVIDERS SERVICES	202,060
	22010	542010	TRAVEL EXPENSES - EMPLOYEES	(15,993)
	22020	501XXX	VARIOUS SALARY ACCOUNTS	(36,645)
	22020	521120	HEALTH CARE PROVIDERS SERVICES	(202,060)
	22030	501XXX	VARIOUS SALARY ACCOUNTS	(15,705)
	22040	501XXX	VARIOUS SALARY ACCOUNTS	57,585
	22080	501XXX	VARIOUS SALARY ACCOUNTS	(5,235)
Parks	51220	542010	TRAVEL EXPENSES - EMPLOYEES	(4,120)
	51230	542010	TRAVEL EXPENSES - EMPLOYEES	(2,760)
	51260	501XXX	VARIOUS SALARY ACCOUNTS	17,988
	51260	522120	SECURITY CONTRACTS	250
	51260	531000	OFFICE SUPPLIES	200
	51260	531120	CLINICAL MEDICAL SUPPLIES	80
	51260	531150	FOOD AND BEVERAGES SUPPLIES	150
	51260	531160	RECREATIONAL SUPPLIES	1,942
	51260	531200	UNIFORMS AND APPAREL SUPPLIES	36
	51260	540020	PAGING SERVICES	420
	51270	542010	TRAVEL EXPENSES - EMPLOYEES	(1,380)
Library	53000	542010	TRAVEL EXPENSES - EMPLOYEES	(5,000)
	53010	531030	PUBLICATIONS & SUBS(SUPPLIES)	129,770
	53050	501XXX	VARIOUS SALARY ACCOUNTS	(32,538)
	53060	501XXX	VARIOUS SALARY ACCOUNTS	79,114
	53080	501XXX	VARIOUS SALARY ACCOUNTS	(20,534)
	53090	501XXX	VARIOUS SALARY ACCOUNTS	3,130
	53100	501XXX	VARIOUS SALARY ACCOUNTS	3,234
	53110	501XXX	VARIOUS SALARY ACCOUNTS	(21,147)
	53120	501XXX	VARIOUS SALARY ACCOUNTS	(3,235)
	53130	501XXX	VARIOUS SALARY ACCOUNTS	(10,200)
	53140	501XXX	VARIOUS SALARY ACCOUNTS	19,991
	53160	501XXX	VARIOUS SALARY ACCOUNTS	(17,816)
Museums & Cultural Affairs	54000	501000	NON-UNIFORM WAGES AND SALARIES	25,000

SCHEDULE A
REVENUES AND APPROPRIATIONS
CHANGES TO THE PROPOSED BUDGET FY 2014

GENERAL FUND APPROPRIATIONS - Continued

Department	Division	Account	Account Description	Inc / (Decrease)
Community Development	71040	542010	TRAVEL EXPENSES - EMPLOYEES	(625)
Dept. of Transportation	32020	542010	TRAVEL EXPENSES - EMPLOYEES	(1,000)
	32060	542010	TRAVEL EXPENSES - EMPLOYEES	(1,620)
	32120	542010	TRAVEL EXPENSES - EMPLOYEES	(500)
Non-Departmental	99999	501140	RETIREES HEALTH PLAN	(500,000)
	99999	570000	INTERFUND TRANSFERS (USES)	491,390
TOTAL REVISIONS TO THE GENERAL FUND APPROPRIATIONS				(2,082,879)
TOTAL REVISED GENERAL FUND APPROPRIATIONS				**351,255,869**

ALL FUNDS REVENUE

Fund/Department	Division	Account	Account Description	Inc / (Decrease)
2140 Health District - Grants	41230	460010	STATE GRANT PROCEEDS	19,077
2140 Health District - Grants	41230	460020	LOCAL GRANT PROCEEDS	(136,864)
2140 Health District - Grants	41240	460010	STATE GRANT PROCEEDS	4,306
2140 Health District - Grants	41270	460010	STATE GRANT PROCEEDS	124,824
2140 Health District - Grants	41290	460010	STATE GRANT PROCEEDS	(5,701)
2140 Health District - Grants	41300	460010	STATE GRANT PROCEEDS	(55,351)
2140 Health District - Grants	41300	460030	CITY MATCH OF GRANT PROCEEDS	(12,475)
2140 Health District - Grants	41310	450610	NON-CASH IN KIND CONTRIBUTIONS	151,807
2140 Health District - Grants	41310	460010	STATE GRANT PROCEEDS	49,892
2140 Health District - Grants	41310	460400	PROGRAM INCOME	76,552
2140 Health District - Grants	41320	460010	STATE GRANT PROCEEDS	58,585
2140 Health District - Grants	41320	460400	PROGRAM INCOME	230,162
2140 Health District - Grants	41340	450610	NON-CASH IN KIND CONTRIBUTIONS	3,469
2140 Health District - Grants	41340	460010	STATE GRANT PROCEEDS	(5,680)
2140 Health District - Grants	41350	450610	NON-CASH IN KIND CONTRIBUTIONS	117,045
2140 Health District - Grants	41350	460010	STATE GRANT PROCEEDS	(108,049)
2303 TRZ #2	99999	401010	REAL PROPERTY TAX COLLECTIONS	(1,275,195)
2303 TRZ #2	99999	470000	INTERFUND TRANSFERS (SOURCES)	1,275,195
2304 TRZ #3	99999	401010	REAL PROPERTY TAX COLLECTIONS	(88,696)
2304 TRZ #3	99999	470000	INTERFUND TRANSFERS (SOURCES)	88,696
2305 Environmental Fee	34340	443580	ENVIRONMENTAL FEES	2,269,011
2321 CVB	57000	470020	FUND BALANCE TRANSFERS	(17,060)
2400 HUD	71240	460000	FEDERAL GRANT PROCEEDS	90,000
2533 Lobbyist	10570	470000	INTERFUND TRANSFERS (SOURCES)	(5,000)
2680 SFA - PD	10570	460030	CITY MATCH OF GRANT PROCEEDS	(30,850)
3070 Airport Restricted Fund	62360	405067	REIMBURSED EXPENDITURES	(159,797)
3070 Airport Restricted Fund	62360	430030	AIRPORT BUILDING LEASE REVENUE	(397,132)
3120 Environmental Services - Animal	34050	431280	ANIMAL IMPOUNDMENT FEES	(2,000)
3200 Sun Metro General Ops.	60000	430590	NON-TRANSPORTATION REVENUE	40,800
3200 Sun Metro General Ops.	60050	440050	PARKING FEE REVENUE	(40,800)
3300 Bridge Operations	64830	420500	PASSENGER VEHICLE CROSSINGS	47,000
3300 Bridge Operations	64850	440200	METER REVENUE	233,560
3300 Bridge Operations	64860	440200	METER REVENUE	(233,560)
3305 Bridge Maintenance	64830	470000	INTERFUND TRANSFERS (SOURCES)	75,509
3305 Bridge Maintenance	64830	470290	PROCEEDS-SALE OF USED EQUIP	150,000
3305 Bridge Maintenance	64840	470000	INTERFUND TRANSFERS (SOURCES)	(225,509)
3500 Self Insurance Fund	14045	404451	POS CITY - EMPLOYEE DEDUCTIONS	8,827,029
3500 Self Insurance Fund	14045	404452	POS FIRE - EMPLOYEE DEDUCTIONS	1,785,004
3500 Self Insurance Fund	14045	404453	POS POLICE - EMPLOYEE DEDUCTIO	2,323,521
3500 Self Insurance Fund	14045	404454	POS RETIREES DEDUCTIONS	5,655,970
3500 Self Insurance Fund	14045	404461	POS CITY - EMPLOYER CONTRIB	(1,252,323)
3500 Self Insurance Fund	14045	404462	POS FIRE - EMPLOYER CONTRIB	(132,084)

SCHEDULE A
REVENUES AND APPROPRIATIONS
CHANGES TO THE PROPOSED BUDGET FY 2014

ALL FUNDS REVENUE - continued

FUND / DESCRIPTION	Division	Account	Account Description	Inc / (Decrease)
3500 Self Insurance Fund	14045	404463	POS POLICE - EMPLOYER CONTRIB	814,450
3500 Self Insurance Fund	14045	404468	UNEMPLOYMENT CONTRIBUTIONS	538,121
3500 Self Insurance Fund	14045	404470	GRP DENT CTY CONTRB-FIRE&POLIC	(88,202)
3500 Self Insurance Fund	14045	404471	GRP DENT EMPLOYEE DED-FIRE&POL	49,742
3500 Self Insurance Fund	14045	404472	GRP VISION CTY CONTRIB-FIRE&PO	(1,239)
3500 Self Insurance Fund	14045	444550	POS COBRA DEDUCTIONS	73,120
3500 Self Insurance Fund	14070	404467	WORKERS COMPENSATION CONTRIB	9,547,564
3500 Self Insurance Fund	99999	404467	WORKERS COMPENSATION CONTRIB	(9,570,478)
3500 Self Insurance Fund	99999	404468	UNEMPLOYMENT CONTRIBUTIONS	(539,371)
3600 Supply Support Fund	37020	443550	MISC CHARGES-SALES TO DEPTS	(376,293)
3600 Supply Support Fund	38340	443550	MISC CHARGES-SALES TO DEPTS	376,293
4735 Baseball Stadium	13150	470000	INTERFUND TRANSFERS (SOURCES)	(179,805)
4735 Baseball Stadium	99999	470000	INTERFUND TRANSFERS (SOURCES)	179,805
4960 Other Outside Sources	15070	470000	INTERFUND TRANSFERS (SOURCES)	(300,000)
4960 Other Outside Sources	37010	470000	INTERFUND TRANSFERS (SOURCES)	(572,501)
TOTAL REVISIONS TO THE ALL FUNDS REVENUE				19,464,093
REVISED ALL FUNDS REVENUE				**801,421,321**

ALL FUNDS APPROPRIATIONS

FUND / DESCRIPTION	Division	Account	Account Description	Inc / (Decrease)
2010 Empowerment Zone	71260	501115	VISION AND DENTAL	(92)
2010 Empowerment Zone	71260	540000	PHONE	92
2030 Home	71150	501XXX	VARIOUS SALARY ACCOUNTS	18,068
2030 Home	71150	523010	MOTOR POOL USAGE FEE-INTERF SV	(5,267)
2030 Home	71150	544150	INDIRECT COST EXPENDITURES	(12,801)
2030 Home	71180	501XXX	VARIOUS SALARY ACCOUNTS	540
2030 Home	71180	520010	TEMPORARY SERVICES CONTRACTS	(5,039)
2030 Home	71180	522040	ENVIRONMENTAL CONTRACTS	300
2030 Home	71180	522050	LEGAL NOTICES CONTRACTS	(500)
2030 Home	71180	522120	SECURITY CONTRACTS	214
2030 Home	71180	523010	MOTOR POOL USAGE FEE-INTERF SV	1,500
2030 Home	71180	523020	PRINT SHOP ALLOC-INTERFUND SVC	(1,500)
2030 Home	71180	523040	MAIL ROOM CHARGES	(500)
2030 Home	71180	524040	OFFICE EQUIPMENT-LEASES	(1,250)
2030 Home	71180	531000	OFFICE SUPPLIES	(500)
2030 Home	71180	531170	EQUIP MAINT SUP-LOW COST ITEM	(500)
2030 Home	71180	533020	DATA PROCESS EQP 500-4 999 99	(2,000)
2030 Home	71180	540000	PHONE	(500)
2030 Home	71180	540010	LONG DISTANCE	(50)
2030 Home	71180	540030	POSTAGE	(151)
2030 Home	71180	542010	TRAVEL EXPENSES - EMPLOYEES	(3,000)
2030 Home	71180	544060	OTHER SERVICES CHARGES EXPENSE	250
2030 Home	71180	544120	SEMINARS CONTINUING EDUCATION	(300)
2030 Home	71180	544140	PROFESSIONAL LICENSES & MEMBER	200
2030 Home	71180	544150	INDIRECT COST EXPENDITURES	12,786
2050 Art Museum	54300	542010	TRAVEL EXPENSES - EMPLOYEES	(3,500)
2050 Art Museum	54300	544120	SEMINARS CONTINUING EDUCATION	3,500
2140 Health District-Grants	41230	501XXX	VARIOUS SALARY ACCOUNTS	(88,747)
2140 Health District-Grants	41230	522150	OUTSIDE CONTRACTS - NOC	(2,750)
2140 Health District-Grants	41230	523020	PRINT SHOP ALLOC-INTERFUND SVC	(500)
2140 Health District-Grants	41230	531000	OFFICE SUPPLIES	(1,200)
2140 Health District-Grants	41230	531010	EQUIPMENT PURCHASE UNDER 500	(1,450)
2140 Health District-Grants	41230	531020	PROMOTIONAL SUPPLIES	(3,000)
2140 Health District-Grants	41230	531030	PUBLICATIONS & SUBS(SUPPLIES)	(220)
2140 Health District-Grants	41230	531080	TRAINING MATERIALS	(1,800)

SCHEDULE A
REVENUES AND APPROPRIATIONS
CHANGES TO THE PROPOSED BUDGET FY 2014

ALL FUNDS APPROPRIATIONS - Continued

FUND / DESCRIPTION	Division	Account	Account Description	Inc / (Decrease)
2140 Health District-Grants	41230	531200	UNIFORMS AND APPAREL SUPPLIES	(120)
2140 Health District-Grants	41230	540020	PAGING SERVICES	(1,800)
2140 Health District-Grants	41230	542010	TRAVEL EXPENSES - EMPLOYEES	(3,000)
2140 Health District-Grants	41230	542030	MILEAGE ALLOWANCES	(500)
2140 Health District-Grants	41230	544120	SEMINARS CONTINUING EDUCATION	(400)
2140 Health District-Grants	41230	544140	PROFESSIONAL LICENSES & MEMBER	(300)
2140 Health District-Grants	41230	544150	INDIRECT COST EXPENDITURES	(12,000)
2140 Health District-Grants	41240	523040	MAIL ROOM CHARGES	(0.27)
2140 Health District-Grants	41240	531000	OFFICE SUPPLIES	0.71
2140 Health District-Grants	41270	522060	MAINT SVCS CONTRACT-JANITORIAL	(4,870)
2140 Health District-Grants	41270	522150	OUTSIDE CONTRACTS - NOC	9,950
2140 Health District-Grants	41270	522260	BLDGS FACILITIES MAINT CONTRAC	(1,200)
2140 Health District-Grants	41270	530030	GASOLINE - REGULAR	(100)
2140 Health District-Grants	41270	531000	OFFICE SUPPLIES	(200)
2140 Health District-Grants	41270	531010	EQUIPMENT PURCHASE UNDER 500	(675)
2140 Health District-Grants	41270	531030	PUBLICATIONS & SUBS(SUPPLIES)	(1,500)
2140 Health District-Grants	41270	531080	TRAINING MATERIALS	(1,281)
2140 Health District-Grants	41270	531110	CLEANING SUPPLIES	100
2140 Health District-Grants	41270	531120	CLINICAL MEDICAL SUPPLIES	(8,626)
2140 Health District-Grants	41270	531230	SAFETY GEAR	(250)
2140 Health District-Grants	41270	533030	OTHER EQUIPMENT 500-4 999 99	(1,349)
2140 Health District-Grants	41270	540030	POSTAGE	(750)
2140 Health District-Grants	41270	542010	TRAVEL EXPENSES - EMPLOYEES	(2,879)
2140 Health District-Grants	41270	542030	MILEAGE ALLOWANCES	(329)
2140 Health District-Grants	41270	544120	SEMINARS CONTINUING EDUCATION	(2,100)
2140 Health District-Grants	41290	531120	CLINICAL MEDICAL SUPPLIES	(6,204)
2140 Health District-Grants	41300	501XXX	VARIOUS SALARY ACCOUNTS	16,980
2140 Health District-Grants	41300	522150	OUTSIDE CONTRACTS - NOC	64,596
2140 Health District-Grants	41300	531020	PROMOTIONAL SUPPLIES	(2,000)
2140 Health District-Grants	41300	531120	CLINICAL MEDICAL SUPPLIES	2,788
2140 Health District-Grants	41300	531200	UNIFORMS AND APPAREL SUPPLIES	(50)
2140 Health District-Grants	41300	533020	DATA PROCESS EQP 500-4 999 99	(1,000)
2140 Health District-Grants	41300	533040	FURNITURE & EQUIP LESS 500	(100)
2140 Health District-Grants	41300	540010	LONG DISTANCE	0.35
2140 Health District-Grants	41300	540020	PAGING SERVICES	(2,000)
2140 Health District-Grants	41300	540030	POSTAGE	0.47
2140 Health District-Grants	41300	542030	MILEAGE ALLOWANCES	(300)
2140 Health District-Grants	41300	544060	OTHER SERVICES CHARGES EXPENSE	(250)
2140 Health District-Grants	41300	544120	SEMINARS CONTINUING EDUCATION	(800)
2140 Health District-Grants	41310	501XXX	VARIOUS SALARY ACCOUNTS	(63,053)
2140 Health District-Grants	41310	522090	PRINTING SERVICES CONTRACTS	(1,000)
2140 Health District-Grants	41310	522100	PURCHASED TRANSP CONTRACTS	(100)
2140 Health District-Grants	41310	522150	OUTSIDE CONTRACTS - NOC	68,985
2140 Health District-Grants	41310	522260	BLDGS FACILITIES MAINT CONTRAC	100
2140 Health District-Grants	41310	523020	PRINT SHOP ALLOC-INTERFUND SVC	1,400
2140 Health District-Grants	41310	523040	MAIL ROOM CHARGES	200
2140 Health District-Grants	41310	524040	OFFICE EQUIPMENT-LEASES	460
2140 Health District-Grants	41310	531000	OFFICE SUPPLIES	13,000
2140 Health District-Grants	41310	531010	EQUIPMENT PURCHASE UNDER 500	1,500
2140 Health District-Grants	41310	531030	PUBLICATIONS & SUBS(SUPPLIES)	(500)
2140 Health District-Grants	41310	531040	SUPPLIES COMPUTER EQUIPMENT	(3,500)
2140 Health District-Grants	41310	531120	CLINICAL MEDICAL SUPPLIES	44,372
2140 Health District-Grants	41310	531200	UNIFORMS AND APPAREL SUPPLIES	(900)
2140 Health District-Grants	41310	533020	DATA PROCESS EQP 500-4 999 99	(12,200)
2140 Health District-Grants	41310	533040	FURNITURE & EQUIP LESS 500	200
2140 Health District-Grants	41310	540010	LONG DISTANCE	300

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ALL FUNDS APPROPRIATIONS - Continued

FUND / DESCRIPTION	Division	Account	Account Description	Inc / (Decrease)
2140 Health District-Grants	41310	540020	PAGING SERVICES	(2,800)
2140 Health District-Grants	41310	540030	POSTAGE	1,750
2140 Health District-Grants	41310	540040	SHIPPING	550
2140 Health District-Grants	41310	542010	TRAVEL EXPENSES - EMPLOYEES	5,779
2140 Health District-Grants	41310	542030	MILEAGE ALLOWANCES	76,451
2140 Health District-Grants	41310	544060	OTHER SERVICES CHARGES EXPENSE	(550)
2140 Health District-Grants	41310	544120	SEMINARS CONTINUING EDUCATION	(4,000)
2140 Health District-Grants	41310	544150	INDIRECT COST EXPENDITURES	151,807
2140 Health District-Grants	41320	522150	OUTSIDE CONTRACTS - NOC	(8,200)
2140 Health District-Grants	41320	523020	PRINT SHOP ALLOC-INTERFUND SVC	(10,000)
2140 Health District-Grants	41320	524040	OFFICE EQUIPMENT-LEASES	(1,000)
2140 Health District-Grants	41320	531000	OFFICE SUPPLIES	(25,904)
2140 Health District-Grants	41320	531010	EQUIPMENT PURCHASE UNDER 500	(3,000)
2140 Health District-Grants	41320	531020	PROMOTIONAL SUPPLIES	(7,000)
2140 Health District-Grants	41320	531120	CLINICAL MEDICAL SUPPLIES	92,634
2140 Health District-Grants	41320	533020	DATA PROCESS EQP 500-4 999 99	(14,822)
2140 Health District-Grants	41320	540000	PHONE	(7,647)
2140 Health District-Grants	41320	540020	PAGING SERVICES	(4,000)
2140 Health District-Grants	41320	540030	POSTAGE	(5,000)
2140 Health District-Grants	41320	540040	SHIPPING	300
2140 Health District-Grants	41320	542010	TRAVEL EXPENSES - EMPLOYEES	5,661
2140 Health District-Grants	41320	542030	MILEAGE ALLOWANCES	(3,000)
2140 Health District-Grants	41320	544150	INDIRECT COST EXPENDITURES	279,725
2140 Health District-Grants	41340	531000	OFFICE SUPPLIES	(787)
2140 Health District-Grants	41340	540030	POSTAGE	(1,424)
2140 Health District-Grants	41350	522090	PRINTING SERVICES CONTRACTS	(4,000)
2140 Health District-Grants	41350	522150	OUTSIDE CONTRACTS - NOC	72,958
2140 Health District-Grants	41350	523040	MAIL ROOM CHARGES	(2,000)
2140 Health District-Grants	41350	524040	OFFICE EQUIPMENT-LEASES	(3,300)
2140 Health District-Grants	41350	530010	GASOLINE - UNLEADED	(2,100)
2140 Health District-Grants	41350	531000	OFFICE SUPPLIES	(4,829)
2140 Health District-Grants	41350	531080	TRAINING MATERIALS	(1,000)
2140 Health District-Grants	41350	531120	CLINICAL MEDICAL SUPPLIES	(1,800)
2140 Health District-Grants	41350	531200	UNIFORMS AND APPAREL SUPPLIES	(2,000)
2140 Health District-Grants	41350	540000	PHONE	3,692
2140 Health District-Grants	41350	540020	PAGING SERVICES	(13,370)
2140 Health District-Grants	41350	542010	TRAVEL EXPENSES - EMPLOYEES	(13,018)
2140 Health District-Grants	41350	542030	MILEAGE ALLOWANCES	(238)
2140 Health District-Grants	41350	544120	SEMINARS CONTINUING EDUCATION	(4,500)
2140 Health District-Grants	41350	544150	INDIRECT COST EXPENDITURES	(2,699)
2140 Health District-Grants	41350	580080	MAJOR OFFICE EQUIP & APPLIANCE	(12,800)
2305 Environmental Fee	31040	532000	BUILDINGS FACILITIES MAINT REP	90,400
2305 Environmental Fee	31120	522210	GROUNDKEEPING HORTI CONTRACTS	904,900
2305 Environmental Fee	31120	531130	LAND MAINTENANCE SUPPLIES	20,000
2305 Environmental Fee	37010	580540	CARS_PICKUPS_VANS	206,000
2305 Environmental Fee	28120	522150	OUTSIDE CONTRACTS - NOC	8,000
2305 Environmental Fee	28120	542010	TRAVEL EXPENSES - EMPLOYEES	(8,000)
2305 Environmental Fee	34340	522170	INTERLOCAL AGREEMENTS	120,000
2305 Environmental Fee	34340	570000	INTERFUND TRANSFERS (USES)	(72,289)
2305 Environmental Fee	32050	522210	GROUNDKEEPING HORTI CONTRACTS	(194,612)
2305 Environmental Fee	32120	522040	ENVIRONMENTAL CONTRACTS	1,194,612
2321 CVB	54240	501XXX	VARIOUS SALARY ACCOUNTS	(10,361)
2321 CVB	54260	542010	TRAVEL EXPENSES - EMPLOYEES	(1,500)
2321 CVB	57000	522150	OUTSIDE CONTRACTS - NOC	(150,000)
2321 CVB	57020	521160	MANAGEMENT CONSULTING SERVICES	132,940
2321 CVB	54260	544120	SEMINARS CONTINUING EDUCATION	1,500

SCHEDULE A
REVENUES AND APPROPRIATIONS
CHANGES TO THE PROPOSED BUDGET FY 2014

ALL FUNDS APPROPRIATIONS - Continued

FUND / DESCRIPTION	Division	Account	Account Description	Inc / (Decrease)
2321 CVB	54260	552000	COMMUNITY SERVICE PROJECTS	10,361
2321 CVB	57000	501000	NON-UNIFORM WAGES AND SALARIES	985
2321 CVB	57000	501020	EQUIPMENT ALLOWANCE	(184)
2321 CVB	57000	501117	ALLOW(EXC MIL& UNIF)-CIVILIA	(801)
2400 HUD	71240	552000	COMMUNITY SERVICE PROJECTS	90,000
2533 Lobbyist	10570	542010	TRAVEL EXPENSES - EMPLOYEES	(5,000)
2680 SFA-PD	11020	542010	TRAVEL EXPENSES - EMPLOYEES	(3,000)
2680 SFA-PD	11020	544120	SEMINARS CONTINUING EDUCATION	3,000
2680 SFA-PD	21210	542010	TRAVEL EXPENSES - EMPLOYEES	(30,850)
3000 Airport Operations	22500	501XXX	VARIOUS SALARY ACCOUNTS	(269,095)
3000 Airport Operations	22500	542010	TRAVEL EXPENSES - EMPLOYEES	(7,500)
3000 Airport Operations	22520	501XXX	VARIOUS SALARY ACCOUNTS	269,095
3000 Airport Operations	62030	542010	TRAVEL EXPENSES - EMPLOYEES	(12,500)
3000 Airport Operations	62030	544050	OPERATING CONTINGENCY RESERVE	20,000
3070 Airport Restricted Fund	62360	521010	ACOUNTING/AUDIT SERVICES	(1,000)
3070 Airport Restricted Fund	62360	521100	EXTERNAL LEGAL COUNSEL SERVICE	(50,000)
3070 Airport Restricted Fund	62360	521160	MANAGEMENT CONSULTING SERVICES	(15,000)
3070 Airport Restricted Fund	62360	522040	ENVIRONMENTAL CONTRACTS	(12,000)
3070 Airport Restricted Fund	62360	522150	OUTSIDE CONTRACTS - NOC	(2,000)
3070 Airport Restricted Fund	62360	522260	BLDGS FACILITIES MAINT CONTRAC	(35,000)
3070 Airport Restricted Fund	62360	531130	LAND MAINTENANCE SUPPLIES	(500)
3070 Airport Restricted Fund	62360	531170	EQUIP MAINT SUP-LOW COST ITEM	(500)
3070 Airport Restricted Fund	62360	531220	MAINTENANCE SUPPLIES PARTS NOC	(500)
3070 Airport Restricted Fund	62360	532020	LAND LANDSCAPING - MAINT & REP	(9,600)
3070 Airport Restricted Fund	62360	532030	PUBLIC ACCESSES-MAINT & REP	(1,000)
3070 Airport Restricted Fund	62360	541000	ELECTRICITY	(6,000)
3070 Airport Restricted Fund	62360	541010	WATER	(17,160)
3070 Airport Restricted Fund	62360	544020	GENERAL LIABILITY INSURANCE EX	(1,200)
3070 Airport Restricted Fund	62360	544060	OTHER SERVICES CHARGES EXPENSE	(45,000)
3070 Airport Restricted Fund	62360	544090	PROPERTY INSURANCE EXPENSE	(6,000)
3070 Airport Restricted Fund	62360	544230	AIRPORT COMMISSIONS EXPENSE	(25,880)
3070 Airport Restricted Fund	62360	570000	INTERFUND TRANSFERS (USES)	(328,589)
3100 Enviromental Services	34030	542010	TRAVEL EXPENSES - EMPLOYEES	(7,000)
3101 Enviromental Services	34060	542010	TRAVEL EXPENSES - EMPLOYEES	(4,000)
3101 Enviromental Services	34080	542010	TRAVEL EXPENSES - EMPLOYEES	(2,200)
3101 Enviromental Services	34080	570020	FUND BALANCE TRANSFERS (USES)	18,200
3101 Enviromental Services	34090	542010	TRAVEL EXPENSES - EMPLOYEES	(1,000)
3101 Enviromental Services	34100	542010	TRAVEL EXPENSES - EMPLOYEES	(1,000)
3101 Enviromental Services	34130	542010	TRAVEL EXPENSES - EMPLOYEES	(3,000)
3120 Environmental Services-Animal	34050	542010	TRAVEL EXPENSES - EMPLOYEES	(2,000)
3200 Sun Metro General Operations	60000	542010	TRAVEL EXPENSES - EMPLOYEES	(5,000)
3200 Sun Metro General Operations	60000	544150	INDIRECT COST EXPENDITURES	40,800
3200 Sun Metro General Operations	60010	530080	LIQUIFIED NATURAL GAS	176,239
3200 Sun Metro General Operations	60010	570020	FUND BALANCE TRANSFERS (USES)	(167,239)
3200 Sun Metro General Operations	60040	542010	TRAVEL EXPENSES - EMPLOYEES	(4,000)
3200 Sun Metro General Operations	60050	570000	INTERFUND TRANSFERS (USES)	(40,800)
3300 Bridge Operations	64830	501XXX	VARIOUS SALARY ACCOUNTS	(584,297)
3300 Bridge Operations	64830	521010	ACOUNTING/AUDIT SERVICES	(920)
3300 Bridge Operations	64830	521170	PROMOTIONAL SERVICES	(30,000)
3300 Bridge Operations	64830	522060	MAINT SVCS CONTRACT-JANITORIAL	(19,937)
3300 Bridge Operations	64830	522120	SECURITY CONTRACTS	(47,189)
3300 Bridge Operations	64830	522150	OUTSIDE CONTRACTS - NOC	(23,500)
3300 Bridge Operations	64830	522200	PEST CONTROL CONTRACTS	(432)
3300 Bridge Operations	64830	522260	BLDGS FACILITIES MAINT CONTRAC	(2,878)
3300 Bridge Operations	64830	522290	OFFICE EQUIP MAINT CONTRACTS	(20,000)
3300 Bridge Operations	64830	523020	PRINT SHOP ALLOC-INTERFUND SVC	(1,000)
3300 Bridge Operations	64830	523040	MAIL ROOM CHARGES	(115)

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ALL FUNDS APPROPRIATIONS - Continued

FUND / DESCRIPTION	Division	Account	Account Description	Inc / (Decrease)
3300 Bridge Operations	64830	524040	OFFICE EQUIPMENT-LEASES	(863)
3300 Bridge Operations	64830	530010	GASOLINE - UNLEADED	(2,042)
3300 Bridge Operations	64830	531000	OFFICE SUPPLIES	(11,667)
3300 Bridge Operations	64830	531030	PUBLICATIONS & SUBS(SUPPLIES)	(500)
3300 Bridge Operations	64830	531040	SUPPLIES COMPUTER EQUIPMENT	(933)
3300 Bridge Operations	64830	531050	DESKTOP SOFTWARE SUPPLIES	(16,842)
3300 Bridge Operations	64830	531110	CLEANING SUPPLIES	(1,283)
3300 Bridge Operations	64830	531150	FOOD AND BEVERAGES SUPPLIES	(467)
3300 Bridge Operations	64830	531200	UNIFORMS AND APPAREL SUPPLIES	(2,333)
3300 Bridge Operations	64830	532000	BUILDINGS FACILITIES MAINT REP	(863)
3300 Bridge Operations	64830	532060	OFFICE EQUIPMENT-MAINT & REP	(17,500)
3300 Bridge Operations	64830	533040	FURNITURE & EQUIP LESS 500	(1,400)
3300 Bridge Operations	64830	540000	PHONE	(4,749)
3300 Bridge Operations	64830	540010	LONG DISTANCE	(144)
3300 Bridge Operations	64830	540020	PAGING SERVICES	(2,448)
3300 Bridge Operations	64830	541000	ELECTRICITY	(19,282)
3300 Bridge Operations	64830	541010	WATER	(2,302)
3300 Bridge Operations	64830	541020	NATURAL GAS OTHER	(604)
3300 Bridge Operations	64830	542010	TRAVEL EXPENSES - EMPLOYEES	(5,400)
3300 Bridge Operations	64830	544020	GENERAL LIABILITY INSURANCE EX	(863)
3300 Bridge Operations	64830	544090	PROPERTY INSURANCE EXPENSE	(2,590)
3300 Bridge Operations	64830	544120	SEMINARS CONTINUING EDUCATION	(700)
3300 Bridge Operations	64830	544140	PROFESSIONAL LICENSES & MEMBER	(5,000)
3300 Bridge Operations	64830	580100	DATA PROCESSING EQUIPMENT	(24,776)
3300 Bridge Operations	64850	501XXX	VARIOUS SALARY ACCOUNTS	12,611
3300 Bridge Operations	64850	521170	PROMOTIONAL SERVICES	6,500
3300 Bridge Operations	64850	522060	MAINT SVCS CONTRACT-JANITORIAL	4,921
3300 Bridge Operations	64850	522200	PEST CONTROL CONTRACTS	107
3300 Bridge Operations	64850	522260	BLDGS FACILITIES MAINT CONTRAC	710
3300 Bridge Operations	64850	523040	MAIL ROOM CHARGES	28
3300 Bridge Operations	64850	524040	OFFICE EQUIPMENT-LEASES	213
3300 Bridge Operations	64850	531050	DESKTOP SOFTWARE SUPPLIES	4,157
3300 Bridge Operations	64850	532000	BUILDINGS FACILITIES MAINT REP	213
3300 Bridge Operations	64850	532090	PARKING METERS - MAINT & REP	104,004
3300 Bridge Operations	64850	540000	PHONE	1,172
3300 Bridge Operations	64850	540010	LONG DISTANCE	36
3300 Bridge Operations	64850	541000	ELECTRICITY	4,760
3300 Bridge Operations	64850	541010	WATER	568
3300 Bridge Operations	64850	541020	NATURAL GAS OTHER	149
3300 Bridge Operations	64850	542010	TRAVEL EXPENSES - EMPLOYEES	(600)
3300 Bridge Operations	64850	544020	GENERAL LIABILITY INSURANCE EX	213
3300 Bridge Operations	64850	544090	PROPERTY INSURANCE EXPENSE	639
3300 Bridge Operations	64850	554020	BANK SVC CHRGS & CR CARD FEES	6,000
3300 Bridge Operations	64850	570000	INTERFUND TRANSFERS (USES)	123,556
3300 Bridge Operations	64850	580100	DATA PROCESSING EQUIPMENT	6,116
3300 Bridge Operations	64860	501XXX	VARIOUS SALARY ACCOUNTS	671,685
3300 Bridge Operations	64860	521010	ACOUNTING/AUDIT SERVICES	920
3300 Bridge Operations	64860	522060	MAINT SVCS CONTRACT-JANITORIAL	15,016
3300 Bridge Operations	64860	522120	SECURITY CONTRACTS	47,189
3300 Bridge Operations	64860	522200	PEST CONTROL CONTRACTS	325
3300 Bridge Operations	64860	522260	BLDGS FACILITIES MAINT CONTRAC	2,168
3300 Bridge Operations	64860	522290	OFFICE EQUIP MAINT CONTRACTS	20,000
3300 Bridge Operations	64860	523020	PRINT SHOP ALLOC-INTERFUND SVC	1,000
3300 Bridge Operations	64860	523040	MAIL ROOM CHARGES	87
3300 Bridge Operations	64860	524040	OFFICE EQUIPMENT-LEASES	650
3300 Bridge Operations	64860	530010	GASOLINE - UNLEADED	2,042

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ALL FUNDS APPROPRIATIONS - Continued

FUND / DESCRIPTION	Division	Account	Account Description	Inc / (Decrease)
3300 Bridge Operations	64860	531000	OFFICE SUPPLIES	11,667
3300 Bridge Operations	64860	531030	PUBLICATIONS & SUBS(SUPPLIES)	500
3300 Bridge Operations	64860	531040	SUPPLIES COMPUTER EQUIPMENT	933
3300 Bridge Operations	64860	531050	DESKTOP SOFTWARE SUPPLIES	12,685
3300 Bridge Operations	64860	531110	CLEANING SUPPLIES	1,283
3300 Bridge Operations	64860	531150	FOOD AND BEVERAGES SUPPLIES	467
3300 Bridge Operations	64860	531200	UNIFORMS AND APPAREL SUPPLIES	2,333
3300 Bridge Operations	64860	532000	BUILDINGS FACILITIES MAINT REP	650
3300 Bridge Operations	64860	532060	OFFICE EQUIPMENT-MAINT & REP	17,500
3300 Bridge Operations	64860	532090	PARKING METERS - MAINT & REP	(110,004)
3300 Bridge Operations	64860	533040	FURNITURE & EQUIP LESS 500	1,400
3300 Bridge Operations	64860	540000	PHONE	3,577
3300 Bridge Operations	64860	540010	LONG DISTANCE	108
3300 Bridge Operations	64860	540020	PAGING SERVICES	2,448
3300 Bridge Operations	64860	541000	ELECTRICITY	14,523
3300 Bridge Operations	64860	541010	WATER	1,734
3300 Bridge Operations	64860	541020	NATURAL GAS OTHER	455
3300 Bridge Operations	64860	544020	GENERAL LIABILITY INSURANCE EX	650
3300 Bridge Operations	64860	544090	PROPERTY INSURANCE EXPENSE	1,951
3300 Bridge Operations	64860	544120	SEMINARS CONTINUING EDUCATION	700
3300 Bridge Operations	64860	544140	PROFESSIONAL LICENSES & MEMBER	5,000
3300 Bridge Operations	64860	570000	INTERFUND TRANSFERS (USES)	(123,556)
3300 Bridge Operations	64860	580100	DATA PROCESSING EQUIPMENT	18,661
3300 Bridge Operations	64830	580380	OTHER INFRASTRUCTURE NOC	225,509
3300 Bridge Operations	64840	580380	OTHER INFRASTRUCTURE NOC	(225,509)
3400 Zoo Operations	52120	542010	TRAVEL EXPENSES - EMPLOYEES	(2,000)
3400 Zoo Operations	52120	544120	SEMINARS CONTINUING EDUCATION	2,000
3400 Zoo Operations	52130	542010	TRAVEL EXPENSES - EMPLOYEES	(1,500)
3400 Zoo Operations	52130	544120	SEMINARS CONTINUING EDUCATION	1,500
3400 Zoo Operations	52140	542010	TRAVEL EXPENSES - EMPLOYEES	(4,225)
3400 Zoo Operations	52140	544120	SEMINARS CONTINUING EDUCATION	4,225
3400 Zoo Operations	52150	542010	TRAVEL EXPENSES - EMPLOYEES	(2,000)
3400 Zoo Operations	52150	544120	SEMINARS CONTINUING EDUCATION	2,000
3500 Self Insurance Fund	14045	501XXX	VARIOUS SALARY ACCOUNTS	159,391
3500 Self Insurance Fund	14045	521120	HEALTH CARE PROVIDERS SERVICES	18,054,988
3500 Self Insurance Fund	14070	501XXX	VARIOUS SALARY ACCOUNTS	368,582
3500 Self Insurance Fund	14070	521120	HEALTH CARE PROVIDERS SERVICES	4,010,000
3500 Self Insurance Fund	14070	521140	COURT REPORTERS	1,000
3500 Self Insurance Fund	14070	521150	EXPERT WITNESSES	1,000
3500 Self Insurance Fund	14070	521250	WORKERS COMP BENEFITS PAID	3,403,000
3500 Self Insurance Fund	14070	521260	UNEMPLOYMENT BENEFITS PAID	300,000
3500 Self Insurance Fund	14070	522000	BENEFITS ADMINISTRATORS (TPA)	750,000
3500 Self Insurance Fund	14070	522150	OUTSIDE CONTRACTS - NOC	110,000
3500 Self Insurance Fund	14070	523020	PRINT SHOP ALLOC-INTERFUND SVC	500
3500 Self Insurance Fund	14070	523040	MAIL ROOM CHARGES	500
3500 Self Insurance Fund	14070	531000	OFFICE SUPPLIES	2,000
3500 Self Insurance Fund	14070	531030	PUBLICATIONS & SUBS(SUPPLIES)	750
3500 Self Insurance Fund	14070	531040	SUPPLIES COMPUTER EQUIPMENT	100
3500 Self Insurance Fund	14070	531080	TRAINING MATERIALS	2,500
3500 Self Insurance Fund	14070	531150	FOOD AND BEVERAGES SUPPLIES	500
3500 Self Insurance Fund	14070	533010	FURNITURE 500 - 4 999 99	2,500
3500 Self Insurance Fund	14070	533020	DATA PROCESS EQP 500-4 999 99	1,000
3500 Self Insurance Fund	14070	533030	OTHER EQUIPMENT 500-4 999 99	2,250
3500 Self Insurance Fund	14070	540020	PAGING SERVICES	450
3500 Self Insurance Fund	14070	542010	TRAVEL EXPENSES - EMPLOYEES	1,250
3500 Self Insurance Fund	14070	544120	SEMINARS CONTINUING EDUCATION	2,000
3500 Self Insurance Fund	14070	544140	PROFESSIONAL LICENSES & MEMBER	1,500

SCHEDULE A
REVENUES AND APPROPRIATIONS
CHANGES TO THE PROPOSED BUDGET FY 2014
ALL FUNDS APPROPRIATIONS - Continued

FUND / DESCRIPTION	Division	Account	Account Description	Inc / (Decrease)
3500 Self Insurance Fund	14070	570020	FUND BALANCE TRANSFERS (USES)	42,964
3500 Self Insurance Fund	14070	580090	FURNITURE AND FIXTURES	60,000
3500 Self Insurance Fund	99999	501XXX	VARIOUS SALARY ACCOUNTS	(550,888)
3500 Self Insurance Fund	99999	521120	HEALTH CARE PROVIDERS SERVICES	(4,010,000)
3500 Self Insurance Fund	99999	521140	COURT REPORTERS	(1,000)
3500 Self Insurance Fund	99999	521150	EXPERT WITNESSES	(1,000)
3500 Self Insurance Fund	99999	521250	WORKERS COMP BENEFITS PAID	(3,403,000)
3500 Self Insurance Fund	99999	521260	UNEMPLOYMENT BENEFITS PAID	(300,000)
3500 Self Insurance Fund	99999	522000	BENEFITS ADMINISTRATORS (TPA)	(750,000)
3500 Self Insurance Fund	99999	522150	OUTSIDE CONTRACTS - NOC	(110,000)
3500 Self Insurance Fund	99999	523020	PRINT SHOP ALLOC-INTERFUND SVC	(500)
3500 Self Insurance Fund	99999	523040	MAIL ROOM CHARGES	(500)
3500 Self Insurance Fund	99999	531000	OFFICE SUPPLIES	(2,000)
3500 Self Insurance Fund	99999	531030	PUBLICATIONS & SUBS(SUPPLIES)	(750)
3500 Self Insurance Fund	99999	531040	SUPPLIES COMPUTER EQUIPMENT	(100)
3500 Self Insurance Fund	99999	531080	TRAINING MATERIALS	(2,500)
3500 Self Insurance Fund	99999	531150	FOOD AND BEVERAGES SUPPLIES	(500)
3500 Self Insurance Fund	99999	533010	FURNITURE 500 - 4 999 99	(2,500)
3500 Self Insurance Fund	99999	533020	DATA PROCESS EQP 500-4 999 99	(1,000)
3500 Self Insurance Fund	99999	533030	OTHER EQUIPMENT 500-4 999 99	(2,250)
3500 Self Insurance Fund	99999	540020	PAGING SERVICES	(450)
3500 Self Insurance Fund	99999	542010	TRAVEL EXPENSES - EMPLOYEES	(2,500)
3500 Self Insurance Fund	99999	544120	SEMINARS CONTINUING EDUCATION	(2,000)
3500 Self Insurance Fund	99999	544140	PROFESSIONAL LICENSES & MEMBER	(1,500)
3500 Self Insurance Fund	99999	570020	FUND BALANCE TRANSFERS (USES)	(42,964)
3500 Self Insurance Fund	99999	580090	FURNITURE AND FIXTURES	(60,000)
3600 Supply Support Fund	37020	501010	SHIFT DIFFERENTIAL - CIVILIAN	6,000
3600 Supply Support Fund	37020	542010	TRAVEL EXPENSES - EMPLOYEES	(2,000)
3600 Supply Support Fund	37020	570020	FUND BALANCE TRANSFERS (USES)	(4,000)
4735 Baseball Stadium	13130	501XXX	VARIOUS SALARY ACCOUNTS	14,975
4735 Baseball Stadium	13150	501XXX	VARIOUS SALARY ACCOUNTS	(14,975)
4735 Baseball Stadium	13150	580270	CONSTRUCTION (CWIP)	(179,805)
4735 Baseball Stadium	99999	580270	CONSTRUCTION (CWIP)	179,805
4930 Capital Projects - Internal	13110	501XXX	VARIOUS SALARY ACCOUNTS	(87,799)
4930 Capital Projects - Internal	13110	522050	LEGAL NOTICES CONTRACTS	(750)
4930 Capital Projects - Internal	13110	522150	OUTSIDE CONTRACTS - NOC	(2,000)
4930 Capital Projects - Internal	13110	523000	EQUIP MAINT-INTERFUND SVCS	(1,000)
4930 Capital Projects - Internal	13110	523020	PRINT SHOP ALLOC-INTERFUND SVC	(500)
4930 Capital Projects - Internal	13110	523040	MAIL ROOM CHARGES	(251)
4930 Capital Projects - Internal	13110	530010	GASOLINE - UNLEADED	(2,400)
4930 Capital Projects - Internal	13110	531000	OFFICE SUPPLIES	(1,000)
4930 Capital Projects - Internal	13110	531200	UNIFORMS AND APPAREL SUPPLIES	(750)
4930 Capital Projects - Internal	13110	531230	SAFETY GEAR	(750)
4930 Capital Projects - Internal	13110	544060	OTHER SERVICES CHARGES EXPENSE	(800)
4930 Capital Projects - Internal	13130	501XXX	VARIOUS SALARY ACCOUNTS	87,799
4930 Capital Projects - Internal	13160	522050	LEGAL NOTICES CONTRACTS	750
4930 Capital Projects - Internal	13160	522150	OUTSIDE CONTRACTS - NOC	2,000
4930 Capital Projects - Internal	13160	523000	EQUIP MAINT-INTERFUND SVCS	1,000
4930 Capital Projects - Internal	13160	523020	PRINT SHOP ALLOC-INTERFUND SVC	500
4930 Capital Projects - Internal	13160	523040	MAIL ROOM CHARGES	251
4930 Capital Projects - Internal	13160	530010	GASOLINE - UNLEADED	2,400
4930 Capital Projects - Internal	13160	531000	OFFICE SUPPLIES	1,000
4930 Capital Projects - Internal	13160	531200	UNIFORMS AND APPAREL SUPPLIES	750
4930 Capital Projects - Internal	13160	531230	SAFETY GEAR	750
4930 Capital Projects - Internal	13160	544060	OTHER SERVICES CHARGES EXPENSE	800
4930 Capital Projects - Internal	37010	580540	CARS_PICKUPS_VANS	366,501
4930 Capital Projects - Internal	28120	570020	FUND BALANCE TRANSFERS (USES)	(366,501)
4960 Other Outside Sources	15070	580100	DATA PROCESSING EQUIPMENT	(300,000)

SCHEDULE A
REVENUES AND APPROPRIATIONS
CHANGES TO THE PROPOSED BUDGET FY 2014

ALL FUNDS APPROPRIATIONS - Continued

FUND / DESCRIPTION	Division	Account	Account Description	Inc / (Decrease)
4960 Other Outside Sources	37010	580540	CARS_PICKUPS_VANS	(572,501)
TOTAL REVISIONS TO ALL FUNDS APPROPRIATIONS				19,464,093
TOTAL REVISED ALL FUNDS APPROPRIATIONS				**801,421,321**

SCHEDULE B
STAFFING TABLE
CHANGES TO THE PROPOSED BUDGET FY 2014

CHARTFIELD CODE	JOB CODE	TITLE		
Mayor & Council				
Office of the Mayor	UNC01	Administrative Secretary	Delete	(1.00)
Office of the Mayor	UNC01	Executive Secretary	Add	1.00
Office of the Mayor	030099	Chief of Staff	Add	1.00
Office of the Mayor	533299	Executive Assistant - Mayor	Delete	(1.00)
Office of the Mayor	11120	Senior Secretary	Delete	(1.00)
Office of the Mayor	533299	Executive Assistant	Add	1.00
City Attorney				
Attorneys & Paralegals	000399	Assistant City Attorney	Delete	(1.00)
Attorneys & Paralegals	000399	Senior Assistant City Attorney	Add	1.00
Attorneys & Paralegals	030099	(Cont) Intergovt Affairs Coord	Delete	(1.00)
Attorneys & Paralegals	030099	Assistant City Attorney	Add	1.00
Attorneys & Paralegals	000399	Assistant City Attorney	Delete	(1.00)
Attorneys & Paralegals	000399	Senior Assistant City Attorney	Add	1.00
Municipal Clerk				
Administration	19160	Deputy Court Clerk	Delete	(1.00)
Administration	19150	(UF)Senior Deputy Court Clerk	Delete	(1.00)
Administration	19150	Senior Deputy Court Clerk	Delete	(1.00)
City Manager				
Office of Mgmt & Budget	030099	(Con) Fin & Benf Syst Admin	Delete	(1.00)
Office of Mgmt & Budget	12120	Sr Strategic Budget Advisor	Add	1.00
City Manager Office	10000	DCM-Development & Tourism	Add	1.00
City Manager Office	10000	DCM-Public Safety & Comm Svcs	Add	1.00
City Manager Office	UNC01	Research & MGMT Assist	Add	1.00
Office of the Comptroller				
City Auctions	11560	Property Control Officer	Delete	(1.00)
City Auctions	11570	Inventory Coder	Delete	(1.00)
City Auctions	12210	Accounting Manager	Delete	(1.00)
City Auctions	11570	Inventory Coder	Delete	(1.00)
Administration	030099	(Con) Assistant Comptroller	Delete	(1.00)
Financial Reporting & Grants	030099	(Con) Grants Svcs Coordinator	Add	1.00
Financial Reporting & Grants	11560	Property Control Officer	Add	1.00
Financial Reporting & Grants	11570	Inventory Coder	Add	1.00
Financial Reporting & Grants	12240	Associate Accountant	Add	1.00
Financial Reporting & Grants	12230	Accountant	Delete	(1.00)
Financial Reporting & Grants	12210	Accounting Manager	Add	1.00
Financial Reporting & Grants	11570	Inventory Coder	Add	1.00
Financial Reporting & Grants	11180	Research Assistant	Add	1.00
Financial Reporting & Grants	12040	Financial Reporting Coordinato	Delete	(1.00)
Financial Reporting & Grants	11150	Administrative Analyst	Add	1.00
Financial Reporting & Grants	030099	(Con) Assistant Comptroller	Add	1.00
Financial Reporting & Grants	12220	Senior Accountant	Add	1.00
Financial Reporting & Grants	12210	Accounting Manager (00011125)	Add	1.00
Financial Reporting & Grants	12210	Accounting Manager	Add	1.00
Treasury Management	12220	Senior Accountant	Delete	(1.00)
Grants Administration	030099	(Con) Grants Svcs Coordinator	Delete	(1.00)
Grants Administration	12240	Associate Accountant	Delete	(1.00)
Grants Administration	11180	Research Assistant	Delete	(1.00)
Grants Administration	11150	Administrative Analyst	Delete	(1.00)

SCHEDULE B
STAFFING TABLE
CHANGES TO THE PROPOSED BUDGET FY 2014

CHARTFIELD CODE	JOB CODE	TITLE		
Purchasing & Strategic Sourcing				
Administration	10330	Procurement Analyst	Delete	(1.00)
Administration	10330	Procurement Analyst	Delete	(1.00)
Human Resources				
Labor Relations	10550	Human Resources Specialist	Delete	(1.00)
Labor Relations	10545	SR HR Specialist POS#00011117	Add	1.00
Payroll & Benefits	10550	Human Resources Specialist	Delete	(1.00)
Payroll & Benefits	10545	SR HR Specialist POS#00011116	Add	1.00
Dept. of Information & Technology Services				
Infrastructure Management	030099	(Con) PS Microwave Spec II	Delete	(1.00)
Infrastructure Management	030099	(Con) PS Microwave Spec II	Delete	(1.00)
Infrastructure Management	030099	(Con) PS Microwave Spec II	Delete	(1.00)
Infrastructure Management	030099	(Con) PS Microwave Spec I	Delete	(1.00)
Infrastructure Management	030099	(con) PS Microwave Spec I	Delete	(1.00)
Infrastructure Management	030099	(con) VOIP Telecomm Admin	Delete	(1.00)
Administration	11310	Business & Customer Service Manager	Delete	(1.00)
Application Management	030099	(Con) Database Analyst	Delete	(1.00)
Infrastructure Management	030099	(Con) Network/VOIP Manager	Delete	(1.00)
Application Management	030099	(Con) Database Admin III	Delete	(1.00)
Infrastructure Management	030099	(Con) Sr. VoIP Telecom Spec	Delete	(1.00)
Infrastructure Management	030099	(Con) VOIP Telecomm Specialist	Delete	(1.00)
Administration	11110	Administrative Assistant	Delete	(1.00)
Infrastructure Management	030099	(Con) VOIP Telecomm Specialist	Delete	(1.00)
Infrastructure Management	030099	(Con) VOIP Telecomm Specialist	Delete	(1.00)
Infrastructure Management	030099	(Con) PS Microwave Manager	Delete	(1.00)
Administration	030099	(Con) ITAdmin Manager	Delete	(1.00)
Application Management	030099	(Con) Enterprise Application Mngr	Delete	(1.00)
Client Services	030099	(Con) Support Services Manager	Delete	(1.00)
Infrastructure Management	030099	(Con) Mobile Network Administrator II	Add	1.00
Infrastructure Management	030099	(Con) Radio Network Specialist II	Add	1.00
Infrastructure Management	030099	(Con) Radio Network Specialist II	Add	1.00
Infrastructure Management	030099	(Con) Mobile Network Specialist III	Add	1.00
Infrastructure Management	030099	(Con) Mobile Network Administrator II	Add	1.00
Infrastructure Management	030099	(con) VOIP Administrator II	Add	1.00
Administration	030099	(Con) System Administration Manager	Add	1.00
Application Management	030099	(Con) Database Admin I	Add	1.00
Infrastructure Management	030099	(Con) Infrastructure Division Manager	Add	1.00
Application Management	030099	(Con) Application Administrator	Add	1.00
Infrastructure Management	030099	(Con) VOIP Administrator I	Add	1.00
Infrastructure Management	030099	(Con) VoIP Specialist I	Add	1.00
Administration	030099	(Con) Administrative Associate	Add	1.00
Infrastructure Management	030099	(Con) VoIP Specialist I	Add	1.00
Infrastructure Management	030099	(Con) VoIP Specialist I	Add	1.00
Infrastructure Management	030099	(Con) Public Safety Technology Manager	Add	1.00
Administration	030099	(Con) Administrative Division Manager	Add	1.00
Application Management	030099	(Con) Applications Management Division Manager	Add	1.00
Client Services	030099	(Con) Client Services Division Manager	Add	1.00
Application Management	030099	(Con)Web Media Designer I	Delete	(1.00)
Application Management	030099	(Con) Web Programmer	Delete	(1.00)
Application Management	030099	(Con) Web Programmer-00008825	Add	1.00
Application Management	050099	(Con) GIS Technician	Delete	(1.00)
Infrastructure Management	030099	(Con)Systems Administrator I	Delete	(1.00)
Infrastructure Management	030099	(Con) Network Specialist	Delete	(1.00)

SCHEDULE B
STAFFING TABLE
CHANGES TO THE PROPOSED BUDGET FY 2014

	CHARTFIELD CODE	JOB CODE	TITLE		
Environmental Services					
	Environmental Code Compliance	17320	00011121 Code Compliance Inspe	Add	1.00
	Environmental Code Compliance	17320	00011122 Code Comp Inspec	Add	1.00
	Animal Shelter Operations	16515	00011121 Assoc Veterinarian	Add	1.00
	Administration	10000	Deputy City Manager	Delete	(1.00)
	Administration	11230	Senior Office Assistant	Delete	(1.00)
	Administration	11740	00011123 Safety Technician	Add	1.00
Engineering & Construction Mgmt					
	Administration	030099	(Con) Program Administrator	Delete	(1.00)
	Administration	10150	Planner (POS#11086)	Add	1.00
	Administration	030099	(Con)Project Manager POS#11041	Add	1.00
	Administration	030099	(Con)Program Admin POS#8747	Add	1.00
Public Health					
	Tuberculosis Grant	22110	Licensed Vocational Nurse	Delete	(1.00)
Library					
	Catologing Ordering Process	15550	Library Services Supervisor	Delete	(1.00)
	Catologing Ordering Process	010099	Lib Acq Specialist (00011119)	Add	1.00
	Armijo Branch	15580	Library Assistant	Add	0.73
	Armijo Branch	15580	Library Assistant	Delete	(1.00)
	Richard Burges Branch	15630	Regional Lib Branch Mgr	Delete	(1.00)
	Richard Burges Branch	15630	Regional Library Branch	Add	1.00
	Richard Burges Branch	15520	Public Services Librarian	Add	1.00
	Clardy Fox Branch	15550	Library Services Supervisor	Add	1.00
	Clardy Fox Branch	15520	Public Services Librarian	Delete	(1.00)
	Irving Schwartz Branch	15560	Library Information Senior Spe	Delete	(1.00)
	Irving Schwartz Branch	15560	Library Information Senior Spe	Add	1.00
	Judge Marquez Branch	15640	Library Branch Manager	Add	1.00
	Judge Marquez Branch	15640	Library Branch Manager	Delete	(1.00)
	Westside Branch	15520	Public Services Librarian	Delete	(1.00)
	Westside Branch	15580	Library Assistant	Add	1.00
	Ysleta Branch	15640	Library Branch Manager	Delete	(1.00)
	Ysleta Branch	15640	Library Branch Manager	Add	1.00
	Ysleta Branch	15520	Public Services Librarian	Delete	(1.00)
	Esperanza Acosta Moreno Branch	15430	Library Head of General Refere	Add	1.00
	Esperanza Acosta Moreno Branch	15630	Regional Library Branch	Delete	(1.00)
	Main Library	15520	Public Services Librarian	Add	1.00
	Main Library	15430	Library Head of General Refere	Delete	(1.00)
	Main Library	15580	Library Assistant	Delete	(0.73)
	Main Library	15560	Library Information Senior Spe	Add	1.00
	Main Library	15550	Library Services Supervisor	Delete	(1.00)
	Main Library	15630	Regional Library Branch Manage	Add	1.00
	Main Library	15560	Library Information Senior Spe	Delete	(1.00)
	Main Library	15520	Public Services Librarian	Add	0.50
	Dorris Van Doren Branch	15630	Regional Lib Branch Mgr	Add	1.00
	Dorris Van Doren Branch	15630	Regional Library Branch Manager	Delete	(1.00)
	Library Bookmobile - Techmobile2	15550	Library Services Supervisor	Delete	(1.00)
	Library Bookmobile - Techmobile3	030099	(Con) Lead Trainer (00006815)	Add	1.00
Museums & Cultural Affairs					
	Administration	15110	Curatorial Content & Research	Add	1.00
	Administration	15110	Public Arts Program Coordinato	Delete	(1.00)
	Administration	030099	(Con) Public Arts Specialist	Delete	(1.00)
Convention & Performing Arts Center					
	Administration	10000	Deputy City Manager-Developmen	Delete	(1.00)
Mass Transit - Sun Metro					
	Transit Maintenance	18030	Fleet Maintenance Supervisor	Delete	(1.00)
	Transit Maintenance	18040	Fleet Body Shop Spvr(00011120)	Add	1.00

SCHEDULE B
STAFFING TABLE
CHANGES TO THE PROPOSED BUDGET FY 2014

CHARTFIELD CODE	JOB CODE	TITLE		
International Bridges				
Operations & Technology	12470	Senior Cashier	Delete	(1.00)
Operations & Technology	12470	Senior Cashier	Delete	(1.00)
Operations & Technology	17615	International Bridges Director	Delete	(1.00)
Operations & Technology	12260	Accounting/Payroll Clerk	Delete	(1.00)
Operations & Technology	11130	Secretary	Delete	(1.00)
Operations & Technology	12470	Senior Cashier	Delete	(1.00)
Operations & Technology	11360	Customer Relations Representat	Delete	(1.00)
Operations & Technology	12470	Senior Cashier	Delete	(1.00)
Operations & Technology	12470	Senior Cashier	Delete	(1.00)
Operations & Technology	12065	Business & Financial Manager	Delete	(1.00)
Operations & Technology	12240	Associate Accountant	Delete	(1.00)
Administration	12470	Senior Cashier	Add	1.00
Administration	12470	Senior Cashier	Add	1.00
Administration	17615	International Bridges Director	Add	1.00
Administration	12260	Accounting/Payroll Clerk	Add	1.00
Administration	11130	Secretary	Add	1.00
Administration	12470	Senior Cashier	Add	1.00
Administration	11360	Customer Relations Representat	Add	1.00
Administration	12470	Senior Cashier	Add	1.00
Administration	12470	Senior Cashier	Add	1.00
Administration	12065	Business & Financial Manager	Add	1.00
Administration	12240	Associate Accountant	Add	1.00
Community Development				
HUD - Community Dev. Admin.	10710	Senior Grant Planner	Delete	(1.00)
HUD - Community Dev. Admin.	11150	Administrative Analyst	Add	1.00

BEGINNING PROPOSED ALL FUNDS FTE's		**6,102.73**
TOTAL REVISIONS	**(5.50)**	
REVISED ALL FUNDS FTE'S		**6,097.23**

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
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

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
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
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	Municipal Clerk	440560	Parking Forfeits / Fines	**GROUP A**	
95	Municipal Clerk	440560	Parking Forfeits / Fines	521 Expired Meter	$25.00
96	Municipal Clerk	440560	Parking Forfeits / Fines	503 Overtime Limit	$25.00
97	Municipal Clerk	440560	Parking Forfeits / Fines	524 Hotel Zone-Parking	$25.00
98	Municipal Clerk	440560	Parking Forfeits / Fines	512 Airport Limousine Zone	$25.00
99	Municipal Clerk	440560	Parking Forfeits / Fines	526 Protruding into Buffer Zone	$25.00
100	Municipal Clerk	440560	Parking Forfeits / Fines	504 Park on Bus or Taxi Stand	$25.00
101	Municipal Clerk	440560	Parking Forfeits / Fines	525 Other Overtime - Contrary to Sign	$25.00
102	Municipal Clerk	440560	Parking Forfeits / Fines	530 Passenger Loading Zone	$25.00
103	Municipal Clerk	440560	Parking Forfeits / Fines	532 Loading Zone: General over 30 minutes	$25.00
104	Municipal Clerk	440560	Parking Forfeits / Fines	533 Loading Zone: Commercial over 30 minutes	$25.00
105	Municipal Clerk	440560	Parking Forfeits / Fines	534 More than one meter space	$25.00
106	Municipal Clerk	440560	Parking Forfeits / Fines	535 Over 18" from Curb/Improper Proximity to Curb	$25.00
107	Municipal Clerk	440560	Parking Forfeits / Fines	536 Loading Zone: Not commercial vehicle	$25.00
108	Municipal Clerk	440560	Parking Forfeits / Fines	556 Within 30' of Stop Sign/ Stop Light	$25.00
109	Municipal Clerk	440560	Parking Forfeits / Fines	564 Park-Funeral Zone	$25.00
110	Municipal Clerk	440560	Parking Forfeits / Fines	567 Reserved Parking Space	$25.00
111	Municipal Clerk	440560	Parking Forfeits / Fines	591 Police/Police Motorcycle Zone	$25.00
112	Municipal Clerk	440560	Parking Forfeits / Fines	570 Alley-General Traffic Dist/Five Points/Not Loading	$25.00
113	Municipal Clerk	440560	Parking Forfeits / Fines	571 Airport-Contrary to Signs or Markings	$25.00
114	Municipal Clerk	440560	Parking Forfeits / Fines	572 Airport-Loading in Front of Terminal	$25.00
115	Municipal Clerk	440560	Parking Forfeits / Fines	573 Airport-West of Terminal w/o Authorization	$25.00
116	Municipal Clerk	440560	Parking Forfeits / Fines	Boot Fee	$50.00
117	Municipal Clerk	440560	Parking Forfeits / Fines	**GROUP B**	
118	Municipal Clerk	440560	Parking Forfeits / Fines	551 Double Parking	$55.00
119	Municipal Clerk	440560	Parking Forfeits / Fines	552 Wrong Side of street	$55.00
120	Municipal Clerk	440560	Parking Forfeits / Fines	553 No Parking Zone	$55.00
121	Municipal Clerk	440560	Parking Forfeits / Fines	574 Contrary to Angle Parking Signs	$55.00
122	Municipal Clerk	440560	Parking Forfeits / Fines	575 Alongside/Opposite Street Excavation	$55.00
123	Municipal Clerk	440560	Parking Forfeits / Fines	576 Violation of Street Cleaning/Construction of Signs	$55.00
124	Municipal Clerk	440560	Parking Forfeits / Fines	577 Violation of Official Sign Prohibiting Parking	$55.00
125	Municipal Clerk	440560	Parking Forfeits / Fines	578 News Media Zone	$55.00
126	Municipal Clerk	440560	Parking Forfeits / Fines	579 Inspection Zone	$55.00
127	Municipal Clerk	440560	Parking Forfeits / Fines	580 Covered Meter	$55.00
128	Municipal Clerk	440560	Parking Forfeits / Fines	581 In Violation of Sign/Adjacent to School	$55.00
129	Municipal Clerk	440560	Parking Forfeits / Fines	582 In Violation of Sign/Narrow Street	$55.00
130	Municipal Clerk	440560	Parking Forfeits / Fines	583 In Violation of Sign/One-Way Street	$55.00
131	Municipal Clerk	440560	Parking Forfeits / Fines	584 Temporary No Parking Zone	$55.00
132	Municipal Clerk	440560	Parking Forfeits / Fines	585 Adjacent to Safety Zone	$55.00
133	Municipal Clerk	440560	Parking Forfeits / Fines	586 Yellow Curb Markings	$55.00
134	Municipal Clerk	440560	Parking Forfeits / Fines	587 In-Designated Bike Lanes	$55.00
135	Municipal Clerk	440560	Parking Forfeits / Fines	508 Parking within 20' of Fire Station	$55.00
136	Municipal Clerk	440560	Parking Forfeits / Fines	509 Parking within 50' of Railroad Crossing	$55.00
137	Municipal Clerk	440560	Parking Forfeits / Fines	548 Easement/Parkway	$55.00
138	Municipal Clerk	440560	Parking Forfeits / Fines	559 Parking on Sidewalk	$55.00
139	Municipal Clerk	440560	Parking Forfeits / Fines	560 Parking on crosswalk/w 20' crosswalk	$55.00
140	Municipal Clerk	440560	Parking Forfeits / Fines	561 Parking within 15' of Fire Hydrant	$55.00
141	Municipal Clerk	440560	Parking Forfeits / Fines	562 Obstruct by Improper Parking (alley)	$55.00
142	Municipal Clerk	440560	Parking Forfeits / Fines	563 Blocking Driveway	$55.00
143	Municipal Clerk	440560	Parking Forfeits / Fines	565 Parking on Median	$55.00
144	Municipal Clerk	440560	Parking Forfeits / Fines	568 Parking on Bridge	$55.00
145	Municipal Clerk	440560	Parking Forfeits / Fines	569 In Alleys Contrary to Sign	$55.00
146	Municipal Clerk	440560	Parking Forfeits / Fines	**GROUP C**	
147	Municipal Clerk	440560	Parking Forfeits / Fines	555 Fire Lane	$150.00
148	Municipal Clerk	440560	Parking Forfeits / Fines	589 Hazardous/Congested Place	$150.00
149	Municipal Clerk	440560	Parking Forfeits / Fines	590 Within Intersection	$150.00
150	Municipal Clerk	440560	Parking Forfeits / Fines	**GROUP D**	
151	Municipal Clerk	440560	Parking Forfeits / Fines	549/550/554 Handicapped Zone/No Permit/Blocking	$275.00
152	Municipal Clerk	440560	Parking Forfeits / Fines	**GROUP E**	

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
153	Municipal Clerk	440560	Parking Forfeits / Fines	502 Parking Prohibited / Oversize	$225.00
154	Municipal Clerk	440560	Parking Forfeits / Fines	**GROUP F**	
155	Municipal Clerk	440560	Parking Forfeits / Fines	510 Parking on City Property	$100.00
156	Municipal Clerk	440560	Parking Forfeits / Fines	511 In R-O-W Washing, Repairing Vehicle	$100.00
157	Police	450670	Taxi Cab Operator Permits	Hearing Reimbursement - per day	$210.00
158	Police	430220	Taxi Cab Operator Permits	Airport Sticker	$250.00
159	Police	441280	Taxi Cab Operator Permits	Operating Permit	$165.00
160	Police	441280	Taxi Cab Operator Permits	Operating Permit -Expansion of Fleet	$165.00
161	Police	441280	Taxi Cab Operator Permits	Taxi Cab Zone Permit	$250.00
162	Police	441280	Taxi Cab Operator Permits	Issue/replace permit taxi cab permit	$23.00
163	Police	442040	Taxi Cab Operator Permits	Taxi Cab Inspections	$31.00
164	Police	442040	Taxi Cab Operator Permits	Other Vehicle Inspections	$28.00
165	Police	441280	Taxi Cab Operator Permits	International taxicab	$38.00
166	Police	441350	Chauffeur Licenses	Chauffeur Lic Application	$15.00
167	Police	441350	Chauffeur Licenses	Duplicate Chauffeur license	$10.00
168	Police	441470	Limousines	Limousine permit	$150.00
169	Police	441470	Limousines	Limousine application	$23.00
170	Police	441470	Chartered Tour Limo Fee	Sightseeing & Charter	$38.00
171	Police	441470	Chartered Tour Limo Fee	Vehicle with rated seating capacity of 1-10 seats	$38.00
172	Police	441470	Chartered Tour Limo Fee	Vehicle with rated seating capacity of 11-20 seats	$75.00
173	Police	441470	Chartered Tour Limo Fee	Vehicle with rated seating capacity of 21+ seats	$150.00
174	Police	441480	Driverless rental fee	Rent a car	$150.00
175	Police	441290	Alarm License	Security Alarm	3 Years $69.00
176	Police	441290	Alarm License	Signal Lane from Banks	$100.00
177	Police	450650	Abandoned Auto	Towing	$49.50
178	Police	450650	Impound Fee - Effective 12/20/2011	Impound fee for any action that is taken by the or at the direction of the owner or operator of the facility and is necessary to preserve, protect, or service a vehicle stored or parked at the facility.	$20.00
179	Police	450650	Abandoned Auto	Registered Letter of Notification	$50.00
180	Police	450650	Abandoned Auto	Storage	$15.50/day, including day of pick up
181	Police	450650	Abandoned Auto	Storage, Large Vehicles	$35.00/day, including day of pick up
182	Police	442030	Towing Services Facilitation Fee		$20.00
183	Police	443110	Non-motorized vehicle for hire	License fee	
184	Fire	431200	Ambulance Service Revenue	Base charge	$785.00
185	Fire	431200	Ambulance Service Revenue	Additional fee above the base charges	$33.00
186	Fire	431200	Ambulance Service Revenue	Specialty Care Transports (SCT)	$850.00
187	Fire	431200	Ambulance Service Revenue	Hazmat scene, per hour per unit	$775.00 per unit assigned
188	Fire	431200	Ambulance Service Revenue	Comsar rescue/search, per hour per unit	$165 per hour per unit
189	Fire	431200	Ambulance Service Revenue	Mileage	$15.00 per mile
190	Fire	431200	Ambulance Service Revenue	Response fee	$143.00
191	Fire	431200	Ambulance Service Revenue	Scene care	$65.00
192	Fire	431200	Ambulance Service Revenue	Standby	$775 per hour contracted, without contract
193	Fire	442010	Fire Licenses	Aerosol products	$125.00
194	Fire	442010	Fire Licenses	Aviation facilities	$125.00
195	Fire	442010	Fire Licenses	Battery systems	$125.00
196	Fire	442010	Fire Licenses	Blasting operations	$125.00
197	Fire	442010	Fire Licenses	Blaster's license	$257.00
198	Fire	442010	Fire Licenses	Blaster's license renewal	$125.00
199	Fire	442010	Fire Licenses	Combustible dust-producing operations	$125.00
200	Fire	442010	Fire Licenses	Combustible fibers	$125.00
201	Fire	442010	Fire Licenses	Compressed gases	$125.00
202	Fire	442010	Fire Licenses	Covered mall buildings	$125.00
203	Fire	442010	Fire Licenses	Cryogenic fluids	$125.00
204	Fire	442010	Fire Licenses	Explosives	$150.00
205	Fire	442010	Fire Licenses	Flammable and combustible liquids	$125.00
206	Fire	442010	Fire Licenses	Floor finishing	$125.00
207	Fire	442010	Fire Licenses	For Use Permit	$125.00
208	Fire	442010	Fire Licenses	Fruit and crop ripening	$125.00
209	Fire	442010	Fire Licenses	Fumigation and thermal insecticidal fogging	$125.00
210	Fire	442010	Fire Licenses	Hazardous materials	$205.00
211	Fire	442010	Fire Licenses	HPM facilities	$205.00
212	Fire	442010	Fire Licenses	High piled storage 501-2500	501-2,500 sq.ft - $72.00
213	Fire	442010	Fire Licenses	High piled storage 2,501-12,000	2,501-12,000 sq.ft. - $144.00
214	Fire	442010	Fire Licenses	High piled storage (over 12,000 sq. ft.)	>12,000 sq.ft. - $216.00
215	Fire	442010	Fire Licenses	Industrial ovens	$125.00
216	Fire	442010	Fire Licenses	Lumber yards and woodworking plants	$125.00
217	Fire	442010	Fire Licenses	Liquid or gas-fueled vehicles or equipment in assembly buildings	$125.00
218	Fire	442010	Fire Licenses	LP gas	$125.00
219	Fire	442010	Fire Licenses	Magnesium	$125.00
220	Fire	442010	Fire Licenses	Open Burning	$125.00
221	Fire	442010	Fire Licenses	Organic coatings	$125.00
222	Fire	442010	Fire Licenses	Places of assembly	$125.00
223	Fire	442010	Fire Licenses	Private fire hydrants	$150.00
224	Fire	442010	Fire Licenses	Pyroxylin plastics	$125.00
225	Fire	442010	Fire Licenses	Refrigeration equipment	$125.00
226	Fire	442010	Fire Licenses	Repairs garages and service stations	$125.00

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
227	Fire	442010	Fire Licenses	Rooftop heliports	$125.00
228	Fire	442010	Fire Licenses	Spraying or dipping	$125.00
229	Fire	442010	Fire Licenses	Storage of scrap tires and tire byproducts	$125.00
230	Fire	442010	Fire Licenses	Temporary membrane, structures, tents and canopies	$125.00
231	Fire	442010	Fire Licenses	Tire-rebuilding plants	$125.00
232	Fire	442010	Fire Licenses	Waste handling	$125.00
233	Fire	442010	Fire Licenses	Wood products	$125.00
234	Fire	442010	Fire Licenses	Miscellaneous combustible storage	$125.00
235	Fire	442010	Fire Licenses	Outside storage of Combustible material permit	$125.00
236	Fire	442010	Fire Licenses	Commercial Day Care Facilities-Children	$125.00
237	Fire	441430	Fire Service Fee	Re-Inspection Fee	$72.00 flat rate
238	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
239	Fire	442000	Fire Service Fee	Investigation/Inspection Fees-during regular duty hours	$72.00/hr.
240	Fire	405067	Fire Service Fee	Fire Watch/Standby-other than regular duty hours (Reimbursed Overtime)	$92.00/hr.(2hr. Min) per ea. Fire personnel
241	Fire	442000	Fire Service Fee	Fire Watch/Standby-during regular duty hours	$72.00/hr.
242	Fire	442000	Fire Service Fee	Site Assessment (consultation)	$75.00 flat rate
243	Fire	442000	Fire Service Fee	Non-Regulatory Inspections	$72.00/hr.
244	Fire	442000	Fire Service Fee	Commercial Safety Training	$72.00 flat rate
245	Fire	441090	Fire Service Fee	Fire Plan Review by Appointment	$146.00/hr.
246	Fire	441090	Fire Service Fee	Fire Systems/Plan Review	$72.00/hr.
247	Fire	442000	Fire Service Fee	Fire Systems Initial Acceptance Test	$72.00/hr.
248	Fire	442000	Fire Service Fee	Building Permit Fire Final (BLD) Fee	$72.00/hr.
249	Fire	442000	Fire Service Fee	Expedited Services Fees-Site Inspections	$144.00 initial (2hr. Min.); $72.00/hr. thereafter
250	International Bridges	440200	Parking Meters	Meter Rentals	$8.25 per day
251	International Bridges	440200	Parking Meters	Payments with Credit or Debit Card	$8.25 per day - **MINIMUM** Payment of $1.00 then $0.75/hour for additional time.
252	International Bridges	440200	Parking Meters	All Meters - Free Saturday Parking	$0.00
253	International Bridges	440200	Parking Meters	Administrative Fee Per Rental	$30.00 per rental
254	International Bridges	420500	Toll for International Bridges	Tolls Charge Pedestrian, three years or older	$0.50
255	International Bridges	420500	Toll for International Bridges	Tolls Charge Pedestrian, three years or older - Saturday Discount Tolls	$0.25
256	International Bridges	420500	Toll for International Bridges	Tolls Charge, Bicycle	$0.50
257	International Bridges	420500	Toll for International Bridges	Toll Charge, Motorcycle	$2.50
258	International Bridges	420500	Toll for International Bridges	Tolls Charge Automobiles, pick up trucks, (up to one-ton carrying capacity), panel trucks, vans, recreational trailers	$2.50
259	International Bridges	420500	Toll for International Bridges	Tolls Charge Commercial Trucks, Buses, Motor Homes, Tractors, Commercial Towed Trailers.	$3.50 per axle
260	International Bridges	420500	Toll for International Bridges	Toll Charge, Pick Up Trucks with a carrying capacity exceeding one-ton.	$3.50 per axle
261	International Bridges	420500	Toll for International Bridges	Toll Charge, Pick Up Trucks using the Zaragoza Commercial Bridge.	$3.50 per axle
262	International Bridges	420500	Toll for International Bridges	Tolls Charge, Empty Tractor, without Trailer, 2 or 3 axles	$5.00
263	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
264	International Bridges	420500	Toll for International Bridges	Tolls Charge, Empty 2-axle Commercial Truck	$5.00
265	International Bridges	420500	Toll for International Bridges	Tolls Charge, Empty Tractor with Empty Trailer, 3 axles or more	$7.50
266	International Bridges	420500	Toll for International Bridges	Tolls Charge, Empty Commercial Truck, 3 axles or more	$7.50
267					
268	City Development	440510	Special Privilege	Application Fee	$371.00
269	City Development	440510	Special Privilege	Application Fee - Downtown improvement area (construction)	$0.00
270	City Development	440510	Special Privilege	Application Fee - Downtown improvement area (events)	$212.00
271	City Development	440510	Special Privilege	Application Fee - RTS (Rapid Transit System) and TOD (Transit Oriented Development) Corridors	$0.00
272	City Development	440510	Special Privilege	Application Fee - Smart Code Zoned Properties	$0.00
273	City Development	450210	Special Privilege - Annual fee	Awning, canopy, marquee, sign (legally existing)	$21.20
274	City Development	450210	Special Privilege - Annual fee	Awning, canopy, marquee, sign (new)	$21.20
275	City Development	450210	Special Privilege - Annual fee	Arcades, Awnings, Canopies & Galleries that comply with City Code Section 15.08.1201	$0.00
276	City Development	450210	Special Privilege - Annual fee	Subdivision entrance signs	$106.00
277	City Development	450210	Special Privilege - Annual fee	Taxi stand	$2,120.00
278	City Development	450210	Special Privilege - Annual fee	Underground storage vault or structure in CBD	$530.00
279	City Development	450210	Special Privilege - Annual fee	Designated food vending concessions in the downtown area	$2,120.00
280	City Development	450210	Special Privilege - Annual fee	Pipelines, whether overhead, surface or subsurface	$3,710.00 flat rate plus $220 per pipeline
281	City Development	450210	Special Privilege - Annual fee	Building or other structural encroachment	$5.00 per square foot
282	City Development	450210	Special Privilege - Annual fee	Stairways	$10.60
283	City Development	450210	Special Privilege - Annual fee	Stairways (legally existing building 40 year and older)	$0.00
284	City Development	450210	Special Privilege - Annual fee	Facades	$2.12 per linear square foot
285	City Development	450210	Special Privilege - Annual fee	Pedestrian Sky Walk	$530.00
286	City Development	450210	Special Privilege - Annual fee	Accessibility ramps required by code	$10.60 per site
287	City Development	450210	Special Privilege - Annual fee	Accessibility ramps required by code (legally existing building 40 years and older)	$0.00
288	City Development	450210	Special Privilege - Annual fee	Street furniture	$21.20 per site

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
289	City Development	450210	Special Privilege - Annual fee	Cables - surface	$3,710 for up to 2000 linear foot + $2.12 per linear foot thereafter
290	City Development	450210	Special Privilege - Annual fee	Cables - subsurface	$3,710 for up to 2000 linear foot + $2.12 per linear foot thereafter
291	City Development	450210	Special Privilege - Annual fee	Cables - aerial	$3,710 for up to 2000 linear foot + $2.12 per linear foot thereafter
292	City Development	450210	Special Privilege - Annual fee	Cables - aerial	$3,815 for up to 2000 linear foot + $2.00 per linear foot thereafter
293	City Development	440510	Special Privilege - Annual fee	Outdoor pay telephones	$1,060.00
294	City Development	440510	Special Privilege - Annual fee - Downtown Improvement Area	New, relocated, repaired or replaced canopy or awning	$21.20
295	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
296	City Development	440510	Special Privilege - Annual fee - Downtown Improvement Area	New, relocated, repaired or replaced wall sign	$21.20 per site
297	City Development	440510	Special Privilege - Annual fee - Downtown Improvement Area	New, relocated, repaired or replaced marquee, kiosk, or other sign	$53.00 per site
298	City Development	440510	Special Privilege - Annual fee - Downtown Improvement Area	Street furniture	$21.20 per site
299	City Development	440510	Special Privilege - Annual fee - Downtown Improvement Area	Outdoor cafe, restaurant, or market place	$159.00 per site
300	City Development	440510	Special Privilege - Temporary Use Fee - Downtown Improvement Area	Street closure exceeding 24 hours	$53.00 per 12 hour period
301	City Development	440510	Special Privilege - Temporary Use Fee - Downtown Improvement Area	Street closure, 24 hours or less	$53.00 per 12 hour period
302	City Development	440510	Special Privilege Temporary Use Fee (Cleaning Deposit)	Expected attendance <250	$265.00
303	City Development	440510	Special Privilege Temporary Use Fee (Cleaning Deposit)	Expected attendance 251-2,500	$530.00
304	City Development	440510	Special Privilege Temporary Use Fee (Cleaning Deposit)	Expected attendance >2,500	$1,060.00
305	City Development	440510	Special Privilege - Temporary Use Fee	Temporary street display	$10.60 each plus the city's costs of installation, inspection and removal.
306	City Development	440510	Special Privilege - Temporary Use Fee	Banner Program	$10.60
307	City Development	440510	Special Privilege - Temporary Use Fee	Temporary banner	$10.60 per day, plus costs of installation and inspection fees
308	City Development	440510	Special Privilege - Temporary Use Fee	Street closure in a residential/apartment zone, exceeding 24 hours	$53.00 per 12 hour period
309	City Development	440510	Special Privilege - Temporary Use Fee	Street closure in a commercial/manufacturing zone, exceeding 24 hours	$106.00 per 12 hour period
310	City Development	440510	Special Privilege - Temporary Use Fee	Street closure in a commercial/manufacturing zone, 24 hours or less	$106.00 per 12 hour period
311	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 $1,060.00
312	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 $1,060.00
313	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 $1,060.00
314	City Development	441230	Parade Permit Application	Application at least 30 days in advance of event. Event not to exceed 24 hours.	$63.60
315	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.	$63.60
316	City Development	441310	Temporary Event Permit Application	Application submitted at least 30 days but less than 30 days in advance of event. Event not to exceed 24 hours.	$63.60
317	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.	$63.60
318	Department of Transportation	440510	Temporary Traffic Control	Traffic Control Permit-duration of less than Three Days	$17.00

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
319	Department of Transportation	440510	Temporary Traffic Control	Traffic Control Permit-duration of three to 15 days	$50.00
320	Department of Transportation	440510	Temporary Traffic Control	Traffic Control Permit-duration of 16 to 30 days	$160.00
321	Department of Transportation	440510	Temporary Traffic Control	Traffic Control Permit-fee for each month after first 30 days	$90.00
322	Department of Transportation	440510	Temporary Traffic Control	City Placement of Traffic control devices	$100.00
323	Department of Transportation	440510	Temporary Traffic Control	Noncompliance Correction	$100.00
324	Department of Transportation	440510	Temporary Traffic Control	Lane/sidewalk rental (after expiration of permit)	$100.00
325	Department of Transportation	441510	Film Permit	Use of City ROW or facility not to exceed 48 hours for filmmaking event	$40.00
326	Department of Transportation	441190	Residential Parking	Application to impose parking restrictions within a district	$25.00
327	Department of Transportation	441190	Residential Parking	Application to dissolve parking restrictions within a district	$25.00
328	Department of Transportation	441190	Residential Parking	New resident permit	$10.00
329	Department of Transportation	441190	Residential Parking	Annual resident parking permit	$10.00
330	Department of Transportation	441190	Residential Parking	Annual owner's parking permit	$10.00
331	Department of Transportation	441190	Residential Parking	Annual visitor parking permit	$10.00
332	Department of Transportation	441190	Residential Parking	Annual renewal fee	$10.00
333	Department of Transportation	441190	Residential Parking	Annual Renewal Fee (when paid via internet beginning in 2010)	$5.00
334	Department of Transportation	441190	Residential Parking	Temporary one day parking permit	$1.00
335	Department of Transportation	441190	Residential Parking	Permit replacement	$10.00
336	Department of Transportation	441190	Parking Forfeits / Fines	Parking without permit in a residential parking district	$28.00
337	Department of Transportation	441190	Parking Forfeits / Fines	Parking in a residential parking district with expired permit	$28.00
338	City Development	441260	Planning Documents	Any Other Medium	Cost
339	City Development	441260	Planning Documents	Special Publications of City and Geographical Information	
340	City Development	441260	Planning Documents	Planning dept demo pack	$17.38
341	City Development	441260	Planning Documents	Zoning Map Series	$165.36
342	City Development	441260	Planning Documents	2025 Plan for El Paso Map Atlas	$53.00
343	City Development	441260	Planning Documents	2025 Plan for El Paso Map (single 11 x 17)	$5.30
344	City Development	441260	Planning Documents	2026 Plan for El Paso Map (single 24 x 36)	$9.81
345	City Development	441260	Planning Documents	GIS Information	
346	City Development	441260	Planning Documents	Maps-size of longest side	
347	City Development	441260	Planning Documents	up to 12"	$1.06
348	City Development	441260	Planning Documents	up to 24"	$4.77
349	City Development	441260	Planning Documents	up to 36"	$9.81
350	City Development	441260	Planning Documents	over 36"	$14.31
351	City Development	441260	Planning Documents	Street Code Book	$31.06
352	City Development	441260	Applications - Zoning	Zoning Condition or Amendment Release	$212.00
353	City Development	441260	Applications - Zoning	Rezoning -up to and including 1 acre	$835.28
354	City Development	441260	Applications - Zoning	Rezoning - over 1 acre up to and including 10 acres	$902.06
355	City Development	441260	Applications - Zoning	Rezoning - over 10 acres up to and including 30 acres	$968.84
356	City Development	441260	Applications - Zoning	Rezoning - over 30 acres up to and including 50 acres	$1,029.26
357	City Development	441260	Applications - Zoning	Rezoning - over 50 acres up to and including 75 acres	$1,090.74
358	City Development	441260	Applications - Zoning	Rezoning - over 75 acres or more	$1,541.24
359	City Development	441260	Applications - Zoning	Special Permit - up to and including 1 acre	$645.54
360	City Development	441260	Applications - Zoning	Special Permit - over 1 acre up to and including 3 acres	$707.02
361	City Development	441260	Applications - Zoning	Special Permit - over 3 acres up to and including 5 acres	$771.68
362	City Development	441260	Applications - Zoning	Special Permit - over 5 acres up to and including 10 acres	$836.34
363	City Development	441260	Applications - Zoning	Special Permit - over 10 acres or more	$963.54
364	City Development	441260	Applications - Zoning	Detailed Site Development Plan Review - up to and including 1 acre	$321.18
365	City Development	441260	Applications - Zoning	Detailed Site Development Plan Review - over 1 acre up to and including 3 acres	$378.42
366	City Development	441260	Applications - Zoning	Detailed Site Development Plan Review - over 3 acres up to and including 5 acres	$450.50
367	City Development	441260	Applications - Zoning	Detailed Site Development Plan Review - over 5 acres up to and including 10 acres	$511.98
368	City Development	441260	Applications - Zoning	Detailed Site Development Plan Review - over 10 acres or more	$645.54
369	City Development	441270	Applications - Zoning	ROW Metes and Bounds Dedication Application	$323.30
370	City Development	441280	Applications - Zoning	Special Contract Amendment	$212.00
371	City Development	441000	Applications - Subdivisions	Major Preliminary	$2,015.06
372	City Development	441000	Applications - Subdivisions	Major Final	$1,903.76
373	City Development	441000	Applications - Subdivisions	Major Combination	$2,213.28
374	City Development	441000	Applications - Subdivisions	Minor	$690.06
375	City Development	441000	Applications - Subdivisions	Re-Subdivision Preliminary	$1,065.30
376	City Development	441000	Applications - Subdivisions	Re-Subdivision Final	$987.82
377	City Development	441000	Applications - Subdivisions	Re-Subdivision Combination	$1,147.98
378	City Development	441000	Applications - Subdivisions	Amending	$668.86

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
379	City Development	441000	Applications - Subdivisions	Platting Determination Certificate	$30.74
380	City Development	441000	Applications - Subdivisions	Subdivision Improvement Plans/Grading Plans - Review & Inspection Fee	$508.80 plus $27.56 per acre or portion thereof.
381	City Development	441000	Applications - Subdivisions	Grading Plan - Additional fee is required for additional review, additional inspection, or expedite review	$83.74
382	City Development	441000	Applications - Subdivisions	Subdivision Improvement Plan - Beyond the second review additional fee	Additional fee of $167.48 per hour or portion of an hour.
383	City Development	441000	Applications - Vesting	Review of Regulation for Development Applications	$150 Base Fee plus $75 for each additional hours after 2 hours.
384	City Development	441000	Applications - Land Study	Applications Land Study - 0.0 up to and including 300 acres	$4,723.36
385	City Development	441000	Applications - Land Study	Applications Land Study - over 300 acres up to and including 600 acres	$6,964.20
386	City Development	441000	Applications - Land Study	Applications Land Study - over 600 acres up to and including 900 acres	$8,913.54
387	City Development	441000	Applications - Land Study	Applications Land Study - over 900 acres or more	$11,661.06
388	City Development	441000	Applications - Revised Land Study	Applications Land Study - 0.00 up to and including 300 acres	$2,294.84
389	City Development	441000	Applications - Revised Land Study	Applications Land Study - over 300 acres	$3,383.55
390	City Development	441000	Applications - Revised Land Study	Applications Land Study - over 600 acres	$4,330.64
391	City Development	441000	Applications - Revised Land Study	Applications Land Study - over 900 acres	$5,665.52
392	City Development	441000	Applications - MTP Amendment	Major Thoroughfare Plan Amendment	$645.54
393	City Development	441000	Comp Plan Amendment	Comprehensive Plan Amendment	$645.54
394	City Development	441000	Applications - Vacations & Dedications	Vacation of Recorded Subdivision	$1,202.04
395	City Development	441000	Applications - Vacations & Dedications	Vacation of Public Easements	$1,023.96
396	City Development	441000	Applications - Vacations & Dedications	Vacation of Public Rights-of-Way	$1,023.96
397	City Development	441000	Applications - Vacations & Dedications	Dedication of Rights-of-Way by Metes & Bounds	$595.72
398	City Development	441000	Applications - Vacations & Dedications	Dedication of Public Easements by Metes & Bounds	$595.72
399	City Development	441000	Other Applications	Street Name Change	$2,120.00
400	City Development	441000	Other Applications	Annexation	$645.54
401	City Development	441000	Other Applications	Complete subdivision ordinance	$15.90
402	City Development	441260	Other Applications	Zoning verification letter, basic/ no special contracts or permits	$28.62
403	City Development	441270	Other Applications	Each additional parcel	$6.36
404	City Development	441280	Other Applications	Zoning verification letter/ with special contracts or permits	$59.36
405	City Development	441290	Other Applications	Each additional parcel	$12.72
406	City Development	441300	Other Applications	Zoning verification letter/ with specific request for information	$27.56 plus $32.92 per 1/2 hour of staff research
407	City Development	441190	Other Applications	Shared Parking	$73.14
408	City Development	441310	Other Applications	Special Investigation	$76.32
409	City Development	441320	Other Applications	additional requests for information for above	$76.32
410	City Development	441330	Other Applications	Processing fee for high screening walls	$73.14
411	City Development	441340	Other Applications	Rescind mandatory wall requirement	$73.14
412	City Development	441350	Other Applications	Classification of use from zoning administrator	$44.52
413	City Development	441160	Other Applications	Zoning Board of Adjustment - residential application	$662.50
414	City Development	441160	Other Applications	Zoning Board of Adjustment - commercial application	$662.50
415	City Development	441160	Legal Nonconforming	Registration for Legal Nonconforming use	$79.50
416	City Development	441160	Historic Landmark Commission	Appeal of Historic Landmark commission decision	$318.00
417	City Development	441260	Development	Subdivision Improvements Review	$508.80 + $27.56 / acre
418	City Development	441060	Development	Flood Determination Letter	$12.72
419	City Development	441090	Plan Review - Plan Deposit	For repair/remodeling of a structure, the estimated value of which is fifteen thousand dollars or less.	$195.04
420	City Development	441090	Plan Review - Plan Deposit	For new residential work of two thousand square feet or less.	$195.04 - For new residential work of two thousand square feet or less.
421	City Development	441090	Plan Review - Plan Deposit	For new residential work of two thousand square feet or greater.	$256.00 - For new residential work with a gross square footage greater than two thousand square feet.
422	City Development	441100	Plan Review - Plan Deposit - all other work		Equal to 36% of building permit fee
423	City Development	441100	Plan Review - Submission Fee		$212.00
424	City Development	441100	Plan Review - Plan Deposit - minimum		$159.00

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
425	City Development	441090	Plan Review- Customized Review		Six hundred and nine dollars ($645.54) plus one hundred and forty-seven dollars ($155.82) for each hour or portion of an hour of plan review time.
426	City Development	441090	Plan Review - Review by Appointment		Two hundred and forty-two dollars ($256.52) plus eighty nine dollars ($94.34) for each hour or portion of an hour of plan review time.
427	City Development	441090	Commercial Plan Review - Review Fee		Equal to 36% of building permit fee
428	City Development	441090	Appeals Board Fees		$572.40
429	City Development	441090	Building and Standards Commission	Rehearing of commission orders	$572.40
430	City Development		Building Permits	Solar Shingle per 100 sq ft	$13.78 per sq ft plus base fee
431	City Development	441010	Building Permits	Starting without a permit	Double the permit fee for working without a permit
432	City Development	441020	Building Permits	Permit which required only one inspection	$76.32
433	City Development		Building Permits	Pre-Inspection Fee	$76.32
434	City Development	441020	Building Permits	building/existing building C of O	$76.32
435	City Development	441020	Building Permits	building /fences	$76.32
436	City Development		Building Permits	Building/electrical fence	$151.58
437	City Development	441020	Building Permits	building/placement	$76.32
438	City Development	441020	Building Permits	building/plumbing/CHP	$76.32
439	City Development	441020	Building Permits	building/right of way	$76.32
440	City Development	441020	Building Permits	building/siding	$76.32
441	City Development	441020	Building Permits	building/weatherization	$76.32
442	City Development	441020	Building Permits	building/windows	$76.32
443	City Development	441020	Building Permits	Permit which required two inspections - will receive detail	$115.54
444	City Development	441020	Building Permits	building/demolition	$115.54
445	City Development	441020	Building Permits	building/residential/swimming pool, spa	$115.54
446	City Development	441020	Building Permits	building/retaining walls	$115.54
447	City Development	441020	Building Permits	Moving a building	$115.54
448	City Development	441020	Building Permits	Temporary structures-amusement devices	***
449	City Development	441020	Building Permits	per ride-per month	$9.54
450	City Development	441020	Building Permits	minimum	$50.88
451	City Development	441190	Building Permits	Cellular Service	Based on the valuation of the tower. The same as a commercial building.
452	City Development	441140	Sidewalk, Street and Public ROW Rental	Permit Fee	$39.22
453	City Development	441140	Sidewalk, Street and Public ROW Rental	Per Month	$ 0.14 / Sq ft
454	City Development	441140	Sidewalk, Street and Public ROW Rental	minimum	$50.88
455	City Development	441140	Sidewalk, Street and Public ROW Rental	If the street rental prevents use of :	
456	City Development	441140	Sidewalk, Street and Public ROW Rental	If the street rental prevents use of on-street parking meters	$8.75/day per meter
457	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 forty-seven dollars ($155.82).
458	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 fifty-two dollars ($161.12) for the first fifteen thousand dollars plus eight dollars ($8.48) per thousand for each additional thousand or fraction thereof by which the valuation exceeds fifteen thousand dollars.

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
459	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 seven hundred ninety dollars ($837.40) for the first one hundred thousand dollars, plus six dollars ($6.36) for each one thousand dollars or fraction thereof by which the valuation exceeds one hundred thousand dollars.
460	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 two thousand eight hundred fifty-one dollars ($3,022.06) for the first five hundred thousand dollars plus three dollars ($3.18) for each one thousand dollars of fraction thereof by which the valuation exceeds five hundred thousand dollars.
461	City Development	441020	Building Permits - Commercial		For a valuation over one million dollars, the fee shall be four thousand four hundred eighty-nine dollars ($4,758.34) for the first one million dollars plus two dollars ($2.12) for each one thousand dollars of fraction thereof by which the valuation exceeds one million thousand dollars.
462	City Development		Building Permits - Commercial	Plan Review for Commercial Swimming Pool	$238.50
463	City Development		Building Permits - Commercial	Plan Review for Commercial Spa	$185.50
464	City Development	441020	Building Permits - Commercial	Completion Permit	56% of current permit fee
465	City Development		Building Permits	Foundation Only Permit	16% of total permit fee
466	City Development	441020	Building Permits - Commercial	Shell Permit	86% of building permit fee
467	City Development	441020	Building Permits - Commercial	Tenant Improvement Permit For Existing Buildings	26% of building permit fee
468	City Development		Building Permits - Commercial	Tenant Improvement Permit For New Buildings	26% of building permit fee
469	City Development	441120	Landscape Buyout Fee	Landscape Buyout Fee	Landscape fees in lieu of installation Calculation based on $5,300 per plan unit.
470	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.
471	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 $76.32.
472	City Development	441040	Electrical Permits	$6,000.00 to $15,000.00	Building permit valuation over $6,000.00 shall be $78.44 for the first $6,000.00 plus $1.06 for each additional thousand of fraction thereof up to and including $15,000.00.
473	City Development	441040	Electrical Permits	$15,000.00 to $100,000.00	Building permit valuation over $15,000 fee shall be $89.04 for the first $15,000.00 plus $1.06 for each additional thousand or fraction thereof up to and including $100,000.00.
474	City Development	441040	Electrical Permits	$100,000.00 to $500,000.00	Building permit valuation over $100,000.00 shall be $2222.60 for the first $100,000 plus $1.06 for each additional thousand or fraction thereof up to and including $500,000.00.

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
475	City Development	441040	Electrical Permits	$500,000.00 to $1,000,000.00	Building permit valuation over $500,000.00 shall be $634.94 for the first $500,000.00 plus $1.06 for each additional thousand or fraction thereof up to and including $1,000,000.00.
476	City Development	441040	Electrical Permits	$1,000,000.00 and over	Building permit valuation over $1,000,000.00 shall be $1,051.50 for the first $1,000,000.00 plus $1.06 for each additional thousand for fraction.
477	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.
478	City Development	441040	Electrical Permits	Base fee, ea (non-refundable)	$76.32
479	City Development	441040	Electrical Permits	Service entrance:	
480	City Development	441040	Electrical Permits	Temporary, ea	$46.64 based on quantity plus base fee
481	City Development	441040	Electrical Permits	New change or replace	***
482	City Development	441040	Electrical Permits	Ampere	$29.68 based on quantity plus base fee
483	City Development	441040	Electrical Permits	Max Service Entrance Fee	$129.32
484	City Development	441040	Electrical Permits	Outlets:	***
485	City Development	441040	Electrical Permits	1 to 20 ea	$1.17 Based on quantity plus base fee
486	City Development	441040	Electrical Permits	21 to 40 ea	$0.90 Based on quantity plus base fee
487	City Development	441040	Electrical Permits	Over 40 ea	$0.90 Based on quantity
488	City Development	441040	Electrical Permits	Fixtures:	***
489	City Development	441040	Electrical Permits	1 to 20 ea	$1.17 based on quantity
490	City Development	441040	Electrical Permits	21 to 40 ea	$0.90 based on quantity
491	City Development	441040	Electrical Permits	Over 40 ea	$0.74 based on quantity
492	City Development	441040	Electrical Permits	Range, ea	$3.18 based on quantity
493	City Development	441040	Electrical Permits	Dryer, ea	$3.18 based on quantity
494	City Development	441040	Electrical Permits	Water heater, ea	$3.18 based on quantity
495	City Development	441040	Electrical Permits	Furnace, ea	$3.18 based on quantity
496	City Development	441040	Electrical Permits	Dishwater, ea	$3.18 based on quantity
497	City Development	441040	Electrical Permits	Garbage disposal, ea	$3.18 based on quantity
498	City Development	441040	Electrical Permits	Trash compactor, ea	$3.18 based on quantity
499	City Development	441040	Electrical Permits	Bathroom heater, ea	$3.18 based on quantity
500	City Development	441040	Electrical Permits	Evaporative cooler, ea	$3.18 based on quantity
501	City Development	441040	Electrical Permits	Refrigerated air conditioner, per ton	$1.06 based on quantity
502	City Development	441040	Electrical Permits	Transformer type welder, ea	$12.72 based on quantity
503	City Development	441040	Electrical Permits	X-ray machine, ea	$38.16 based on quantity
504	City Development	441040	Electrical Permits	Fractional H.P. Motor, per H.P:	***
505	City Development	441040	Electrical Permits	1 to 10 H.P.	$2.12 based on quantity
506	City Development	441040	Electrical Permits	Over 10 H.P., ea	$1.06 based on quantity
507	City Development	441040	Electrical Permits	Motor, per H.P.	***
508	City Development	441040	Electrical Permits	1 to 20 H.P., ea	$2.12 based on quantity
509	City Development	441040	Electrical Permits	Over 20 H.P., ea	$1.06 based on quantity
510	City Development	441040	Electrical Permits	Line work, per pole	$4.24 based on quantity
511	City Development	441040	Electrical Permits	Streamer lights, per circuit	$8.48 based on quantity
512	City Development	441040	Electrical Permits	Feed rail and bus way, per linear foot	$0.74 based on quantity
513	City Development	441040	Electrical Permits	Under floor duct or cellular raceway per linear foot	$0.27 based on quantity
514	City Development	441040	Electrical Permits	Power or lighting transformer per k.v.a.	$1.06 based on quantity
515	City Development	441040	Electrical Permits	Mobile home	$13.78 based on quantity
516	City Development	441040	Electrical Permits	T.V. Outlets-master systems only:	***
517	City Development	441040	Electrical Permits	Base fee	$24.38 based on quantity
518	City Development	441040	Electrical Permits	Plus per outlet	$2.12 based on quantity
519	City Development	441040	Electrical Permits	Swimming pool; hot-tub; spa; jacuzzi; ea	$45.58 based on quantity plus base fee
520	City Development	441040	Electrical Permits	Temporary installation such as carnivals, show windows, conventions, etc., ea	$50.88 based on quantity plus base fee
521	City Development	441040	Electrical Permits	Generators	$50.88 based on quantity plus base fee
522	City Development	441040	Electrical Permits	Others not covered	$13.78 based on quantity plus base fee
523	City Development	441040	Electrical Permits	Re-inspection fee, ea	$64.66
524	City Development	441040	Electrical Permits	Solar heating systems	$24.38 based on quantity plus base fee
525	City Development	441040	Electrical Permits	Solar panels, ea	$13.78 based on quantity plus base fee
526	City Development	441070	Mechanical	Base fee, ea (non-refundable)	$76.32
527	City Development	441070	Mechanical	Boiler: 5 horsepower or less, ea	$36.04 based on quantity plus base fee
528	City Development	441070	Mechanical	Boiler Horsepower additional over 5, ea	$36.04 plus $6.36 per horsepower over 5, based on quantity plus base fee
529	City Development	441070	Mechanical	Each evaporative cooler	$24.38 based on quantity plus base fee

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
530	City Development	441070	Mechanical	Each force air or gravity heater or furnace	$24.38 based on quantity plus base fee
531	City Development	441070	Mechanical	Non-ducted heating appliances; wall, space, unit infrared heaters, ea	$22.26 Based on quantity plus base fee
532	City Development	441070	Mechanical	Combination heating-cooling unit or refrigeration unit, ea	$46.64 plus $6.36 per ton plus base fee
533	City Development	441070	Mechanical	Heat exchanger, ea	$22.26 Based on quantity plus base fee
534	City Development	441070	Mechanical	Air handlers and mixing boxes, ea	$22.26 Based on quantity plus base fee
535	City Development	441070	Mechanical	Perimeter convectors, per linear foot	$3.18 Based on quantity plus base fee
536	City Development	441070	Mechanical	Cooling tower	$39.22 plus base fee
537	City Development	441070	Mechanical	Power units: icemakers, walk-in coolers, reach -in coolers, etc., ea	$24.38 plus $6.36 per ton, ventilation system and/or fans, ducts
538	City Development	441070	Mechanical	Icemakers not a portion of heating and cooling system no tons	$36.04 plus base fee
539	City Development	441070	Mechanical	Condensate drains	$9.45 based on quantity plus base fee
540	City Development	441070	Mechanical	Solar Systems (excluding duct work)	$336.04 plus base fee
541	City Development	441070	Mechanical	Collectors	$20.14 Based on quantity plus base fee
542	City Development	441070	Mechanical	Hood and/or exhaust fan, duct: Residential	$9.54 based on quantity plus base fee
543	City Development	441070	Mechanical	Hood and/or exhaust fan, duct: Non-Residential	$27.56 Based on quantity plus base fee
544	City Development	441070	Mechanical	Restroom exhaust fan and/or duct/Dryer Vent: Residential	$6.36 Based on quantity plus base fee
545	City Development	441070	Mechanical	Restroom exhaust fan and/or duct/Dryer Vent: Non-Residential	$9.54 based on quantity plus base fee
546	City Development	441070	Mechanical	Fire dampers, ea	$3.18 Based on quantity plus base fee
547	City Development	441070	Mechanical	Humidifiers, ea	$20.14 Based on quantity plus base fee
548	City Development	441070	Mechanical	Ducts: Heating, cooling and/or underslab 1-10 openings	$21.26 Based on quantity plus base fee
549	City Development	441070	Mechanical	Ducts: Heating, cooling and/or underslab 11-20 openings	$27.56 Based on quantity plus base fee
550	City Development	441070	Mechanical	Ducts: Heating, cooling and/or underslab 21-30 openings	$34.06 based on quantity plus base fee
551	City Development	441070	Mechanical	Ducts: Heating, cooling and/or underslab over 30 openings	$36.04 plus $1.00 for each opening plus base fee
552	City Development	441040	Mechanical	Re-inspection fee, ea	$64.66
553	City Development	441120	Plumbing	Base fee, ea (non-refundable)	$76.32
554	City Development	441120	Plumbing	house to sewer curb cut	$26.50 plus base fee
555	City Development	441120	Plumbing	Sewer tap	$10.60 plus base fee
556	City Development	441120	Plumbing	Water closet 1-5	$20.14 plus base fee
557	City Development	441120	Plumbing	Water closet over 5	$14.84 plus base fee
558	City Development	441120	Plumbing	Water closet reset	$14.84 plus base fee
559	City Development	441120	Plumbing	Inspection outside City limit	$76.32
560	City Development	441120	Plumbing	re-inspection	$64.66
561	City Development	441120	Plumbing	surcharge on above fees	$96.46
562	City Development	441120	Plumbing	additional surcharge after water connected	$96.46
563	City Development	441120	Plumbing	Boiler: 5 horsepower or less, ea	$36.04 plus $6.36 based on quantity plus base fee
564	City Development	441120	Plumbing	Horsepower additional over 5, ea	$36.04 based on quantity plus base fee
565	City Development	441120	Plumbing	Consumer Health Permit - Inspections for 3 compartment sink, grease trap, etc.	$76.32
566	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	$10.60 based on quantity plus base fee
567	City Development	441120	Plumbing	Commercial roof drain, ea	$8.48 based on quantity plus base fee
568	City Development	441120	Plumbing	Bathtub, shower, lavatory, kitchen sink, commercial sink, (per section) urinal, bidet, drinking fountain, ea	$8.48 based on quantity plus base fee
569	City Development	441120	Plumbing	Vehicular dump station	$16.96 Based on quantity plus base fee

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
570	City Development	441120	Plumbing Sewer ejectors	Single	$15.90 Based on quantity plus base fee
571	City Development	441120	Plumbing Sewer ejectors	Dual	$24.38 based on quantity plus base fee
572	City Development	441120	Plumbing	Solar heating systems	$24.38 based on quantity plus base fee
573	City Development	441120	Plumbing	Solar panels, ea	$13.78 based on quantity plus base fee
574	City Development	441120	Plumbing	Back-up water heaters, gas	$13.78 based on quantity plus base fee
575	City Development	441120	Plumbing	Storage tank	$11.56 Based on quantity plus base fee
576	City Development	441120	Plumbing Permits	Appliances	$76.32 permit fee plus $16.96 per fixture.
577	City Development	441120	Residential Irrigation System	Irrigation base fee for residential	$73.14
578	City Development	441120	Commercial Irrigation System	Add fixtures below to base commercial irrigation fee;	$63.60 Based on Quantity of Fixtures.
579	City Development	441120	Commercial Irrigation System	Fixture: Control valve (each section)	$9.54 Based on quantity
580	City Development	441120	Commercial Irrigation System	Fixture: Backflow preventive device	$9.54 Based on quantity
581	City Development	441120	Commercial Irrigation System	Fixture: Sprinkler head, ea	$0.64 Based on quantity
582	City Development	441120	Commercial Irrigation System	Fixture: Drips, ea	$0.14 Based on quantity
583	City Development	441120	Commercial Irrigation System	Fixture: Bubblers, ea	$0.14 Based on quantity
584	City Development	441120	Commercial Irrigation System	Subterranean irrigation systems per square yard irrigated	$0.14 Based on quantity
585	City Development	441120	Plumbing	Swimming pools	$76.32
586	City Development	441120	Plumbing	Jacuzzi (Hot Tubs), Therapy tubs, whirlpools, ea	$76.32
587	City Development	441120	Plumbing	Jacuzzi (Hot Tubs), Therapy tubs, whirlpools, ea additionally if included with swimming pool	$13.78 based on quantity plus base fee
588	City Development	441120	Plumbing	Gas water heater (pool, jacuzzi, etc.)	$13.78 based on quantity plus base fee
589	City Development	441120	Plumbing	Cartridge filters (pool, jacuzzi, etc.)	$8.48 based on quantity plus base fee
590	City Development	441120	Plumbing	Plumbing work no fixtures or sewer	$76.32
591	City Development	441120	Plumbing	Mobile home hook-ups	$76.32
592	City Development	441120	Gas	Base fee, ea (non-refundable)	$76.32
593	City Development	441120	Gas	Gas opening, appliance by others, ea	$7.42 Based on quantity plus base fee
594	City Development	441120	Gas	Commercial cooking unit, (ovens, etc.), ea	$13.78 based on quantity plus base fee
595	City Development	441120	Gas	Domestic cooking unit	$10.60 based on quantity plus base fee
596	City Development	441120	Gas Water Heater	Gas Water Heater	$13.78 based on quantity plus base fee
597	City Development	441120	Gas	Commercial clothes dryer	$13.78 based on quantity plus base fee
598	City Development	441120	Gas	Residential clothes dryer	$10.60 based on quantity plus base fee
599	City Development	441120	Gas-Unducted heating appliances	Circulating wall, ceiling, space, unit-infra-red, ea	$20.14 based on quantity plus base fee
600	City Development	441120	Gas	Lighting unit, log lighter	$10.60 based on quantity plus base fee
601	City Development	441120	Gas	Floor furnace	$15.90 based on quantity plus base fee
602	City Development	441120	Gas	Service yard line	$13.78 based on quantity plus base fee
603	City Development	441120	Gas	Gas refrigerator	$13.78 based on quantity plus base fee
604	City Development	441120	Gas	Re-inspection	$64.66
605	City Development	441520	Building Permit - Residential	For a valuation up to and including twenty five thousand dollars.	$307.40
606	City Development	441520	0 - 1,299 sq ft		Valuation based on IBC current rate at 65%
607	City Development	441520	1,300 - 2,399 sq ft		Valuation based on IBC current rate at 70%
608	City Development	441520	over 2,400 sq ft		Valuation based on IBC current rate at 81%

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
609	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%
610	City Development	441240	Building Permit	Inspection fee-business hours	$76.32
611	City Development	441240	Building Permit	Inspection fee-non business hours	$79.50
612	City Development	441240	Building Permit	Investigative Inspection Permit	76..32
613	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:
614	City Development	441150	Sign Permits	Sign Height (Ft)	
615	City Development	441150	Sign Permits	Non-illuminated	Single Face
616	City Development	441150	Sign Permits	1 up to and including 20 Ft in Height	$13.78
617	City Development	441150	Sign Permits	over 20 ft up to and including 30 ft in height	$15.90
618	City Development	441150	Sign Permits	over 30 ft up to and including 40 ft in height	$16.96
619	City Development	441150	Sign Permits	over 40 ft up to and including 50 ft in height	$18.02
620	City Development	441150	Sign Permits	over 50 ft up to and including 60 ft in height	$20.14
621	City Development	441150	Sign Permits	Over 60 ft in Height	$21.20
622	City Development	441150	Sign Permits	Non-illuminated	Double Face
623	City Development	441150	Sign Permits	1 up to and including 20 ft in Height	$20.14
624	City Development	441150	Sign Permits	over 20 ft up to and including 30 ft in height	$23.32
625	City Development	441150	Sign Permits	over 30 ft up to and including 40 ft in height	$24.38
626	City Development	441150	Sign Permits	over 40 ft up to and including 50 ft in height	$2,650.00
627	City Development	441150	Sign Permits	over 50 ft up to and including 60 ft in height	$28.62
628	City Development	441150	Sign Permits	Over 60 ft in Height	$29.68
629	City Development	441150	Sign Permits	Sign Height (Ft)	
630	City Development	441150	Sign Permits	Illuminated	Single Face
631	City Development	441150	Sign Permits	1 up to and including 20 ft in Height	$25.44
632	City Development	441150	Sign Permits	over 20 ft up to and including 30 ft in height	$29.68
633	City Development	441150	Sign Permits	over 30 ft up to and including 40 ft in height	$33.92
634	City Development	441150	Sign Permits	over 40 ft up to and including 50 ft in height	$37.10
635	City Development	441150	Sign Permits	over 50 ft up to and including 60 ft in height	$39.22
636	City Development	441150	Sign Permits	Over 60 ft in Height	$41.34
637	City Development	441150	Sign Permits	Illuminated Double Face	Double Face
638	City Development	441150	Sign Permits	1 up to and including 20 ft in Height	$39.22
639	City Development	441150	Sign Permits	over 20 ft up to and including 30 ft in height	$46.64
640	City Development	441150	Sign Permits	over 30 ft up to and including 40 ft in height	$49.82
641	City Development	441150	Sign Permits	over 40 ft up to and including 50 ft in height	$53.00
642	City Development	441150	Sign Permits	over 50 ft up to and including 60 ft in height	$56.00
643	City Development	441150	Sign Permits	Over 60 ft in Height	$59.36
644	City Development	441150	Sign Permits	Off-Premise Sign Demolition	$76.32
645	City Development	441150	Sign Permits	For sign valuations equal to or less than two hundred dollars ($200.00). Except for temporary real estate signs.	$50.88
646	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 forty eight dollars ($50.88) plus two dollars ($2.12) for each one hundred or portion thereof over two hundred.
647	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 three dollars ($66.78) plus eleven dollars ($11.66) for each one thousand or portion thereof over one thousand.
648	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 sixty-one dollars ($170.66) plus twenty three dollars ($24.38) for each one thousand or portion thereof over ten thousand.

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
649	City Development	441150	Sign Permits		For sign valuations over twenty-five thousand and one, sign permit fee shall be five hundred and forty-three dollars ($575.58) plus ($37.10) for each one thousand or portion thereof over twenty-five thousand.
650	City Development	441150	Sign Permits	Replacement permit (Duplicate)	$14.84
651	City Development	441440	Fire Permits	Fire Sprinkler or Fire Extinguishing System	Minimum Fee $76.32
652	City Development	441440	Fire Permits	Number of Sprinkler heads	
653	City Development	441440	Fire Permits	1 to 15	$76.32
654	City Development	441440	Fire Permits	16 to 75	$116.60
655	City Development	441440	Fire Permits	76 to 100	$154.76
656	City Development	441440	Fire Permits	101 to 200	$231.08
657	City Development	441440	Fire Permits	201 to 300	$270.30
658	City Development	441440	Fire Permits	Over 300	$308.46
659	City Development	441440	Fire Permits	Fire Suppression Systems for Cooking Operations	$76.32
660	City Development	441440	Fire Permits	Number of Devices	
661	City Development	441440	Fire Permits	1 to 5	$76.32
662	City Development	441440	Fire Permits	6 to 20	$116.60
663	City Development	441440	Fire Permits	21 to 40	$154.76
664	City Development	441440	Fire Permits	41 to 60	$192.92
665	City Development	441440	Fire Permits	61 to 100	$231.08
666	City Development	441440	Fire Permits	over 100	$270.30
667	City Development	441440	Fire Permits	1 to 3 fire hydrants	$76.32
668	City Development	441440	Fire Permits	3 to 6 fire hydrants	$116.60
669	City Development	441440	Fire Permits	over 6 fire hydrants	$154.76
670	City Development	441130	Bldg Permit	Roofing Permit	$116.60
671	City Development	441140	Bldg Permit	Sidewalk Permit	$76.32
672	City Development	441150	Bldg Permit	Sidewalk Permit- Re-inspection	$64.66
673	City Development	441140	Bldg Permit	Driveway Permit	$76.32
674	City Development	441430	Bldg Permit	Driveway Permit- Re-inspection	$64.66
675	City Development	441020	Bldg Permit	Temporary Certificate of Occupancy	$167.48
676	City Development	441030	Bldg Permit	Demolition Permit	$115.54
677	City Development	441020	Bldg Permit	Temporary Structures (Tents, construction sheds, seat canopies, etc)	Minimum $50.88 ($0.11 per square foot for the total area per month or fraction thereof)
678	City Development	441020	Bldg Permit	Vacant Building Annual Registration-Commercial less than 5000 square feet in area	$159.00
679	City Development	441020	Bldg Permit	Vacant Building Annual Registration-Commercial 5001 square feet to 20,000 square feet in area	$318.00
680	City Development	441020	Bldg Permit	Vacant Building Annual Registration-commercial over 20,001 square feet in area	$477.00
681	City Development	441020	Bldg Permit	Vacant Building commercial and residential fee for registration ownership transfers not requiring a plan review	$79.50
682	City Development	441020	Bldg Permit	Vacant Building Annual Residential Registration Fee	$159.00
683	City Development	441080	Bldg Permit	Mobile Home Placement Permit	$76.32
684	City Development	441020	Bldg Permit	Duplicate Cards or Licenses	$14.84
685	City Development	441240	Business Licenses	Vendor	$48.00
686	City Development	441190	Business Licenses	Tax Exempt Vendor	No fee
687	City Development	441190	Business Licenses	Motel	$230.00
688	City Development	441190	Business Licenses	Hotel	$230.00
689	City Development	441190	Business Licenses	Lodging house	$56.00
690	City Development	441190	Business Licenses	Home occupation (New) -Annual	$72.00
691	City Development	441190	Business Licenses	Home occupation (New) -Bi-Annual	$127.00
692	City Development	441190	Business Licenses	Home occupation-Annual	$55.00
693	City Development	441200	Business Licenses	Home occupation-Bi-Annual Renewal	$110.00
694	City Development	441190	Business Licenses	2nd hand dealers	$152.00
695	City Development	441190	Business Licenses	2nd hand dealers @ additional location	$80.00
696	City Development	441190	Business Licenses	Flea Market Operator License	$630.00
697	City Development	441190	Business Licenses	Renewal Fee for Flea Market Operators License	$505.00
698	City Development	441210	Charitable Solicitations		$48.00
699	City Development	441230	Parades		$60.00
700	City Development	441310	Amplification Fee	4 or more days in advance of event	$15.00
701	City Development	441310	Amplification Fee	3 or less day in advance of event	$30.00
702	City Development	441310	Temporary Event		$60.00
703	City Development	441400	Contractors Registration Fee	Registration Fee	$100.00
704	City Development	441410	Business License	Sign Painting Contractors	$110.00
705	City Development	441410	Business License	Sign Contractor	1 Year $607.00 2 Years $1,214.00
706	City Development	441410	Business License	Sign Installer	$607.00
707	City Development	441410	Business License	Temp. inflatable sign installer	$1,213.00
708	City Development	441410	Business License	Temp inflatable sign installed by property owner	$607.00
709	City Development	441190	Business License	Motor Vehicle Dealers	1 Year $145.00 2 Years $290.00
710	City Development	441190	Licenses	Sexually Oriented Business License	
711	City Development	441190	Licenses	Initial Fee	$667.00

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
712	City Development	441190	Licenses	Renewal Fee	$424.00
713	City Development	441190	Licenses	Sexually Oriented Business Employee	***
714	City Development	441190	Licenses	Initial Fee	$50.00
715	City Development	441190	Licenses	Renewal Fee	$25.00
716	City Development	441240	Development	Paving Cut Permits	$69.00
717	City Development	441490	Development	Construction SWP3 permit fee - 5 Acres sites or larger	$129.32 one time permit fee
718	City Development	441490	Development	Industrial SWP3 permit fee	$129.32 one time permit fee
719	City Development	441490	Development	De-Watering/Discharge to MS4 (Storm water) permit fee	$129.32 one time permit fee
720	City Development	441060	Development	Commercial Sidewalk	$76.32
721	City Development	441060	Development	Commercial Driveway	$76.32
722	City Development	441060	Development	Grading Permit - Subdivisions	***
723	City Development	441060	Development	0-5 acres	$639.18
724	City Development	441060	Development	5.1-10acres	$765.32
725	City Development	441060	Development	10.1-20 acres	$892.50
726	City Development	441060	Development	20.1-30 acres	$1,019.72
727	City Development	441060	Development	30.1-40 acres	$1,149.04
728	City Development	441060	Development	40.1-50 acres	$1,276.24
729	City Development	441060	Development	50.1 + acres	$1,403.44
730	City Development	441060	Development	Borrow / Waste	$546.96
731	City Development	441060	Development	First Extension	36% of grading permit
732	City Development	441060	Development	Second Extension	36% of grading permit
733	City Development	441060	Development	Grading Permit-All other commercial/residential	
734	City Development	441060	Development	0-5 acres	$456.86
735	City Development	441060	Development	5.1-10acres	$546.96
736	City Development	441060	Development	10.1-20 acres	$638.12
737	City Development	441060	Development	20.1-30 acres	$729.28
738	City Development	441060	Development	30.1-40 acres	$820.44
739	City Development	441060	Development	40.1-50 acres	$911.60
740	City Development	441060	Development	50.1 + acres	$1,002.76
741	City Development	441060	Development	Borrow / Waste	$546.96
742	City Development	441060	Development	First Extension	36% of grading permit
743	City Development	441060	Development	Second Extension	36% of grading permit
744	City Development	441060	Development	Mountain Development Association	
745	City Development	441060	Development	Grading Permit - Clearing and Access	***
746	City Development	441060	Development	0-5 acres	$548.02
747	City Development	441060	Development	5-10 acres	$867.08
748	City Development	441060	Development	10-20 acres	$765.32
749	City Development	441060	Development	20-30 acres	$873.44
750	City Development	441060	Development	30-40 acres	$983.68
751	City Development	441060	Development	40-50 acres	$1,092.86
752	City Development	441060	Development	50 + acres	$1,202.04
753	City Development	441060	Development	Grading Permit - Final	***
754	City Development	441060	Development	Grading Permit - Pre-final	***
755	City Development	441060	Development	0-5 acres	$1,092.86
756	City Development	441060	Development	5-10 acres	$1,313.34
757	City Development	441060	Development	10-20 acres	$1,531.70
758	City Development	441060	Development	20-30 acres	$1,750.06
759	City Development	441060	Development	30-40 acres	$1,967.36
760	City Development	441060	Development	40-50 acres	$2,186.78
761	City Development	441060	Development	50 + acres	$2,405.14
762	City Development	441060	Development	Grading Permit - Final	***
763	City Development	441060	Development	0-5 acres	$1,822.14
764	City Development	441060	Development	5-10 acres	$2,186.78
765	City Development	441060	Development	10-20 acres	$2,551.42
766	City Development	441060	Development	20-30 acres	$2,916.06
767	City Development	441060	Development	30-40 acres	$3,278.58
768	City Development	441060	Development	40-50 acres	$3,644.28
769	City Development	441060	Development	50 + acres	$4,008.92
770	City Development	441060	Development	Borrow / Waste	$1,456.44
771	City Development	441060	Development	First Extension	36% of MDA
772	City Development	441060	Development	Second Extension	36% of MDA
773	City Development	441060	Development	Re-inspection fee	$65.66
774	City Development	441070	Development	Credit Access Certificate of Registration	$390.00 every two years
775	City Development	441300	Business Permit	Brewer Permit (B)	1 Year $750.00 2 Years $1,500.00
776	City Development	441300	Business Permit	Non-Resident Brewers Permit (U)	1 Year $750.00 2 Years $1,500.00
777	City Development	441300	Business Permit	Distillers and Rectifiers (D)	1 Year $750.00 2 Years $1,500.00
778	City Development	441300	Business Permit	Winery (G)	1 Year $37.50 2 Years $75.00
779	City Development	441300	Business Permit	Wine Bottlers (Z)	1 Year $112.50 2 Years $225.00
780	City Development	441300	Business Permit	Wholesalers (W)	1 Year $937.50 2 Years $1,875.00
781	City Development	441300	Business Permit	General Class B Wholesalers (X)	1 Year $150.00 2 Years $300.00
782	City Development	441300	Business Permit	Local Class B Wholesaler (LX)	1 Year $37.50 2 Years $75.00

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
783	City Development	441300	Business Permit	Package Store (P)	1 Year $250.00 2 Years $500.00
784	City Development	441300	Business Permit	Wine Only Package Store (Q)	1 Year $37.50 2 Years $75.00
785	City Development	441300	Business Permit	Wine and Beer Retailers (BG)	1 Year $87.50 2 Years $175.00
786	City Development	441300	Business Permit	Wine and Beer Retailers Off-Premise (BQ)	1 Year $30.00 2 Years $60.00
787	City Development	441300	Business Permit	Mixed Beverage (MB)	1 Year $1,500.00 1st Renewal $1,125.00 2nd Renewal $750.00 3rd and > $375.00
788	City Development	441300	Business Permit	Mixed Beverage (MB)	1 Year $3,000.00 1st Renewal $2,250.00 2nd Renewal $1,500.00 3rd and > $750.00
789	City Development	441300	Business Permit	Mixed Beverage Late Hrs. (LB)	1 Year $75.00 2 Years $150.00
790	City Development	441300	Business Permit	Daily Temporary Mixed Beverage (TB)	1 Year $12.50 2 Years $25.00
791	City Development	441300	Business Permit	Caterers (CB)	1 Year $250.00 2 Years $500.00
792	City Development	441300	Business Permit	Private Club Late Hours (NL)	1 Year $375.00 2 Years $750.00
793	City Development	441300	Business Permit	Non-Resident Brewers Sellers (S)	1 Year $75.00 2 Years $150.00
794	City Development	441300	Business Permit	Beverage Cartage (PE)	1 Year $10.00 2 Years $20.00
795	City Development	441300	Business Permit	Bonded Warehouse (J)	1 Year $75.00 2 Years $150.00
796	City Development	441300	Business Permit	Food and Beverage Certificate (FB)	1 Year $50.00 2 Years $100.00
797	City Development	441300	Business Permit	Beer Manufacturer (BA) 1 Year Permit	
798	City Development	441300	Business Permit	a. 1st Establishment	$375.00
799	City Development	441300	Business Permit	b. 2nd Establishment	$750.00
800	City Development	441300	Business Permit	c. 3rd thru 5th Establishments	$2,137.50
801	City Development	441300	Business Permit	d. 5 or more Establishment	$4,200.00
802	City Development	441300	Business Permit	Beer Manufacturer (BA) 2 Year Permit	
803	City Development	441300	Business Permit	a. 1st Establishment	$750.00
804	City Development	441300	Business Permit	b. 2nd Establishment	$1,500.00
805	City Development	441300	Business Permit	c. 3rd thru 5th Establishments	$4,275.00
806	City Development	441300	Business Permit	d. 5 or more Establishment	$8,400.00
807	City Development	441300	Business Permit	General Beer Distributors (BB)	1 Year $150.00 2 Years $300.00
808	City Development	441300	Business Permit	Local Beer Distributors (BD)	1 Year $37.50 2 Years $75.00
809	City Development	441300	Business Permit	Branch Beer Distributors (BC)	1 Year $37.50 2 Years $75.00
810	City Development	441300	Business Permit	Beer Importers (BI)	1 Year $10.00 2 Years $20.00
811	City Development	441300	Business Permit	Beer Importers Carriers (BI)	1 Year $10.00 2 Years $20.00
812	City Development	441300	Business Permit	Beer Retailers On-Premise (BE)	1 Year $75.00 2 Years $150.00
813	City Development	441300	Business Permit	Retail Dealers On-Premise Late Hrs (BL)	1 Year $125.00 2 Years $250.00
814	City Development	441300	Business Permit	Beer Retailers Off-Premise (BF)	1 Year $30.00 2 Years $60.00
815	City Development	441300	Business Permit	Brew Pub (BP)	1 Year $250.00 2 Years $500.00
816	City Development	441300	Business Licenses	Boarding Home Facility Annual Permit	$262.00
817	City Development	441300	Application Fee		$5,000.00
818	Library	443000	Library Fees	Overdue Fines	$0.15/day
819	Library	443000	Library Fees	Lost Adult/YA Hardback	Fair Market Value to Replace Item
820	Library	443000	Library Fees	Lost Adult/YA Trade	Fair Market Value to Replace Item
821	Library	443000	Library Fees	Adult Card/replacement	$2.00
822	Library	443000	Library Fees	Juvenile Card/replacement	$1.00
823	Library	443000	Library Fees	Main Library Auditorium Fee	$75.00
824	Library	443000	Library Fees	Main Library Atrium Fee (Hrly)	$50.00
825	Library	443000	Library Fees	Computer Lab Fee	$75.00 per hour
826	Library	443000	Library Fees	Meeting Room Use Fee: Neighborhood Libraries	$25.00
827	Library	450650	Facility Object Rentals	Chairs	$2.00 Each
828	Library	450650	Facility Object Rentals	Easels	$7.00 Each
829	Library	450650	Facility Object Rentals	Tables	$10.00 Each
830	Library	450650	Facility Object Rentals	Podium/Sound System	$50.00
831	Library	450650	Facility Object Rentals	Projector/Whiteboard	$25.00

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
832	Library	443000	Library Fees	Non-Resident Convenience Fee	$50.00 per year/$25.00 per 6 months
833	Library	443000	Library Fees	Scanning of Photographs (low resolution)	$20.00
834	Library	443000	Library Fees	Scanning of Photographs (high resolution)	$30.00
835	Library	443000	Library Fees	Reproduction of Maps/Architectural Drawings	$15.00 Plus Cost of Professional Outside Reproduction Services
836	Library	443000	Library Fees	Preservation Fee (Applies to all Reproduction Requests)	$1.00
837	Library	443000	Library Fees	Document Delivery Services	$1.00 per page
838	Library	443000	Library Fees	Commercial Use Fee	$10.00
839	Library	443000	Library Fees	Damaged or missing DVD/Music CD Case	$3.00
840	Library	443000	Library Fees	Damaged or Missing Book Cover	$3.00
841	Library	443000	Library Fees	Damaged or Missing Kit Bag	$3.00
842	Library	443000	Library Fees	Damaged or Missing Audiobook Case	$3.00
843	Library	443000	Library Fees	Damaged or Missing Barcode	$3.00
844	Library	443000	Library Fees	Damaged or Missing Spine Label	$3.00
845	Library	443000	Library Fees	Interlibrary Loan Extended Use Fee	$10.00
846	Library	443000	Library Fees	Interlibrary Loan Postage Fee	$3.00 per item
847	Environmental Services	431400	Residential	Base Rate (Residential)	$16.00 per month
848	Environmental Services	431400	Residential	Excess Waste - Administrative Fee	$4.00 for each additional lift of the arm.
849	Environmental Services	431400	Residential	Additional Container (Residential)	$16.00 per month for each additional container, plus service charges
850	Environmental Services	431400	Residential	Senior and Disabled Citizens Discount	20% reduction of Base Rate
851	Environmental Services	431400	Commercial	Base Rate (Commercial)	$26.00 per month for once a week collection per container.
852	Environmental Services	431400	Commercial	Additional Container (Commercial)	$26.00 per month for each additional container.
853	Environmental Services	431400	Residential	Side door Collection	$16.00 per month
854	Environmental Services	431400	Residential	Residential Refuse Collection w/ reduced size container	$16.00 per month
855	Environmental Services	431400	Residential	Res Refuse Collection w/ reduced size container & Discount	20% reduction of Base Rate
856	Environmental Services	431400	Residential	Res Refuse Collection trip charge on empty container	No charge 1st occurrence, $10 each subsequent occurrence
857	Environmental Services	431450	Other	Special Collection Service (Residential)	$35.00 up to 5 cubic yards. $7.00 for each additional cubic yard.
858	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.
859	Environmental Services	431450	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.
860	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.
861	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.
862	Environmental Services	450660	General	Interest on unpaid balances	10% per year (.83% of invoiced amount per month)
863	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
864	Environmental Services	431400	Permits	Replacement Decal	$10.00 each

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
865	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.
866	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.
867	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
868	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.
869	Environmental Services	45065	Disposal	Landfill Fee (Brush Waste, Uncontaminated)	$26.00 per ton, prorated, with a minimum fee of $10.00.
870	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.
871	Environmental Services	431420	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.
872	Environmental Services	431410	Disposal	Billing Fee for Landfill Charge Accounts	$25.00 per month
873	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.
874	Environmental Services	431410	Disposal	Prohibited Waste	$25.00 surcharge plus applicable disposal and administrative costs.
875	Environmental Services	431410	Disposal	Transfer Fee	$30.00 per ton, prorated, with a minimum fee of $20.00
876	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.
877	Environmental Services	443060	Disposal	Sale of Safety Vest	$10.00 each
878	Environmental Services	443060	Disposal	RFID (Automated Scale) Tag	$25.00 each
879	Environmental Services	431400	Other	Container (96 gallon) Replacement Fee	$50 per Container

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
880	Environmental Services	431400	Other	Container (64gallon) Replacement Fee	$50 per Container
881	Environmental Services	431400	Other	Service Charge (delivery or removal of container)	$25.00 per Event
882	Environmental Services	443430	Other	Missed Collection Fee	$10.00 for pick up
883	Environmental Services	450650	Shopping Cart Recovery	Shopping Cart Recovery Fee	$50.00 per Cart impounded by City
884	Environmental Services	450650	Construction or Demolition	Manifest Fee	$5.00 per manifest; No fee for City -funded projects
885	Environmental Services	443580	Services	Environmental Services Fee (Residential)	$5.00 per Residential Living Unit
886	Environmental Services	443580	Services	Environmental Services Fee (Commercial)	$15.00 per Commercial Establishment
887	Environmental Services		**Environmental General-Facilities**		
888	Environmental Services	441190	Annual License Fee	Public Swimming Pool-Annual	$275.00
889	Environmental Services	441190	Bi-Annual License Fee	Public Swimming Pool-Bi-Annual	$550.00
890	Environmental Services	441190	Annual License Fee	Spas-annual	$175.00
891	Environmental Services	441190	Bi-Annual License Fee	Spas-bi-annual	$350.00
892	Environmental Services	441430	Re-Inspection Fee	Public Swimming Pool Or Public Spa Fee Per Inspection	$175.00
893	Environmental Services	441430	Water Sampling Fee	Water Sampling of Public Swimming Pools and Public Spas	$100 plus lab fees
894	Environmental Services	441190	Temporary License	Above Ground Public Pool (Per Pool)	$125.00
895	Environmental Services	441190	Temporary License	Above Ground Spa (Per Spa)	$125.00
896	Environmental Services	441500	Studio Registration Fee	Tattoo and Body Art - Biennial	2 Year $390.00 Per month $16.25
897	Environmental Services	441500	Artist License Fee	Tattoo and Body Art - Annual	$65.00
898	Environmental Services	441190	Annual License Fee	Trailer Court Annual	$275.00
899	Environmental Services	441190	Re-Inspection Fee	Trailer Court	$175.00
900	Environmental Services	441190	Annual License Fee	Laundries - Annual	$175.00
901	Environmental Services	441190	Bi-Annual License Fee	Laundries - Bi-Annual	$350.00
902	Environmental Services	441190	Re-Inspection Fee	Laundries	$125.00
903	Environmental Services		**Animal Services**		
904	Environmental Services	431390	Adoption Fee		Each adoption from no charge to $110.00
905	Environmental Services	441320	Keeping Horses And Cattle-Permit Required-Application-Fee-Term-Suspension Or Revocation	Permit Yearly Renewal	$60.00
906	Environmental Services	441320	Keeping Horses And Cattle-Permit Required-Application-Fee-Term-Suspension Or Revocation	Amending Permit	$10.00
907	Environmental Services	441320	Other Animals-Restrictions-Permit Requirements	Permit Yearly Renewal	$35.00
908	Environmental Services	441320	Microchip Fees	Initial Issuance	$15.00
909	Environmental Services	441320	Tick Bath	Tick Bath	$10.00
910	Environmental Services	441320	Disposal of Dead Animals	Disposal of dead animals brought to shelter	$16.00
911	Environmental Services	441320	Euthanasia of Animals	Euthanasia of animals	$25.00
912	Environmental Services	441320	Boarding Kennel Permit	Boarding kennel permit	$100.00
913	Environmental Services	441320	Delivery of Animals	Pick up or Delivery of animals	$45.00
914	Environmental Services	441320	Other Animals-Restrictions-Permit Requirements	Amending Permit	$5.00
915	Environmental Services	441320	Buying And Selling	Shows And Exhibition	$100.00
916	Environmental Services	441320	Buying And Selling	Grooming	$110.00
917	Environmental Services	441320	Buying And Selling	Kennel	$100.00

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
918	Environmental Services	441320	Buying And Selling	Animal Establishment	$200.00
919	Environmental Services	441320	Registration	APPLICATION INITIAL ISSUANCE OR RENEWAL	$10.00
920	Environmental Services	441320	Registration	Replacement Registration and/or Tag	$5.00 - Altered Pets $15.00 - Intact pets
921	Environmental Services	441320	Registration	Registration Transfer	$10.00
922	Environmental	431280	Fees-Impoundment	Class A: Dog, Cat Each	$45.00
923	Environmental Services	431280	Fees-Impoundment	Class B: Goats, Sheep, Lambs, Pigs, Sows, Shoats, Calves, Foals And Animals Of The Same Approximate Size And Weight, Each Animal	$50.00
924	Environmental Services	431280	Fees-Impoundment	Class C: Horses, Ponies, Mules And Animals Of Same Size And Weight, Each Animal	$85.00
925	Environmental Services	431280	Fees-Impoundment	CLASS D: EXOTIC ANIMALS: REQUIRING CAPTURE BY DIVISION PERSONNEL	$50.00
926	Environmental Services	431280	Fees-Impoundment	Class D: Exotic Animals, Already Contained	$45.00
927	Environmental Services	431280	Fees-Impoundment	Additional fee, multiple redemption of unaltered dog or cat	$10.00
928	Environmental Services	431280	Handling Fee	Daily Fee Class A	$10.00
929	Environmental Services	431280	Handling Fee	Daily Fee Class B	$15.00
930	Environmental Services	431280	Handling Fee	Daily Fee Class C	$15.00
931	Environmental Services	431280	Handling Fee	Daily Fee Class D	$15.00
932	Environmental Services	431280	Cat And Dog Traps Pick-Up Or Drop-Off	Fee Per Address Delivery	$15.00
933	Environmental Services	441320	Animal Litter Permit	Per litter	$75.00
934	Environmental Services	441320	Breeding	Breeder's Permit	$100.00
935	Environmental Services	441320	Services	Vet Assessment	$50.00 per animal per assessment
936	Environmental Services	441320	Registration	Dangerous Dog Registration	$60.00
937	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**
938	Parks and Recreation		**Armijo Recreation Center**		
939	Parks and Recreation	450200	Gym Full Court (per hour)		$35 / $28 / $140 / $44
940	Parks and Recreation	450200	Gym Half Court (per hour)		$18 / $14 / $72 / $23
941	Parks and Recreation	450200	Gym Full Court (per hour)-Prime		$45 / $36 / $180 / $56
942	Parks and Recreation	450200	Gym Half Court (per hour)-Prime		$23 / $18 / $92 / $29
943	Parks and Recreation	450200	Lower Multipurpose Room 1		$112 / $90 / $448 / $140
944	Parks and Recreation	450200	Multipurpose Room 2		$30 / $24 / $120 / $38
945	Parks and Recreation	450200	Classroom 1/Eagle		$26 / $21 / $104 / $32
946	Parks and Recreation	450200	Classroom 2		$36 / $29 / $144 / $45
947	Parks and Recreation	440040	Boxing Room (per month) (+)		$15.00/$10.00
948	Parks and Recreation	440040	Boxing Room (per day) (+)		$2.00/$1.00
949	Parks and Recreation	450200	Boxing Room		$36 / $29 / $143 / $45
950	Parks and Recreation	440040	Weight Room (per month) (+)		$10.00
951	Parks and Recreation	440040	Weight Room (per day) (+)		$3.00
952	Parks and Recreation	450200	Kitchen (per event)		$30.00
953	Parks and Recreation		**Carolina Recreation Center**		
954	Parks and Recreation	450200	Gym Full Court (per hour)		$35 / $28 / $140 / $44
955	Parks and Recreation	450200	Gym Half Court (per hour)		$18 / $14 / $72 / $23
956	Parks and Recreation	450200	Gym Full Court (per hour)-Prime		$45 / $36 / $180 / $56
957	Parks and Recreation	450200	Gym Half Court (per hour)-Prime		$23 / $18 / $92 / $29
958	Parks and Recreation	450200	Classroom 1		$9 / $7 / $36 / $11
959	Parks and Recreation	450200	Classroom 2		$18 / $14 / $72 / $22
960	Parks and Recreation	450200	Classroom A		$17 / $14 / $68 / $21
961	Parks and Recreation	450200	Classroom B		$17 / $14 / $68 / $21
962	Parks and Recreation	450200	Dance Studio		$47 / $38 / $188 / $59
963	Parks and Recreation	440040	Boxing Room (per month) (+)		$15.00/$10.00
964	Parks and Recreation	440040	Boxing Room (per day) (+)		$2.00/$1.00
965	Parks and Recreation	450200	Boxing Room		$69 / $55 / $276 / $86
966	Parks and Recreation	440040	Weight Room (per month) (+)		$10.00

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
967	Parks and Recreation	440040	Weight Room (per day) (+)		$3.00
968	Parks and Recreation	450200	Kitchen (per event)		$30.00
969	Parks and Recreation		**Chihuahuita Neighborhood**		
970	Parks and Recreation	450200	Multipurpose Room		$29 / $23 / $116 / $36
971	Parks and Recreation	450200	Classroom 1		$5 / $4 / $20 / $6
972	Parks and Recreation	450040	Weight Room (per month) (+)		$6.00
973	Parks and Recreation	440040	Weight Room (per month) (+)		$3.00
974	Parks and Recreation	450200	Kitchen (per event)		$30.00
975	Parks and Recreation		**Don Haskins Recreation Center**		
976	Parks and Recreation	450200	Gym Full Court (per hour)		$45 / $36 / $180 / $56
977	Parks and Recreation	450200	Gym Half Court (per hour)		$23 / $18 / $92 / $29
978	Parks and Recreation	450200	Gym Full Court (per hour)-Prime		$55 / $44 / $220 / $69
979	Parks and Recreation	450200	Gym Half Court (per hour)-Prime		$28 / $22 / $112 / $35
980	Parks and Recreation	450200	Auxiliary Gym (per hour)		$25 / $20 / $100 / $31
981	Parks and Recreation	450200	Auxiliary Gym Half Court (per		$13 / $10 / $52 / $16
982	Parks and Recreation	450200	Auxiliary Gym (per hour)-Prime		$35 / $28 / $140 / $44
983	Parks and Recreation	450200	Auxiliary Gym Half Court (per		$17 / $14 / $68 / $21
984	Parks and Recreation	450200	Classroom 1		$10 / $8 / $40 / $12
985	Parks and Recreation	440040	Weight Room (per month) (+)		$18.00
986	Parks and Recreation	440040	Weight Room (per day) (+)		$4.00
987	Parks and Recreation	450200	Kitchen (per event)		$30.00
988	Parks and Recreation		**Galatzan Recreation Center**		
989	Parks and Recreation	450200	Gym Full Court (per hour)		$35 / $28 / $140 / $44
990	Parks and Recreation	450200	Gym Half Court (per hour)		$18 / $14 / $72 / $23
991	Parks and Recreation	450200	Gym Full Court (per hour)-Prime		$45 / $36 / $180 / $56
992	Parks and Recreation	450200	Gym Half Court (per hour)-Prime		$23 / $18 / $92 / $29
993	Parks and Recreation	450200	Auxiliary Gym (per hour)		$15 / $12 / $60 / $19
994	Parks and Recreation	450200	Auxiliary Gym Half Court (per		$7 / $6 / $28 / $9
995	Parks and Recreation	450200	Auxiliary Gym (per hour)-Prime		$25 / $20 / $100 / $31
996	Parks and Recreation	450200	Auxiliary Gym Half Court (per hour)-Prime Time		$13 / $10 / $52 / $16
997	Parks and Recreation	450200	Multipurpose Room		$55 / $44 / $220 / $69
998	Parks and Recreation	450200	Classroom 1		$13 / $10 / $52 / $16
999	Parks and Recreation	450200	Dance Studio		$16 / $13 / $64 / $20
1000	Parks and Recreation	440040	Weight Room (per month) (+)		$10.00
1001	Parks and Recreation	440040	Weight Room (per day) (+)		$3.00
1002	Parks and Recreation		**Gary del Palacio Recreation**		
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		$55 / $44 / $220 / $69
1006	Parks and Recreation	450200	Gym Half Court (per hour)-Prime		$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		$13 / $10 / $52 / $16
1009	Parks and Recreation	450200	Auxiliary Gym (per hour)-Prime		$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	Multipurpose Room		$37 / $30 / $148 / $46
1012	Parks and Recreation	450200	Dance Studio		$23 / $18 / $92 / $29
1013	Parks and Recreation	440040	Racquetball Court (per month)(+)		$15.00/$10.00
1014	Parks and Recreation	440040	Racquetball Court (per hour)(+)		$2.00/$1.00
1015	Parks and Recreation	440040	Weight Room (per month) (+)		$18.00
1016	Parks and Recreation	440040	Weight Room (per day) (+)		$4.00
1017	Parks and Recreation	440040	Kitchen (per event)		$30.00
1018	Parks and Recreation		**Leona Ford Washington Recreation Center**		
1019	Parks and Recreation	450200	Gym Full Court (per hour)		$15 / $12 / $60 / $19
1020	Parks and Recreation	450200	Gym Half Court (per hour)		$7 / $6 / $28 / $9
1021	Parks and Recreation	450200	Gym Full Court (per hour)-Prime		$25 / $20 / $100 / $31
1022	Parks and Recreation	450200	Gym Half Court (per hour)-Prime		$13 / $10 / $52 / $16
1023	Parks and Recreation	450200	Multipurpose Room-Hall		$49 / $39 / $196 / $61
1024	Parks and Recreation	450200	Classroom 2		$44 / $35 / $176 / $55
1025	Parks and Recreation	440040	Weight Room (per month) (+)		$10.00
1026	Parks and Recreation	440040	Weight Room (per day) (+)		$3.00
1027	Parks and Recreation	450200	Kitchen (per event)		$30.00
1028	Parks and Recreation		**Marty Robbins Recreation**		
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		$55 / $44 / $220 / $69

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
1032	Parks and Recreation	450200	Gym Half Court (per hour)-Prime		$28 / $22 / $112 / $35
1033	Parks and Recreation	450200	Multi Purpose Room		$37 / $30 / $148 / $46
1034	Parks and Recreation	450200	Dance Studio		$19 / $15 / $76 / $24
1035	Parks and Recreation	440040	Weight Room (per month) (+)		$18.00
1036	Parks and Recreation	440040	Weight Room (per day) (+)		$4.00
1037	Parks and Recreation	450200	Kitchen (per event)		$30.00
1038	Parks and Recreation		**Multipurpose Recreation Center**		
1039	Parks and Recreation	450200	Gym Full Court (per hour)		$45 / $36 / $180 / $56
1040	Parks and Recreation	450200	Gym Half Court (per hour)		$23 / $18 / $92 / $29
1041	Parks and Recreation	450200	Gym Full Court (per hour)-Prime		$55 / $44 / $220 / $69
1042	Parks and Recreation	450200	Gym Half Court (per hour)-Prime		$28 / $22 / $112 / $35
1043	Parks and Recreation	450200	Multipurpose Room		$99 / $79 / $396 / $124
1044	Parks and Recreation	450200	Dance Studio		$22 / $18 / $88 / $27
1045	Parks and Recreation	450200	Patio	Available for rental in conjunction with room rental	$50 / $40 / $200 / $63
1046	Parks and Recreation	440040	Weight Room (per month) (+)		$10.00
1047	Parks and Recreation	440040	Weight Room (per day) (+)		$3.00
1048	Parks and Recreation	440040	Kitchen (per event)		$30.00
1049	Parks and Recreation		**Nolan Richardson Recreation Center**		
1050	Parks and Recreation	450200	Gym Full Court (per hour)		$35 / $28 / $140 / $44
1051	Parks and Recreation	450200	Gym Half Court (per hour)		$18 / $14 / $72 / $23
1052	Parks and Recreation	450200	Gym Full Court (per hour)-Prime		$45 / $36 / $180 / $56
1053	Parks and Recreation	450200	Gym Half Court (per hour)-Prime		$23 / $18 / $92 / $29
1054	Parks and Recreation	450200	Multipurpose Room		$35 / $28 / $140 / $44
1055	Parks and Recreation	450200	Classroom 1		$10 / $8 / $40 / $12
1056	Parks and Recreation	450200	Classroom 2		$10 / $8 / $40 / $12
1057	Parks and Recreation	450200	Classroom 3		$10 / $8 / $40 / $12
1058	Parks and Recreation	450200	Classroom 4		$10 / $8 / $40 / $12
1059	Parks and Recreation	450200	Patio	Available for rental in conjunction with room rental	$50 / $40 / $200 / $63
1060	Parks and Recreation	440040	Weight Room (per month) (+)		$10.00
1061	Parks and Recreation	440040	Weight Room (per day) (+)		$3.00
1062	Parks and Recreation	450200	Kitchen (per event)		$30.00
1063	Parks and Recreation		**Pat O'Rourke Recreation Center**		
1064	Parks and Recreation	450200	Gym Full Court (per hour)		$35 / $28 / $140 / $44
1065	Parks and Recreation	450200	Gym Half Court (pre hour)		$18 / $14 / $72 / $23
1066	Parks and Recreation	450200	Gym Full Court (per day) prime		$45 / $36 / $180 / $56
1067	Parks and Recreation	450200	Gym Half Court (per day) prime		$23 / $18 / $92 / $29
1068	Parks and Recreation	450200	Multi Purpose Room 1		$48 / $38 / $192 / $60
1069	Parks and Recreation	450200	Multi Purpose Room 2A		$19 / $15 / $76 / $24
1070	Parks and Recreation	450200	Multi Purpose Room 2B		$18 / $14 / $72 / $22
1071	Parks and Recreation	450200	Multi Purpose Room 2C		$18 / $14 / $72 / $22
1072	Parks and Recreation	450200	Multi Purpose Room 2A and 2B		$37 / $30 / $148 / $46
1073	Parks and Recreation	450200	Multi Purpose Room 2B and 2C		$36 / $29 / $144 / $45
1074	Parks and Recreation	450200	Multi Purpose Room 2A, 2B, 2C		$55 / $44 / $220 / $69
1075	Parks and Recreation	450200	Multi Purpose Room		$25 / $20 / $100 / $31
1076	Parks and Recreation	450200	Activity Room		$13 / $10 / $52 / $16
1077	Parks and Recreation	450200	Dance Studio		$59 / $47 / $236 / $74
1078	Parks and Recreation	450200	Courtyard		$29 / $23 / $116 / $36
1079	Parks and Recreation	440040	Weight Room (per month) (+)		$18.00
1080	Parks and Recreation	440040	Weight Room (per day) (+)		$4.00
1081	Parks and Recreation		**Pavo Real Recreation Center**		
1082	Parks and Recreation	450200	Gym Full Court (per hour)		$35 / $28 / $140 / $44
1083	Parks and Recreation	450200	Gym Half Court (per hour)		$18 / $14 / $72 / $23
1084	Parks and Recreation	450200	Gym Full Court (per hour)-Prime		$45 / $36 / $180 / $56
1085	Parks and Recreation	450200	Gym Half Court (per hour)-Prime		$23 / $18 / $92 / $29
1086	Parks and Recreation	450200	Auxiliary Gym (per hour)		$15 / $12 / $60 / $19
1087	Parks and Recreation	450200	Auxiliary Gym Half Court (per		$7 / $6 / $28 / $9
1088	Parks and Recreation	450200	Auxiliary Gym (per hour)-Prime		$25 / $20 / $100 / $31
1089	Parks and Recreation	450200	Auxiliary Gym (per hour)-Prime		$13 / $10 / $52 / $16
1090	Parks and Recreation	450200	Classroom 1		$10 / $8 / $40 / $12
1091	Parks and Recreation	450200	Classroom 2		$10 / $8 / $40 / $12
1092	Parks and Recreation	450200	Classroom 3		$10 / $8 / $40 / $12
1093	Parks and Recreation	450200	Classroom 4		$18 / $14 / $72 / $22
1094	Parks and Recreation	450200	Dance Studio		$58 / $46 / $232 / $72
1095	Parks and Recreation	450200	Patio	Available for rental in conjunction with room rental	$50 / $40 / $200 / $63
1096	Parks and Recreation	440040	Boxing Room (per month) (+)		$15.00/$10.00
1097	Parks and Recreation	440040	Boxing Room (per day) (+)		$2.00/$1.00

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
1098	Parks and Recreation	450200	Boxing Room		$69 / $55 / $276 / $86
1099	Parks and Recreation	440040	Racquetball Court (per month)(+)		$15.00/$10.00
1100	Parks and Recreation	440040	Racquetball Court (per hour)(+)		$2.00/$1.00
1101	Parks and Recreation	440040	Weight Room (per month) (+)		$18.00
1102	Parks and Recreation	440040	Weight Room (per hour) (+)		$4.00
1103	Parks and Recreation	450200	Kitchen (per event)		$30.00
1104	Parks and Recreation		**Rae Gilmore Recreation Center**		
1105	Parks and Recreation	450200	Multipurpose Room		$48 / $38 / $192 / $60
1106	Parks and Recreation	450200	Classroom 2		$8 / $6 / $32 / $10
1107	Parks and Recreation	450200	Classroom 3		$8 / $6 / $32 / $10
1108	Parks and Recreation	450200	Patio	Available for rental in conjunction with room rental	$50 / $40 / $200 / $63
1109	Parks and Recreation	440040	Weight Room (per month) (+)		$6.00
1110	Parks and Recreation	440040	Weight Room (per hour) (+)		$3.00
1111	Parks and Recreation	450200	Kitchen (per event)		$30.00
1112	Parks and Recreation		**San Juan Recreation Center**		
1113	Parks and Recreation	450200	Gym Full Court (per hour)		$35 / $28 / $140 / $44
1114	Parks and Recreation	450200	Gym Half Court (per hour)		$18 / $14 / $72 / $23
1115	Parks and Recreation	450200	Gym Full Court (per hour)-Prime		$45 / $36 / $180 / $56
1116	Parks and Recreation	450200	Gym Half Court (per hour)-Prime		$23 / $18 / $92 / $29
1117	Parks and Recreation	450200	Multipurpose Room		$22 / $18 / $88 / $27
1118	Parks and Recreation	450200	Classroom 1		$10 / $8 / $40 / $12
1119	Parks and Recreation	440040	Weight Room (per month) (+)		$10.00
1120	Parks and Recreation	440040	Weight Room (per day) (+)		$3.00
1121	Parks and Recreation	440040	Boxing Room (per month) (+)		$15.00/$10.00
1122	Parks and Recreation	440040	Boxing Room (per day) (+)		$2.00/$1.00
1123	Parks and Recreation	450200	Boxing Room		$69 / $55 / $276 / $86
1124	Parks and Recreation	450200	Kitchen (per event)		$30.00
1125	Parks and Recreation		**Seville Recreation Center**		
1126	Parks and Recreation	450200	Gym Full Court (per hour)		$15 / $12 / $60 / $19
1127	Parks and Recreation	450200	Gym Half Court (per hour)		$7 / $6 / $28 / $9
1128	Parks and Recreation	450200	Gym Full Court (per hour)-Prime		$25 / $20 / $100 / $31
1129	Parks and Recreation	450200	Gym Half Court (per hour)-Prime		$13 / $10 / $52 / $16
1130	Parks and Recreation	450200	Multipurpose Room		$10 / $8 / $40 / $12
1131	Parks and Recreation	450200	Classroom 2		$4 / $3 / $16 / $5
1132	Parks and Recreation	450040	Weight Room (per month) (+)		$6.00
1133	Parks and Recreation	450040	Weight Room (per day) (+)		$3.00
1134	Parks and Recreation	450200	Kitchen (per event)		$30.00
1135	Parks and Recreation		**Veterans Recreation Center**		
1136	Parks and Recreation	450200	Gym Full Court (per hour)		$35 / $28 / $140 / $44
1137	Parks and Recreation	450200	Gym Half Court (per hour)		$18 / $14 / $72 / $23
1138	Parks and Recreation	450200	Gym Full Court (per hour)-Prime		$45 / $36 / $180 / $56
1139	Parks and Recreation	450200	Gym Half Court (per hour)-Prime		$23 / $18 / $92 / $29
1140	Parks and Recreation	450200	Auxiliary Gym (per hour)		$15 / $12 / $60 / $19
1141	Parks and Recreation	450200	Auxiliary Gym Half Court (per		$7 / $6 / $28 / $9
1142	Parks and Recreation	450200	Auxiliary Gym (per hour)-Prime		$25 / $20 / $100 / $31
1143	Parks and Recreation	450200	Auxiliary Gym half court (per		$13 / $10 / $52 / $16
1144	Parks and Recreation	450200	Classroom 5		$15 / $12 / $60 / $19
1145	Parks and Recreation	450200	Classroom 6		$10 / $8 / $40 / $12
1146	Parks and Recreation	440040	Weight Room (per month) (+)		$18.00
1147	Parks and Recreation	440040	Weight Room (per day) (+)		$4.00
1148	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.
1149	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.

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
1150	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.
1151	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.
1152	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**
1153	Parks and Recreation		**Eastside Senior Center**		
1154	Parks and Recreation	450200	Multipurpose Room		$66 / $53 / $264 / $82
1155	Parks and Recreation	450200	Classroom 1		$9 / $7 / $36 / $11
1156	Parks and Recreation	450200	Classroom 2		$17 / $14 / $68 / $21
1157	Parks and Recreation	450200	Arts and Crafts Room		$15 / $12 / $60 / $19
1158	Parks and Recreation	450200	Patio	Available for rental in conjunction with room rental	$50 / $40 / $200 / $63
1159	Parks and Recreation	440040	Billiard Room (per year)		$30.00
1160	Parks and Recreation	440040	Billiard Room (per month) (+)		$10.00
1161	Parks and Recreation	440040	Billiard Room (per day) (+)		$2.00
1162	Parks and Recreation	440040	Weight Room (per month) (+)		$6.00
1163	Parks and Recreation	440040	Weight Room (per day) (+)		$3.00
1164	Parks and Recreation	450200	Kitchen (per event)		$30.00
1165	Parks and Recreation		**Father Martinez Senior Center**		
1166	Parks and Recreation	450200	Multipurpose Room		$122 / $98 / $488 / $152
1167	Parks and Recreation	450200	Classroom 1		$9 / $7 / $36 / $11
1168	Parks and Recreation	450200	Classroom 2		$12 / $10 / $48 / $15
1169	Parks and Recreation	450200	Arts and Crafts Room		$19 / $15 / $75 / $24
1170	Parks and Recreation	450200	Dance Studio		$18 / $14 / $72 / $22
1171	Parks and Recreation	440040	Billiard Rooms #1 and #2 (per		$30.00
1172	Parks and Recreation	440040	Billiard Rooms #1 and #2 (per month) (+)		$10.00
1173	Parks and Recreation	440040	Billiard Rooms #1 and #2 (per		$2.00
1174	Parks and Recreation	440040	Weight Room (per month) (+)		$6.00
1175	Parks and Recreation	440040	Weight Room (per day) (+)		$3.00
1176	Parks and Recreation	450200	Kitchen (per event)		$30.00
1177	Parks and Recreation		**Grandview Senior Center**		
1178	Parks and Recreation	450200	Multipurpose Room		$71 / $57 / $284 / $89
1179	Parks and Recreation	450200	Classroom 1		$16 / $13 / $64 / $20
1180	Parks and Recreation	450200	Classroom 2		$12 / $10 / $48 / $15
1181	Parks and Recreation	450200	Classroom 3		$8 / $6 / $32 / $10
1182	Parks and Recreation	450200	Classroom 4		$9 / $7 / $36 / $11
1183	Parks and Recreation	440040	Billiard Room (per year)		$30.00
1184	Parks and Recreation	440040	Billiard Room (per month) (+)		$10.00
1185	Parks and Recreation	440040	Billiard Room (per day) (+)		$2.00
1186	Parks and Recreation	450200	Kitchen (per event)		$30.00
1187	Parks and Recreation		**Happiness Senior Center**		
1188	Parks and Recreation	450200	Multipurpose Room		$79 / $63 / $316 / $99
1189	Parks and Recreation	450200	Classroom 1		$11 / $9 / $44 / $14
1190	Parks and Recreation	450200	Classroom 2		$10 / $8 / $40 / $13
1191	Parks and Recreation	440040	Billiard Room (per year) (+)		$30.00
1192	Parks and Recreation	440040	Billiard Room (per month) (+)		$10.00
1193	Parks and Recreation	440040	Billiard Room (per day) (+)		$2.00
1194	Parks and Recreation		**Hilos de Plata Senior Center**		
1195	Parks and Recreation	450200	Multipurpose Room		$122 / $98 / $488 / $152
1196	Parks and Recreation	450200	Classroom 1		$14 / $11 / $56 / $17
1197	Parks and Recreation	450200	Classroom 2		$14 / $11 / $56 / $17

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
1198	Parks and Recreation	450200	Arts and Crafts Room		$19 / $15 / $76 / $24
1199	Parks and Recreation	440040	Billiard Room (per year)		$30.00
1200	Parks and Recreation	440040	Billiard Room (per month) (+)		$10.00
1201	Parks and Recreation	440040	Billiard Room (per day) (+)		$2.00
1202	Parks and Recreation	440040	Weight Room (per month) (+)		$10.00
1203	Parks and Recreation	440040	Weight Room (per day) (+)		$3.00
1204	Parks and Recreation	450200	Kitchen (per event)		$30.00
1205	Parks and Recreation		**Memorial Senior Center**		
1206	Parks and Recreation	450200	Multipurpose Room		$57 / $46 / $228 / $71
1207	Parks and Recreation	450200	Classroom 1		$15 / $12 / $60 / $19
1208	Parks and Recreation	450200	Classroom 2		$6 / $5 / $24 / $7
1209	Parks and Recreation	450200	Arts and Crafts Room		$21 / $17 / $84 / $26
1210	Parks and Recreation	440040	Billiard Room (per year)		$30.00
1211	Parks and Recreation	440040	Billiard Room (per month) (+)		$10.00
1212	Parks and Recreation	440040	Billiard Room (per day) (+)		$2.00
1213	Parks and Recreation	450200	Kitchen (per event)		$30.00
1214	Parks and Recreation		**Polly Harris Senior Center**		
1215	Parks and Recreation	450200	Multipurpose Room		$71 / $57 / $284 / $89
1216	Parks and Recreation	450200	Classroom 1		$15 / $12 / $60 / $19
1217	Parks and Recreation	450200	Arts and Crafts Room		$14 / $11 / $56 / $17
1218	Parks and Recreation	440040	Billiard Room (per year)		$30.00
1219	Parks and Recreation	440040	Billiard Room (per month) (+)		$10.00
1220	Parks and Recreation	440040	Billiard Room (per day) (+)		$2.00
1221	Parks and Recreation	450200	Kitchen (per event)		$30.00
1222	Parks and Recreation		**San Juan Senior Center**		
1223	Parks and Recreation	450200	Multipurpose Room		$77 / $62 / $308 / $96
1224	Parks and Recreation	450200	Dance Studio		$24 / $19 / $96 / $30
1225	Parks and Recreation	450200	Classroom 1		$4 / $3 / $16 / $5
1226	Parks and Recreation	450200	Placita		$50 / $40 / $200 / $63
1227	Parks and Recreation	440040	Billiard Room (per year)		$30.00
1228	Parks and Recreation	440040	Billiard Room (per month) (+)		$10.00
1229	Parks and Recreation	440040	Billiard Room (per day) (+)		$2.00
1230	Parks and Recreation	450200	Kitchen (per event)		$30.00
1231	Parks and Recreation		**South El Paso Senior Center**		
1232	Parks and Recreation	450200	Multipurpose Room		$128 / $102 / $512 / $160
1233	Parks and Recreation	450200	Classroom 1		$7 / $6 / $28 / $9
1234	Parks and Recreation	450200	Classroom 2		$23 / $18 / $92 / $29
1235	Parks and Recreation	450200	Classroom 3		$18 / $14 / $72 / $22
1236	Parks and Recreation	450200	Classroom 4		$18 / $14 / $72 / $22
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		**Wellington Chew Senior Center**		
1241	Parks and Recreation	450200	Multipurpose Room		$115 / $92 / $460 / $144
1242	Parks and Recreation	450200	Classroom 1		$14 / $11 / $56 / $17
1243	Parks and Recreation	450200	Classroom 2		$10 / $8 / $40 / $12
1244	Parks and Recreation	450200	Classroom 3		$18 / $14 / $72 / $22
1245	Parks and Recreation	450200	Classroom 4		$4 / $3 / $16 / $5
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	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.
1250	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.

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
1251	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.
1252	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.
1253	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
1254	Parks and Recreation	450200	Per hour		$40 / $32 / $160 / $50
1255	Parks and Recreation	450200	All day		$240 / $192 / $960 / $300
1256	Parks and Recreation	450200	Per hour - Prime time		$55 / $44 / $220 / $69
1257	Parks and Recreation	450200	All day - Prime time		$330 / $264 / $1,320 / $412
1258	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**
1259	Parks and Recreation	450200	Per hour		$35 / $28 / $140 / $44
1260	Parks and Recreation	450200	All day		$210 / $168 / $840 / $262
1261	Parks and Recreation	450200	Per hour - Prime time		$45 / $36 / $180 / $56
1262	Parks and Recreation	450200	All day - Prime time		$300 / $240 / $1,200 / $375
1263	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**
1264	Parks and Recreation	450200	Per hour		$15 / $12 / $60 / $19
1265	Parks and Recreation	450200	All day		$90 / $72 / $360 / $113
1266	Parks and Recreation	450200	Per hour - Prime time		$20 / $16 / $80 / $25
1267	Parks and Recreation	450200	All day - Prime time		$120 / $96 / $480 / $150
1268	Parks and Recreation		***Plazas: Union Plaza, San Jacinto Plaza, Cleveland Square Plaza***		**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**
1269	Parks and Recreation	450200	Per hour Stage with electricity		$30 / $24 / $120 / $37
1270	Parks and Recreation	450200	All day Stage with electricity		$180 / $144 / $720 / $225
1271	Parks and Recreation	450200	Per hour Stage without electricity		$10 / $8 / $40 / $12
1272	Parks and Recreation	450200	All day Stage without electricity		$60 / $48 / $240 / $75
1273	Parks and Recreation	450200	Per hour - Prime time - Stage with electricity		$35 / $28 / $140 / $44
1274	Parks and Recreation	450200	All day - Prime time - Stage with electricity		$210 / $168 / $840 / $262
1275	Parks and Recreation	450200	Per hour - Prime time - Stage w/o electricity		$20 / $16 / $80 / $25
1276	Parks and Recreation	450200	All day - Prime time - Stage w/o electricity		$120 / $96 / $480 / $150
1277	Parks and Recreation	450200	Additional electrical (Union Plaza only) (per event)		$80.00

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DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
1278	Parks and Recreation		***Rose Garden Wedding 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**
1279	Parks and Recreation	450200	Per hour		$35 / $28 / $140 / $44
1280	Parks and Recreation	450200	Per hour - Prime time		$45 / $36 / $180 / $56
1281	Parks and Recreation		***Park Grounds***		Flat Rate
1282	Parks and Recreation	450200	Reserved use of outdoor park areas (per event) (per day)		$45.00
1283	Parks and Recreation	450200	Trainer/Instructor Permit (Non-exclusive; good for 6 months)		$45.00
1284	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**
1285	Parks and Recreation		Public Swim/Lap Swim		
1286	Parks and Recreation	440040	Youth (+)		$1.00
1287	Parks and Recreation	440040	Adult (+)		$2.00
1288	Parks and Recreation	440040	Senior (+)		$1.00
1289	Parks and Recreation		Multiple Admission Swim Card		
1290	Parks and Recreation	440040	Swim Passes		
1291	Parks and Recreation	440040	Swim Pass - Adults (+)	(30, 60 or 90 days)	$2.00 x 30/60/90 Admissions = $
1292	Parks and Recreation	440040	Swim Pass - Youth and Seniors	(30, 60 or 90 days)	$1.00 x 30/60/90 Admissions = $
1293	Parks and Recreation	440040	Trial Fee for Water Aerobics		$5.00
1294	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**
1295	Parks and Recreation	450200	School Swim Teams (per hour)	With Inter-Local Agreement	$25.00
1296	Parks and Recreation	450200	Individual lane rental – 25 yd		$8 / $6 / $32 / $10
1297	Parks and Recreation	450200	Individual lane rental – 50M		$10 / $8 / $40 / $12
1298	Parks and Recreation	450200	Swim Meets – 25 yd		$55 / $44 / $220 / $69
1299	Parks and Recreation	450200	Swim Meets – 50M		$60 / $48 / $240 / $75
1300	Parks and Recreation	450200	Swim Meets - Scoreboard Indoor		$150 / $120 / $600 / $187
1301	Parks and Recreation	450200	Swim Meets - Scoreboard		$50 / $40 / $200 / $62
1302	Parks and Recreation	450200	Swim Meets – Starting System (per meet)		$25 / $20 / $100 / $31
1303	Parks and Recreation	450200	Swim Meets – Touch Pad (per		$15 / $12 / $60 / $19
1304	Parks and Recreation	450200	Swim Meets – Colorado Timing System (per meet)		$300.00
1305	Parks and Recreation	443010	Swim Meets – Spectator Fee (+) Adult/Youth		$2.00/$1.00
1306	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**
1307	Parks and Recreation	450200	Pool Rental – 25 yd		$50 / $40 / $200 / $62
1308	Parks and Recreation	450200	Pool Rental – 50M		$80 / $64 / $320 / $100
1309	Parks and Recreation	450200	Armijo Water Leisure Pool		$50 / $40 / $200 / $62
1310	Parks and Recreation	450200	Armijo Water Leisure Pool –		$60 / $48 / $240 / $75
1311	Parks and Recreation	450200	Armijo Lap Pool		$50 / $40 / $200 / $62
1312	Parks and Recreation	450200	Armijo Lap Pool – Prime Time		$60 / $48 / $240 / $75
1313	Parks and Recreation	450200	Gus and Goldie (per hour)		$35.00
1314	Parks and Recreation	450200	Lifeguard rate (per hour)		$15.00

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DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
1315	Parks and Recreation	450200	Pool Attendant (per hour)		$10.00
1316	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.**
1317	Parks and Recreation		***Daycare Services***		Resident/Non-Resident
1318	Parks and Recreation	443040	Full Day Daycare (per month) (more than 6 hours/day)		$315.00/$395.00
1319	Parks and Recreation	443040	Half Day Daycare (per month) (up to 6 hours/day)		$210.00/$265.00
1320	Parks and Recreation	443040	Preschool Program (per month) (9AM-1PM)		$165.00/$205.00
1321	Parks and Recreation	443040	Registration fee (September–August) per child		$60.00/$75.00
1322	Parks and Recreation	443040	Registration fee (June–August) per child		$15.00/$20.00
1323	Parks and Recreation	443040	Late fee during operating hours every 15 minutes or portion thereof		$5.00
1324	Parks and Recreation	443040	Late fee after 6PM every 15 minutes or portion thereof		$10.00
1325	Parks and Recreation	443040	Daily rate		$15.00/$20.00
1326	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**
1327	Parks and Recreation	443010	General Food Booth (per day)		$65.00
1328	Parks and Recreation	443010	General Vendor Booth (per day)		$45.00
1329	Parks and Recreation	443010	Art in the Park Food Vendor (per event)		$130.00
1330	Parks and Recreation	443010	Art in the Park Craft Vendor (per event)		$90.00
1331	Parks and Recreation	443010	Dia De Los Ninos Food Vendor (per event)		$130.00
1332	Parks and Recreation	443010	Holiday Parade Food Vendor (per event)		$130.00
1333	Parks and Recreation	443010	Holiday Parade Lights/Trinkets Vendor (per event)		$90.00
1334	Parks and Recreation	443010	Senior Games Registration, all individual events (+)		$45.00
1335	Parks and Recreation	443010	Senior Games, 2 individual events (+)		$15.00
1336	Parks and Recreation	443010	Senior Games, each additional individual event (+)		$5.00
1337	Parks and Recreation	443010	Senior Games Banquet - Player & Guest Tickets		$6.00
1338	Parks and Recreation	443010	Senior Games Additional T-Shirt		$10.00
1339	Parks and Recreation	443010	Senior Games, Basketball Team (per team - 5 player roster)		$30.00
1340	Parks and Recreation	443010	Senior Games, Volleyball team (per team - 8 player roster)		$45.00
1341	Parks and Recreation	443010	Holiday Parade (per entry <100 walking participants)		$50.00
1342	Parks and Recreation	443010	Holiday Parade (per entry 101-200 walking participants. 200 entry maximum)		$75.00
1343	Parks and Recreation	443010	Holiday Parade (per entry 1-3 vehicles)		$50.00
1344	Parks and Recreation	443010	Holiday Parade (per entry 4-6 vehicles)		$75.00
1345	Parks and Recreation		Family Camp Out Activities		Resident/Non-Resident
1346	Parks and Recreation	443010	Family Camp Out - Adults 18+ (per person)		$10.00/$12.00
1347	Parks and Recreation	443010	Family Camp Out - Youth 17 and under (per person)		$5.00/$6.00

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DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
1348	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.
1349	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**
1350	Parks and Recreation		Carolina, Mountain View, Westside Skate Parks		
1351	Parks and Recreation	450200	Per hour		$40 / $32 / $160 / $50
1352	Parks and Recreation	450200	All day (8 hours, add'l hours at hourly rate)		$240 / $192 / $960 / $300
1353	Parks and Recreation		All other Skate Parks		
1354	Parks and Recreation	450200	Per hour		$20 / $16 / $80 / $25
1355	Parks and Recreation	450200	All day (8 hours, add'l hours at hourly rate)		$120 / $96 / $480 / $150
1356	Parks and Recreation		***Sports Leagues & Tournaments***		
1357	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.
1358	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.
1359	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**
1360	Parks and Recreation		**Acosta Sports Center**		
1361	Parks and Recreation	450200	Gym Full Court (per hour)		$35 / $28 / $140 / $44
1362	Parks and Recreation	450200	Gym Half Court (per hour)		$18 / $14 / $72 / $23
1363	Parks and Recreation	450200	Gym Full Court (per hour)-Prime		$45 / $36 / $180 / $56
1364	Parks and Recreation	450200	Gym Half Court (per hour)-Prime		$23 / $18 / $92 / $29
1365	Parks and Recreation	450200	Auxiliary Gym (per hour)		$35 / $28 / $140 / $44
1366	Parks and Recreation	450200	Auxiliary Gym Half Court (per		$18 / $14 / $72 / $23
1367	Parks and Recreation	450200	Auxiliary Gym (per hour)-Prime		$45 / $36 / $180 / $56
1368	Parks and Recreation	450200	Auxiliary Gym Half Court (per hour)-Prime Time		$23 / $18 / $92 / $29
1369	Parks and Recreation	450040	Racquetball Court (per month) (+) Adult/Youth		$15.00/$10.00
1370	Parks and Recreation	450040	Racquetball Court (per month) (+) Adult/Youth		$2.00/$1.00
1371	Parks and Recreation		**Nations Tobin Sports Center**		
1372	Parks and Recreation	450200	Gym Full Court (per hour)		$35 / $28 / $140 / $44
1373	Parks and Recreation	450200	Gym Half Court (per hour)		$18 / $14 / $72 / $23
1374	Parks and Recreation	450200	Gym Full Court (per hour)-Prime		$45 / $36 / $180 / $56
1375	Parks and Recreation	450200	Gym Half Court (per hour)-Prime		$23 / $18 / $92 / $29
1376	Parks and Recreation	440040	Boxing Room (per month) (+)		$15.00/$10.00
1377	Parks and Recreation	440040	Boxing Room (per day) (+)		$2.00/$1.00
1378	Parks and Recreation	450200	Boxing Room		$69 / $55 / $276 / $86
1379	Parks and Recreation	450200	In-Line Hockey Rink		$75 / $60 / $300 / $94

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DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
1380	Parks and Recreation		***Sports Administration***	**(+) Indicates Per Person** **1/2 hour increment @ 1/2 hourly rate** **Rates are per hour unless indicated**	**Flat Rate**
1381	Parks and Recreation	443070	Player Fee – Independent Leagues–per player/per season		$10.00
1382	Parks and Recreation	443020	Parent Class Live Session–per family per year		$5.00
1383	Parks and Recreation	443020	Parent Class Video Session–per family per year		$15.00
1384	Parks and Recreation	450650	Background check (+) - Biennial		$40.00
1385	Parks and Recreation	450650	Youth Coach ID Cards – (+)		$5.00
1386	Parks and Recreation	450650	Player ID cards (+) Youth and Adult	Youth - annually; Adult (18 years and older) every 5 years.	$5.00
1387	Parks and Recreation	443010	Tournament Spectator Fee (+)		$2.00
1388	Parks and Recreation	450650	Banner Program (per banner)	(up to 12 months) Outfield, gym and/or internet	$350.00
1389	Parks and Recreation	450650	Banner Program Renewal (per	(up to 12 months) Outfield, gym and/or internet	$250.00
1390	Parks and Recreation	450650	Concessions – Small – per		$150.00
1391	Parks and Recreation	450650	Concessions – Medium – per		$300.00
1392	Parks and Recreation	450650	Concessions – Large – per		$600.00
1393	Parks and Recreation		***Sports Field Practice Permits***		Flat Rate
1394	Parks and Recreation	450200	Practice Permit (per 90 minutes-without lights)		$10.00
1395	Parks and Recreation	450200	Sports Field Lighting - per hour, per field		$10.00
1396	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**
1397	Parks and Recreation	450200	Single field (per day-without		$75 / $60 / $300 / $94
1398	Parks and Recreation	450200	Single field (per hour-without		$20 / $16 / $80 / $25
1399	Parks and Recreation	450200	Sports Field Lighting (per hour)(per field)		$10.00
1400	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**
1401	Parks and Recreation		**Westside Sports Complex (13 flat fields)**		
1402	Parks and Recreation	450200	Field without lights		$20 / $16 / $80 / $25
1403	Parks and Recreation	450200	Field without lights (per day)		$100 / $80 / $400 / $125
1404	Parks and Recreation	450200	Full complex (per day)		$1,300/$1,040/$5,200/$1,625
1405	Parks and Recreation		**Marty Robbins Sports Complex (4 plex diamond fields)**		
1406	Parks and Recreation	450200	Field without lights		$20 / $16 / $80 / $25
1407	Parks and Recreation	450200	Field without lights (per day)		$100 / $80 / $400 / $125
1408	Parks and Recreation	450200	Full complex (per day)		$400 / $320 / $1,600 / $500
1409	Parks and Recreation		**Northeast Regional Complex (4-plex diamond fields)**		
1410	Parks and Recreation	450200	Field without lights		$20 / $16 / $80 / $25
1411	Parks and Recreation	450200	Field without lights (per day)		$100 / $80 / $400 / $125
1412	Parks and Recreation	450200	Full complex (per day)		$400 / $320 / $1,600 / $500
1413	Parks and Recreation		**Northeast Regional Complex (3 flat fields)**		
1414	Parks and Recreation	450200	Field without lights		$20 / $16 / $80 / $25
1415	Parks and Recreation	450200	Field without lights (per day)		$100 / $80 / $400 / $125
1416	Parks and Recreation	450200	Full complex (per day)		$300 / $240 / $1,200 / $375

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DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
1417	Parks and Recreation		**Blackie Chesher Sports Complex (5-plex diamond fields)**		
1418	Parks and Recreation	450200	Field without lights		$20 / $16 / $80 / $25
1419	Parks and Recreation	450200	Field without lights (per day)		$100 / $80 / $400 / $125
1420	Parks and Recreation	450200	Full complex (per day)		$500 / $400 / $2,000 / $625
1421	Parks and Recreation		**Blackie Chesher Sports Complex (6-flat fields #2, #3, $4 & Escobar #1, #2)**		
1422	Parks and Recreation	450200	Field without lights		$20 / $16 / $80 / $25
1423	Parks and Recreation	450200	Field without lights (per day)		$100 / $80 / $400 / $125
1424	Parks and Recreation	450200	Full complex (per day)		$600 / $480 / $2,400 / $750
1425	Parks and Recreation		**Blackie Chesher Sports Complex (Alex Gutierrez - 1 diamond field)**		
1426	Parks and Recreation	450200	Field without lights		$20 / $16 / $80 / $25
1427	Parks and Recreation	450200	Field without lights (per day)		$100 / $80 / $400 / $125
1428	Parks and Recreation	450200	Full complex (per day)		$100 / $80 / $400 / $125
1429	Parks and Recreation	450200	**Sports Field Lighting (per hour)(per field)**		$10.00
1430	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***
1431	Parks and Recreation	443040	Club Rec Summer Program (per week) (+)		$40.00/$50.00
1432	Parks and Recreation	443040	Club Rec Youth Leader Mentor Program (per week) (+)		$20.00/$25.00
1433	Parks and Recreation	443040	Afterschool Program (per week)		$0.00
1434	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.
1435	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.
1436	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.
1437	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.
1438	Parks and Recreation		***Miscellaneous Fees***		Flat Rate
1439	Parks and Recreation	450200	Security Guard (per hour)	Also applied to outdoor park electric outlet access	$16.00
1440	Parks and Recreation	450200	Park Community Garden Application & Annual Permit		$50.00
1441	Parks and Recreation	450200	Shelter or Center Cleaning charge (per cleaning, per event, per rental per day)		$45.00
1442	Parks and Recreation	450200	Recreation Staff Labor Rate	Per hour, per staff member	$15.00

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Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
1443	Parks and Recreation	450200	Gym rental for other than sports use (add to gym rate – per hour) Category A		$80.00
1444	Parks and Recreation	450200	Gym rental for other than sports use (add to gym rate – per hour) Category B		$60.00
1445	Parks and Recreation	450200	Gym rental for other than sports use (add to gym rate – per hour) Category C		$40.00
1446	Parks and Recreation	450200	Gym rental for other than sports use (add to gym rate – per hour) Category D		$30.00
1447	Parks and Recreation	450200	Locker Rental at Senior Centers (per month, excludes swimming pools)		$2.00
1448	Parks and Recreation	450200	Activity/Player Card Replacement	Per Card	$5.00
1449	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
1450	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
1451	Parks and Recreation	Various	Non-Resident Premium	25% premium for non-residents applies to all programs requiring individual registration.	25% Increase
1452	Parks and Recreation	443020	Trial usage fee for Leisure	Per Class (1 Time Trial)	$5.00
1453	Parks and Recreation	450650	Ceramics - Firing (per month unlimited pieces)		$6.00
1454	Parks and Recreation	443010	Rummage Sale/Craft Fair	Per space not to exceed 10' x 10', per day	$5.00
1455	Parks and Recreation	450200	Catered/commercial food sales-Indoor Facilities - (Kitchen for warming, no prep)	Per Event	$50.00
1456	Parks and Recreation	450200	Administration Fee (per permit or registered activity)		$7.00
1457	Parks and Recreation	441310	Amplification Fee	4 or more days in advance of event	$15.00
1458	Parks and Recreation	441310	Amplification Fee	3 or less day in advance of event	$30.00
1459	Zoo	440010	General Admission	Children under 3 years (must be accompanied by an adult)	Free
1460	Zoo	440010	General Admission	Children: 3 years up to 12 years (must be accompanied by an adult)	$6.00
1461	Zoo	440010	General Admission	Ages: 13 years up to 59 years	$10.00
1462	Zoo	440010	General Admission	Seniors 60 years and older	$7.50
1463	Zoo	440010	General Admission	Active Duty Military Personnel & Spouse with Valid ID	$7.50
1464	Zoo	440010	Reservation School Group Admission	Advance reservation & completed application required. Monday-Sunday, except for City Holiday. School groups include: Public or private license child daycare, pre-kindergarten, kindergarten, primary, secondary and special education through grade twelve, and home school groups. Minimum # of students may apply.	$5.00
1465	Zoo	440010	Reservation School Group Admission	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
1466	Zoo	440010	Reservation School Group Admission	Adult Chaperones (over 21 years of age) Ratio: 1 chaperone per 5 Headstart, Pre-K, and Kinder; 1 chaperone per 1 for Special Education Student; 1 chaperone per 10 students of any other age group or upon discretion of the director.	$7.50
1467	Zoo	440010	Advanced Bulk Ticket Purchases for Specified Zoo Partners (blocks of 250)	Children: 3 years up to 12 years	Up to 20% discount (from regular admission price)
1468	Zoo	440010	Advanced Bulk Ticket Purchases for Specified Zoo Partners (blocks of 250)	Ages: 13 years or older	Up to 20% discount (from regular admission price)
1469	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 persons (10 tables & 50 chairs) and set up & tear down. (Grassy areas - Americas Plaza or Asia). Does not include exhibits nor admission; admission fee required.	$100/3 hours, each additional hour $50.00

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Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
1470	Zoo	450200	Facility Rental Day Events/Picnics through SSA - during regular zoo hours	Designated areas - catering required by Taste of the Wild (SSA). Packages by number of guests, seating for 100 guests included, additional tables & chairs to be rented from SSA. Grassy areas - Americas Plaza or Asia or Discovery Centers. Does not include exhibits nor admission. Admission fee required for access to exhibits. Seating in Discovery Centers is limited to 50 or less.	$200/3 hours: 1-199 guests $300/3 hours: 200-299 guests $400/3 hours: 400+ guests
1471	Zoo	450200	Facility rental after hour events through SSA	Designated areas - catering required by Taste of the Wild (SSA). Packages by number of guests, seating for 100 guests included, additional tables & chairs to be rented from SSA. Grassy areas - Americas Plaza or Asia or Discovery Centers. Does not include exhibits. Seating is Discovery Centers is limited to 50 or less.	$200/3 hours: 1-199 guests $300/3 hours: 200-299 guests $400/3 hours: 400+ guests Plus surcharge per person $3.00
1472	Zoo	450200	Facility Rental - Hunt Family Desert Spring splash pad - after hours only	Available in conjunction with after hours events only. Required staff not included.	$150 per hour
1473	Zoo	450200	Facility rental with animal exhibit(s) - after hours in conjunction with after hour events.	Designated zoo open areas - includes area & one animal staff member (per area). Additional staff/security may be required. List of available animals and display times to be provided at time of reservation. Request for specific animal may incur additional staff time fee. Catering through Taste of the Wild only, no outside food/beverage permitted.	$500 per hour
1474	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 charge 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.
1475	Zoo	450200	Equipment	Individual Chairs	$0.75 each
1476	Zoo	450200	Equipment	Tables (30"x 72")	$8.00 each
1477	Zoo	443020	Special Program	Animal Encounter w/Birthday Party Package - Flat Fee	$75.00
1478	Zoo	450200	Services/event fee	Additional Staff Required by the Zoo	$45.00/hr
1479	Zoo	443010	Services/event fee	Security as required by the Zoo	$30.00/hr Supervisor, $25.00/hr dispatcher, guard $22.00/hr
1480	Zoo	440050	Parking Fee Revenue	For use of Zoo parking lot whether Zoo events or other	$3.00
1481	Zoo	443010	Adventure Program	10% Discount on Adventure and Animal Encounter Programs to El Paso Zoological Society Members	10% Discount to Society Members
1482	Zoo	443010	Adventure Program	Behind the scene tour: minimum of 5 people - maximum of 20 people (admission ticket not included but required).	$15.00 per person
1483	Zoo	443010	Adventure Program	Teacher workshop I (TEKs): minimum 20 people - maximum 30 people (workshop only; does not include access to Zoo)	$10.00 per person
1484	Zoo	443010	Adventure Program	Public Workshop - EPWU Discovery Center: minimum 15 people - maximum 30 people (workshop only does not include access to Zoo)	$5.00 per person
1485	Zoo	443010	Adventure Program	Public Workshop - EPWU Discovery Center only (Includes training materials): minimum 10 people - maximum 30 people (workshop only; does not include access to Zoo).	$10.00 per person
1486	Zoo	443010	Adventure Program	Night Time at the Zoo Tour (2 hours): Minimum 15 people - maximum 30 people. Adult chaperones (if required must be 21 years of age or over) . Ratio: 1 adult for every 10 minors/youth.	$15.00 per person
1487	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 15 people - maximum 25 people.	$30.00 per person
1488	Zoo	443010	Adventure Program	Animal Produce Hunt - Minimum 20 people - maximum 25 people (purchase of an admission ticket required). Ages 7+.	$5.00 per person
1489	Zoo	443010	Adventure Program	Badge Programs (workshop only; does not include access to the Zoo). Minimum 15 - maximum 30 people. Ages 5+	$15.00 per person
1490	Zoo	443010	Adventure Program	Career Vet Day - 2 hour program for High School students in a veterinarian program. (Clinic workshop only)	$20.00
1491	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
1492	Zoo	443010	Adventure Program	Breakfast with the Animals - Children ages 12 years and under (price includes admission ticket). Minimum 10 people - maximum 50 people.	$20.00 per person
1493	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 15 people - maximum 30 people.	$100.00 per week/$20.00 day
1494	Zoo	443010	Adventure Program	Giraffe Animal Feeding - per item (Admission ticket required)	$2.00
1495	Zoo	443010	Group Program	Behind the Scenes Super Deluxe Elephant Encounter (includes admission ticket). Group 1 - 5 people. Ages 7+	$200.00 group of 5
1496	Zoo	443010	Adventure Program	Group Reservation Program - Classroom curriculum based. 4 years of age and older. Minimum 20 people - maximum 25 people.	$3.00

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DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
1497	Zoo	443010	Adventure Program	Zoo at the School / Institution (offsite) - 10 to 40 students	$110 first program, $70 each additional program
1498	MCAD-Art Museum	443030	Membership fees- Art Museum	Senior Citizen	$20.00
1499	MCAD-Art Museum	443030	Membership fees- Art Museum	Artist / Teacher	$25.00
1500	MCAD-Art Museum	443030	Membership fees- Art Museum	Student	$20.00
1501	MCAD-Art Museum	443030	Membership fees- Art Museum	Individual	$30.00
1502	MCAD-Art Museum	443030	Membership fees- Art Museum	Family	$60.00
1503	MCAD-Art Museum	443030	Membership fees- Art Museum	Active Duty Military-Individual	$25.00
1504	MCAD-Art Museum	443030	Membership fees- Art Museum	Active Duty Military-Family	$55.00
1505	MCAD-Art Museum	443030	Membership fees- Art Museum	Contributors	$100.00
1506	MCAD-Art Museum	443030	Membership fees- Art Museum	Supporters Circle	$250.00
1507	MCAD-Art Museum	443030	Membership fees- Art Museum	Collectors Circle	$500.00
1508	MCAD-Art Museum	443030	Membership fees- Art Museum	Sponsors Circle	$1,000.00
1509	MCAD-Art Museum	443030	Membership fees- Art Museum	Donors Circle	$2,500.00
1510	MCAD-Art Museum	443030	Membership fees- Art Museum	Founder	$1,000.00
1511	MCAD-Art Museum	443030	Membership fees- Art Museum	Executive	$2,500.00
1512	MCAD-Art Museum	443030	Membership fees- Art Museum	President	$5,000.00
1513	MCAD-Art Museum	443030	Membership fees- Art Museum	Collector's Club Membership - Single	$250.00
1514	MCAD-Art Museum	443030	Membership fees- Art Museum	Collector's Club Membership - Couple Membership	$400.00
1515	MCAD-Art Museum	450200	Outside caterer fee	Vendor fee to use museum	15% of Caterers fee
1516	MCAD-Art Museum	450200	Facility rental fees	Entire Museum	$10,000.00
1517	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
1518	MCAD-Art Museum	450200	Facility rental fees	Rogers Grand Lobby	$750 for up to 4 hrs/$1,250 for up to 8 hrs.
1519	MCAD-Art Museum	450200	Facility rental fees	2nd Floor lobby/Mezzanine	$750 for up to 4 hrs/$1,250 for up to 8 hrs.
1520	MCAD-Art Museum	450200	Facility rental fees	Gateway Gallery	$1,750 for up to 4 hrs./$3,250 for up to 8 hrs.
1521	MCAD-Art Museum	450200	Facility rental fees	Contemporary II	$1,750 for up to 4 hrs./$3,250 for up to 8 hrs.
1522	MCAD-Art Museum	450200	Facility rental fees	Theater/Auditorium	$1,250 for up to 4 hrs./$1,750 for up to 8 hrs.
1523	MCAD-Art Museum	450200	Facility rental fees	Larry Francis Board Room	$500 for up to 4 hrs./$750 for up to 8 hrs.
1524	MCAD-Art Museum	450200	Facility rental fees	Lecture/Executive Dining Room	$500 for up to 4 hrs./$750 for up to 8 hrs.
1525	MCAD-Art Museum	450200	Facility rental fees	Library	$500 for up to 4 hrs./$750 for up to 8 hrs.
1526	MCAD-Art Museum	450200	Facility rental fees	Classrooms (each)	$500 for up to 4 hrs./$750 for up to 8 hrs.
1527	MCAD-Art Museum	450200	Facility rental fees	Outdoor Seating Area	$1,750 for up to 4 hrs./$3,250 for up to 8 hrs.
1528	MCAD-Art Museum	450210	Facility object rental fees	Museum Décor- vases, fabric, lighting (on site only)	$50 per hour
1529	MCAD-Art Museum	443020	Book-bunch session fees	Members & non-members	Members free/non-members $10.00
1530	MCAD-Art Museum	450200	Facility object rentals	Chairs	$2.00 each
1531	MCAD-Art Museum	450210	Facility object rentals	Easels	$7.00 each
1532	MCAD-Art Museum	450210	Facility object rentals	Tables (8', 6', 48" round)	$10.00 each
1533	MCAD-Art Museum	450210	Facility object rentals	Café Tables (36" square black , 30 available)	$10.00 each
1534	MCAD-Art Museum	450210	Facility object rentals	Seminar Tables (2'x6', 7 available)	$12.00 each
1535	MCAD-Art Museum	450210	Facility object rentals	Podium/sound system	$50.00
1536	MCAD-Art Museum	450210	Facility object rentals	Riser (4' x 5' 1/2"; 2 available)	$25.00 each
1537	MCAD-Art Museum	450210	Facility object rentals	Slide Projector	$25.00 each
1538	MCAD-Art Museum	450210	Facility object rentals	TV/VCR	$25.00
1539	MCAD-Art Museum	450210	Facility object rentals	Tent (20' x 40')	$300.00
1540	MCAD-Art Museum	450210	Facility object rentals	Piano	$300.00
1541	MCAD-Art Museum	450210	Facility object rentals	Security Officer	$30.00 per hour
1542	MCAD-Art Museum	450210	Facility object rentals	Audio Visual Operator	$30.00 per hour
1543	MCAD-Art Museum	450210	Facility object rentals	Event staff (each)	$30.00 per hour
1544	MCAD-Art Museum	450210	Exhibition rental fees	Permanent Collection/Curated In-house	$1,500 minimum - $10,000 maximum
1545	MCAD-Art Museum	450210	One time use copyright release for photography	Copyright	Up to $75.00 per image
1546	MCAD-Art Museum	450210	Object loan fee	Permanent Collection Lending	Up to $100.00 per work of art
1547	MCAD-Art Museum	443020	Lectures (High Art High Noon)	Members & non-members	$5.00 members / $10.00 non-members
1548	MCAD-Art Museum	450650	Teacher Workshops Fees	Program Registration	3hr-$35.00 / 4hr-$40.00 / 5hr-$45.00
1549	MCAD-Art Museum	440000	Exhibition fees	Entry fees (Adults) - Non member	$10.00
1550	MCAD-Art Museum	440000	Exhibition fees	Entry fees (members)	$5.00
1551	MCAD-Art Museum	443020	Art classes fees*	4-day Summer Art Camps (ages 6 to 12)	$60.00 members / $75.00 non members

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DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
1552	MCAD-Art Museum	443020	Art classes fees*	4-day Summer Art Camps-clay (ages 6 to 12)	$70.00 members / $86.00 non members
1553	MCAD-Art Museum	443020	Art classes fees*	8 -day Summer Art Camps-clay (ages 6 to 12)	$135.00 members / $170.00 non members
1554	MCAD-Art Museum	443020	Art classes fees*	8 session Kids Classes (ages 6 to 14)	$65.00 members / $80.00 non members
1555	MCAD-Art Museum	443020	Art classes fees*	8 session Kids Classes-clay (ages 6 to 14)	$75.00 members / $95.00 non members
1556	MCAD-Art Museum	443020	Art classes fees*	8 session Adult Classes (ages 15 and above)	$65.00 members / $80.00 non members
1557	MCAD-Art Museum	443020	Art classes fees*	8 session Adult Classes-clay (ages 15 and above)	$75.00 members / $95.00 non members
1558	MCAD-Art Museum	443020	Art classes fees*	4 session Parent/Child classes	$38.00 members/$46.00 non-members
1559	MCAD-Art Museum	443020	Art classes fees*	6 Session Adult Classes - (ages 15 and above)	$47.00 members/$59.00 non-members
1560	MCAD-Art Museum	443020	Art classes fees*	6 Session Youth Classes - (ages 6 to 18)	$38.00 members/$46.00 non-members
1561	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.)
1562	MCAD-Art Museum	443020	Art classes fees*	1-day Youth Workshops (ages 6 to 12)	$30.00 members /$38.00 non-members
1563	MCAD-Art Museum	443020	Art classes fees*	1-day Adult Workshops (ages 15 and above) Batik Technique	$45.00 members /$55.00 non-members
1564	MCAD-Art Museum	443020	Art classes fees*	1-day Adult Workshops (ages 15 and above)	$30.00 members /$38.00 non-members
1565	MCAD-Art Museum	443020	Art classes fees*	Open Studio/Class	Up to $100.00/Session
1566	MCAD-Art Museum	443020	Art classes fees*	Artist Workshop (Artist as students)	Up to $1,000.00/Session
1567	MCAD-Art Museum	443020	Art classes fees*	Independent Study	Up to $100.00/Session
1568	MCAD-Art Museum	443020	Art classes fees*	6 Session Adult Classes - Clay (ages 15 and Up)	$60.00 members / $75.00 non members
1569	MCAD-Art Museum	443020	Art classes fees*	6 Session Youth Classes - Clay (ages 6 to 14 years)	$60.00 members / $75.00 non members
1570	MCAD-Art Museum	443020	Art classes fees*	8 Day Summer Art Camps (ages 6-14 years)	$120.00 members / $150.00 non members
1571	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)
1572	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
1573	MCAD-Art Museum	443020	Third Thursdays	Adult Programming	$7 for members/$10 non-members
1574	MCAD-Art Museum	443020	Look & Dos	Special programming	$10 for members/$15 for non-members
1575	MCAD-History Museum	443030	Membership fees- History Museum	Student	$15.00
1576	MCAD-History Museum	443030	Membership fees- History Museum	Teacher/Military/Senior	$20.00
1577	MCAD-History Museum	443030	Membership fees- History Museum	Military Family active duty	$35.00
1578	MCAD-History Museum	443030	Membership fees- History Museum	Individual	$25.00
1579	MCAD-History Museum	443030	Membership fees- History Museum	Family	$50.00
1580	MCAD-History Museum	443030	Membership fees- History Museum	Ambassador	$100.00
1581	MCAD-History Museum	443030	Membership fees- History Museum	Advocate	$250.00
1582	MCAD-History Museum	443030	Membership fees- History Museum	Contributor	$500.00
1583	MCAD-History Museum	443030	Membership fees- History Museum	Provider	$1,000.00
1584	MCAD-History Museum	443030	Membership fees- History Museum	Corporate	$1,000.00
1585	MCAD-History Museum	443030	Membership fees- History Museum	Supporter	$2,500.00
1586	MCAD-History Museum	443030	Membership fees- History Museum	Champion	$5,000.00
1587	MCAD-History Museum	443030	Membership fees- History Museum	Patron	$10,000.00
1588	MCAD-History Museum	443030	Membership fees- History Museum	Benefactors Circle	$20,000.00

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
1589	MCAD-History Museum	450200	Facility Rental Fees	1st floor orientation theatre	$150 for up to 4 hrs/$275 for up to 8 hrs.
1590	MCAD-History Museum	450200	Facility Rental Fees	1st floor seminar room	$150 for up to 4 hrs/$275 for up to 8 hrs.
1591	MCAD-History Museum	450200	Facility Rental Fees	1st floor activity classroom	$100 for up to 4 hrs/$175 for up to 8 hrs.
1592	MCAD-History Museum	450200	Facility Rental Fees	1st Floor Lobby	$500 for up to 4 hrs/$950 for up to 8 hrs.
1593	MCAD-History Museum	450200	Facility Rental Fees	2nd floor board room	$150 for up to 4 hrs/$275 for up to 8 hrs.
1594	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.
1595	MCAD-History Museum	450200	Facility Rental Fees	2nd Floor lobby	$500 for up to 4 hrs/$950 for up to 8 hrs.
1596	MCAD-History Museum	450200	Facility Rental Fees	Outdoor Garden Terrace	$500 for up to 4 hrs/$950 for up to 8 hrs.
1597	MCAD-History Museum	450200	Facility Rental Fees	Entire 1st Floor	$5,000 for up to 4 hrs/$8,500 for up to 8 hrs.
1598	MCAD-History Museum	450200	Facility Rental Fees	Entire 2nd Floor	$5,000 for up to 4 hrs/$8,500 for up to 8 hrs.
1599	MCAD-History Museum	450200	Facility Rental Fees	Entire Museum.	$10,000 for up to 4 hrs/$15,000 for up to 8 hrs.
1600	MCAD-History	450210	Facility Object Rental Fees	Chairs	$2.00 each
1601	MCAD-History	450210	Facility Object Rental Fees	Table (5' rectangular)	$10.00 per table
1602	MCAD-History	450210	Facility Object Rental Fees	Tables (round)	$12.00 per table
1603	MCAD-History	450210	Facility Object Rental Fees	Table Cloths	$6.00 per table cloth
1604	MCAD-History Museum	450210	Facility Object Rental Fees	Outdoor heater	$35 for up to 4 hrs/$50 for up to 8 hrs.
1605	MCAD-History	450210	Facility Object Rental Fees	Tent (10' x 10')	$25.00
1606	MCAD-History	450210	Facility Object Rental Fees	Check-In Table	$10.00
1607	MCAD-History	450210	Facility Object Rental Fees	Podium/lectern	$12.00 each
1608	MCAD-History	450210	Facility Object Rental Fees	Sound system	$50.00
1609	MCAD-History	450210	Facility Object Rental Fees	Overhead Projector	$25.00
1610	MCAD-History	450210	Facility Object Rental Fees	Electronic media projector	$25.00
1611	MCAD-History	450210	Facility Object Rental Fees	TV/VCR	$25.00
1612	MCAD-History	450210	Facility Object Rental Fees	Security Officer (each)	$30.00/hour per officer
1613	MCAD-History	450210	Facility Object Rental Fees	Audio/Video Operator (each)	$30.00/hour per operator
1614	MCAD-History	450210	Facility Object Rental Fees	Event staff (each)	$30.00/hour per staff person
1615	MCAD-History Museum	443020	Instructional Fees	4 Day History Camps (all) (Ages 6-12)	$55.00 members / $70.00 non members
1616	MCAD-History Museum	443020	Instructional Fees	8 session Adult Classes (ages 15 and above)	$62.00 members / $77.00 non members
1617	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
1618	MCAD-History Museum	443020	Instructional Fees	4 Session Parent/Child Craft Classes	$38.00 members / $46.00 non members
1619	MCAD-History Museum	443020	Instructional Fees	6 Session Adult Classes - (ages 15 and above)	$47.00 members / $59.00 non members
1620	MCAD-History Museum	443020	Instructional Fees	6 Session Youth Classes with take home project (ages 6-18)	$38.00 members / $46.00 non members
1621	MCAD-History Museum	443020	Instructional Fees	1-Day Adult Workshop with take home project (4 hr)	$45.00 members / $55.00 non members
1622	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
1623	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
1624	MCAD-History Museum	443020	Instructional Fees	Special programming	$5.00 for members/$10.00 for non-members
1625	MCAD-History Museum	443020	Instructional Fees	Event fees - for special adult classes (18 and older)	$10.00 for members/$20.00 for non-members
1626	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.
1627	MCAD-History Museum	443020	Instructional Fees	Tour Fees -Special hands on programs for school groups	$2.00 per student plus cost of program materials
1628	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.
1629	MCAD-History Museum	443020	Instructional Fees	Tour Fees - Special history tours outside of El Paso County	Cost plus 15% administration costs
1630	MCAD-History	450210	Exhibition rental fees	Permanent Collection/Curated In-house	$500 min to $10,000 max
1631	MCAD-History	450210	Exhibition rental fees	One time use copyright releases for photography	Up to $75.00 per image
1632	MCAD-History Museum	443030	Event Fees	Fees for lectures	$5.00 for members/$10.00 for non-members

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
1633	MCAD-History Museum	443010	Event Fees	Special event with Lecturer/entertainment	Cost plus 15% administration costs
1634	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	Teacher/Military/Senior	$20.00
1635	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	Student	$15.00
1636	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	Individual	$25.00
1637	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	Family	$40.00
1638	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	Military Family	$35.00
1639	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	Folsom	$100.00
1640	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	Clovis	$250.00
1641	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	Keystone	$500.00
1642	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	El Paso Polychrome	$5,000.00
1643	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	Chupadero Black on White	$1,000.00
1644	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	Gila Polychrome	$10,000.00
1645	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	Mimbres Black on White	$50,000.00
1646	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	Chert (Corporate circle)	$1,000.00
1647	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	Flint (Corporate circle)	$5,000.00
1648	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	Chalcedony (Corporate Circle)	$10,000.00
1649	MCAD-Archeology Museum	443030	Membership fees- Archeology Museum	Obsidian (Corporate Circle)	$50,000.00
1650	MCAD-Archeology Museum	450200	Facility Rental Fees	Entire Museum.	$500 for up to 4 hrs/$1200 for up to 8 hrs
1651	MCAD-Archeology Museum	450200	Facility Rental Fees	Auditorium Gallery	$150 for up to 4 hrs/$350 for up to 8 hrs.
1652	MCAD-Archeology Museum	450200	Facility Rental Fees	Gazebo	$100 for up to 4 hrs/$200 for up to 8 hrs.
1653	MCAD-Archeology Museum	450200	Facility Object Rental Fees	Security Officer (each)	$30.00/hour
1654	MCAD-Archeology Museum	450200	Facility Object Rental Fees	Audio Visual Operator (each)	$30.00/hour
1655	MCAD-Archeology Museum	450200	Facility Object Rental Fees	Event staff (each)	$30.00/hour
1656	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
1657	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
1658	MCAD-Archeology Museum	443020	Instructional Fees	Child workshop (ages 6-17)	Up to $20.00 for members/Up to $35.00 non-members
1659	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
1660	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
1661	MCAD-Archeology Museum	443010	Event Fees	Museum special events fees (per person)	Members up to $50.00/Non members up to $85.00
1662	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
1663	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
1664	MCAD-Archeology Museum	443010	Tour Fees	Archeological tours - outside of El Paso	Cost + 15% administration costs

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
1665	EPMH/EPMARCH	443010	Event Fees	Admission Fees to special art, culture and heritage events, competitions and/or programs and exhibits	$1.00 to $100.00 per person
1666	MCAD-Archeology Museum; MCAD-History Museum	443010	Event Fees	Vendor fees for onsite commercial vendors	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
1667	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
1668	MCAD-Archeology Museum; MCAD-History Museum	450210	Object loan fee	Permanent Collection Lending	Up to $100.00 per object
1669	MCAD-Archeology Museum; MCAD-History Museum	450210	Exhibit furniture loan fee	Display Cases + Bonnets Lending	$35.00 per display case + bonnet (glass cap)
1670	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
1671	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
1672	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
1673	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
1674	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
1675	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
1676	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
1677	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
1678	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
1679	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
1680	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
1681	MCAD-Museums Division	450650	Miscellaneous non-operating revenues	Fees for extended loans (over one year)	$100 per object/per year up to $5,001
1682	Aviation	441220	FTZ Transaction Fees	Transaction Fee	$15.00
1683	Aviation	441220	FTZ Transaction Fees	High Volume Admissions 0-150	$15.00
1684	Aviation	441220	FTZ Transaction Fees	High Volume Admissions 151-300	$12.00
1685	Aviation	441220	FTZ Transaction Fees	High Volume Admissions > 301	$10.00
1686	Aviation	441220	FTZ Transaction Fees	Blanket Admission	$100.00
1687	Aviation	441220	FTZ Transaction Fees	Training Seminar	$100.00
1688	Aviation	441220	FTZ Transaction Fees	Weekly Transportation and Exportation	$30.00
1689	Aviation	441220	FTZ Transaction Fees	Weekly Entry	$30.00
1690	Aviation	441220	FTZ Transaction Fees	Direct Delivery Admission, Daily cumulative 214	$75.00
1691	Aviation	441220	FTZ Transaction Fees	Direct Delivery Admission, Subsequent 214	$15.00
1692	Aviation	441220	FTZ Transaction Fees	Cartage Document Fee	$15.00
1693	Aviation	441220	FTZ Transaction Fees	Application Fee, Subzone	$10,000.00

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
1694	Aviation	441220	FTZ Transaction Fees	Application Fee, New General Purpose Site (Minor Boundary Modification)	$3,000.00
1695	Aviation	441220	FTZ Transaction Fees	Application Fee, Expansion Site (Magnet)	$5,000.00
1696	Aviation	441220	FTZ Transaction Permit	Activation Fee, General Purpose Site	$2,000.00
1697	Aviation	441220	FTZ Transaction Permit	Activation, Sub-Zone Fee	$5,000.00
1698	Aviation	441220	FTZ Transaction Permit	Alteration Request	$100.00
1699	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.
1700	Aviation	441220	FTZ Transaction Permit	Annual Subzone Fee, per Site in GP Zone	$12,000.00
1701	Aviation	441220	FTZ Transaction Permit	Annual Subzone Fee, per Site outside GP Zone	$15,000.00
1702	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
1703	Aviation	430110	Aircraft Parking (Dead Storage)	Under 80,000 lbs.	$30.00/day
1704	Aviation	430110	Aircraft Parking (Dead Storage)	Over 80,000 lbs.	$100.00/day
1705	Aviation	430100	Fuel Flowage Fees	Fuel Flowage Fees	$0.08 per gallon
1706	Aviation	430220	Annual Shuttle Service Permit	Application	$150.00 per vehicle
1707	Aviation	430200	Off-Airport Rental Car Permit	Off-Airport Rental Car Permit	10% gross receipts
1708	Aviation	430220	Annual Taxicab Permit	Annual Taxicab Permit	$250.00 per vehicle or $20.83/mo.
1709	Aviation	430360	Cost Recovery Rates	SIDA Badge Issue	$110.00
1710	Aviation	430360	Cost Recovery Rates	AOA Badge Issue	$45.00
1711	Aviation	430360	Cost Recovery Rates	SIDA and AOA Badge Renewal	$35.00
1712	Aviation	430360	Cost Recovery Rates	Reimbursement for Lost Not Returned Badges	$110.00
1713	Aviation	430050, 430060, 430070	Cost Recovery Rates	Landing Fee (Signatory)	$1.59 per 1000 lbs GLW
1714	Aviation	430050, 430060, 430070	Cost Recovery Rates	Landing Fee (Non-Signatory)	$1.99 per 1000 lbs GLW
1715	Aviation	430130	Cost Recovery Rates	Terminal Rental (Signatory)	$44.07 sq. ft. /yr.
1716	Aviation	430130	Cost Recovery Rates	Terminal Rental (Non-Signatory)	$55.09 sq. ft. /yr.
1717	Aviation	430310	Cost Recovery Rates	Electricity Surcharge / Telecommunication Charge	$3.91 sq. ft. /yr.
1718	Aviation	430260	Cost Recovery Rates	City-Owned Loading Bridge (per year preferentially assigned)	$14,400.00
1719	Aviation	430090	Cost Recovery Rates	Apron Use Fee (arrival or departure)	$6.40 per use
1720	Aviation	430260	Cost Recovery Rates	City-Owned Loading Bridge Charge per Turn Around	$125.00
1721	Aviation	430260	Cost Recovery Rates	Equipment Parking Rentals (per preferentially assigned)	$2.50 sq.ft./yr
1722	Aviation	430300	Cost Recovery Rates	Security Screening Fee Per Enplaned Passenger	$0.11
1723	Aviation	430300	Cost Recovery Rates	International Arrivals Area Charge per Deplaned International Passenger	$2.00
1724	Aviation	405067	Cost Recovery Rates	Administrative Charge for Work Completed by the El Paso International Airport.	Work completed by El Paso Internatinoal Airport on behalf of airport tenants will be assessed an administrative charge of $40.00 when the costs for such work exceeds $100.00.
1725	Aviation	430340	T-Hangar, Tie-Down and Heavy Aircraft Parking	T-Hangars: Single Hangars of Normal Configuration	$110.00/mo.
1726	Aviation	430340	T-Hangar, Tie-Down and Heavy Aircraft Parking	End Single Hangars w/add. Storage Space	$125.00/mo.
1727	Aviation	430340	T-Hangar, Tie-Down and Heavy Aircraft Parking	Double Hangar	$220.00/mo.
1728	Aviation	430330	T-Hangar, Tie-Down and Heavy Aircraft Parking	Tie-Down Space	$20.00/mo.
1729	Aviation	430110	T-Hangar, Tie-Down and Heavy Aircraft Parking	Heavy Aircraft Parking	$20.00/day; $400.00/mo. Max.
1730	Aviation	430040	Public Parking Short Term (ST)	ST 0 – 10 min.	Free
1731	Aviation	430040	Public Parking Short Term (ST)	ST 11 min – 1 hr.	$1.00
1732	Aviation	430040	Public Parking Short Term (ST)	ST Each Additional Hour	$1.00
1733	Aviation	430040	Public Parking Short Term (ST)	ST Max each 24 hrs.	$10.00
1734	Aviation	430040	Public Parking Long Term (LT)	LT 0 – 10 min	Free

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
1735	Aviation	430040	Public Parking Long Term (LT)	LT 11 min. - 1 hr.	$1.00
1736	Aviation	430040	Public Parking Long Term (LT)	LT Each Additional Hour	$1.00
1737	Aviation	430040	Public Parking Long Term (LT)	LT Max. each 24 hrs.	$5.00
1738	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
1739	Aviation	430040	Premium Parking Fee	Reserved Parking Space	$15.00 per day
1740	Public Health		**Food**		
1741	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
1742	Public Health	441380	Temporary Establishment	Unexposed Food	$53.00
1743	Public Health	441380	Recurrent Establishment	Unexposed Food	$131.00
1744	Public Health	441380	Seasonal Establishment	Unexposed Food	$79.00
1745	Public Health	441380	Temporary Establishment	Exposed Food	$79.00
1746	Public Health	441380	Recurrent Establishment	Exposed Food	$263.00
1747	Public Health	441380	Seasonal Establishment	Exposed Food	$158.00
1748	Public Health	441380	Home Child Care Facility	12 or less	$79.00
1749	Public Health	441380	Day Care Center	More Than 12 Recipients	$170.00
1750	Public Health	441380	Charitable/Non-Profit Organization	Exempt from permit and license fees.	EXEMPT
1751	Public Health	441380	Mobile Food Establishment	Unexposed Food	$105.00
1752	Public Health	441380	Mobile Food Establishment	Exposed Food	$158.00
1753	Public Health	441380	Food Product Establishment	Under 200 Square Feet Prepackaged And No Potentially Hazardous Food	$79.00
1754	Public Health	441380	Food Service Establishment Food Product Establishment	Under 3,000 Square Feet	$170.00
1755	Public Health	441380	Food Service Establishment Food Product Establishment	3,001 To 6,000 Square Feet	$340.00
1756	Public Health	441380	Food Service Establishment Food Product Establishment	6,001 To 9,000 Square Feet	$510.00
1757	Public Health	441380	Food Service Establishment Food Product Establishment	9,001 Or More Square Feet	$680.00
1758	Public Health	441380	Outdoor Market	Outdoor produce sales	$158.00
1759	Public Health	441380	Each Vendor	Fee per vendor for outdoor market	$11.00
1760	Public Health	441380	Adult Foster Care Home/Private Care Home	4 Or Less Care Recipients	$79.00
1761	Public Health	441380	Personal Care Home	5-8 Care Recipients	$105.00
1762	Public Health	441380	Personal Care Home	9-18 Care Recipients	$158.00
1763	Public Health	443060	Booklets	Chapter 9.12	$5.00
1764	Public Health	443060	Booklets	Texas Food Establishment Rules	$10.00
1765	Public Health	411090	Plan Review	Under 3,000 Square Feet	$105.00
1766	Public Health	411090	Plan Review	3,001 To 6,000 Square Feet	$158.00
1767	Public Health	411090	Plan Review	6,001 To 9,000 Square Feet	$210.00
1768	Public Health	411090	Plan Review	More Than 9,000 Square Feet	$263.00
1769	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
1770	Public Health	431180	Site Assessment	Under 3,000 Square Feet	$105.00
1771	Public Health	431180	Site Assessment	3,001 To 6,000 Square Feet	$158.00
1772	Public Health	431180	Site Assessment	6,001 To 9,000 Square Feet	$210.00
1773	Public Health	431180	Site Assessment	More Than 9,000 Square Feet	$263.00
1774	Public Health	441190	Re-Inspection Fee	Requested within 24 hours	$85.00
1775	Public Health	441190	Re-Inspection Fee	Requested within 24-48 hours	$110.00
1776	Public Health	441190	Re-Inspection Fee	Requested within 48-72 hours	$150.00
1777	Public Health	441190	Re-Inspection Fee	Requested within 72-96 hours	$200.00
1778	Public Health	441190	Re-Inspection Fee	Requested after 96 hours	$300 plus an additional $100 for each 24 hours period thereafter
1779	Public Health	441380	Food Establishment Permit	Duplicate	$15.00
1780	Public Health	441390	Food Handler/Manager	Duplicate	$15.00
1781	Public Health	431190	Hazard Analysis And Critical Control Point	Three Times The License Amount Based On Type Of Food Establishment	VARIES
1782	Public Health	443060	Signs	Ground Meat	$1.00
1783	Public Health	443060	Signs	Hand wash	$1.00
1784	Public Health	443060	Signs	Oyster	$1.00
1785	Public Health	443060	Signs	Buffet	$1.00
1786	Public Health	443060	Signs	Smoking	$1.00
1787	Public Health	443060	Signs	Food Safety (Restrooms)	$1.00
1788	Public Health	441530	Application Annual Processing Fee		$53.00
1789	Public Health	441540	Condemnation Fee	Under 500 Lbs	N/C
1790	Public Health	441540	Condemnation Fee	501 Lbs To 1000 Lbs	$53.00
1791	Public Health	441540	Condemnation Fee	1001 To 3000 Lbs	$105.00
1792	Public Health	441540	Condemnation Fee	3001 To 5000 Lbs	$210.00
1793	Public Health	441540	Condemnation Fee	5001 To 10,000 Lbs	$315.00
1794	Public Health	441540	Condemnation Fee	10,001 To 25,000 Lbs	$420.00

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
1795	Public Health	441540	Condemnation Fee	25,001 To 40,000 Lbs	$525.00
1796	Public Health	441540	Condemnation Fee	Over 40,000 Lbs	$630.00
1797	Public Health	441550	Fire/Accident Investigation	Per Inspector (With A Minimum One (1) Hour Charge	$53.00
1798	Public Health	441090	HACCP Plan Review	Originating Establishment (Preparation)	$53.00
1799	Public Health	441090	HACCP Plan Review	Receiving Establishment (Ready-To-Eat)	$26.00
1800	Public Health	443060	Mobile Food Establishment	Sticker	$10.00
1801	Public Health	441560	Temporary Expedited Services (Application Submitted Less Than 72 hours Prior to Start of Event.	Unexposed Food	$105.00
1802	Public Health	441560	Temporary Expedited Services (Application Submitted Less Than 72 hours Prior to Start of Event.	Exposed Food	$158.00
1803	Public Health	441390	Food Handler Identification Card	Id Card	$32.00
1804	Public Health	441390	Food Protection Management Certification	Certification	$70.00
1805	Public Health	441390	FPMC Records Management/Official Id Card	Id Card-Replacement	$1.00
1806	Public Health	441390	Food Safety Course	Course	$21.00
1807	Public Health	450630	Public Information	Food Management Class Pamphlets	VARIES
1808	Public Health	441390	Food Handler Records Management/Official ID Card	Food Handler Records, Management/Official ID Card	$15.00
1809	Public Health	431180	Requested Routine Inspection for Central Preparation Facility	For Central Preparation Facility	$100.00
1810	Public Health	441530	Application Fee	Health and Sanitary Application Processing Fee (Sack Lunch Daycares w/o Food Permits)	$52.00
1811	Public Health	431180	Inspection Fee	Health and Sanitary Site Visit (Sack Lunch Daycares w/o Food Permits)	$47.00
1812	Public Health	441190	Reinstatement of Suspended Permit Fee	(50% of the license amount based on type of establishment)	VARIES
1813	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
1814	Public Health	441190	Receipt	Duplicate	$10.00
1815	Public Health	441190	Class	Blood Borne Pathogens And Aseptic Techniques	$45.00
1816	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.
1817	Public Health		**DENTAL**		
1818	Public Health	431310	Initial Oral Exam	Initial Oral Exam	$45.00
1819	Public Health	431310	Oral Periodic Oral Exam	Oral Periodic Oral Exam	$37.00
1820	Public Health	431310	Emergency Oral Exam	Emergency Oral Exam	$25.00
1821	Public Health	431310	Oral Exam 6 Mos. Old.	Oral Exam 6 Mos. Old.	$181.00
1822	Public Health	431310	Intraoral-Complete Series	Intraoral-Complete Series	$90.00
1823	Public Health	431310	Int/Oral-Periapical 1st Film	Int/Oral-Periapical 1st Film	$16.00
1824	Public Health	431310	Int/Oral-Periapical each add	Int/Oral-Periapical each add	$15.00
1825	Public Health	431310	Intraoral Occlusal Film	Intraoral Occlusal Film	$13.00
1826	Public Health	431310	Bitewings Two Films	Bitewings Two Films	$30.00
1827	Public Health	431310	Bitewings Four Films	Bitewings Four Films	$44.00
1828	Public Health	431310	Panoramic Film	Panoramic Film	$81.00
1829	Public Health	431310	Adult/Prophy	Adult/Prophy	$70.00
1830	Public Health	431310	Child/Prophy	Child/Prophy	$47.00
1831	Public Health	431310	Child/Fluoride	Child/Fluoride	$19.00
1832	Public Health	431310	Adult/Fluoride	Adult/Fluoride	$19.00
1833	Public Health	431310	Oral Hygiene Instruction	Oral Hygiene Instruction	$16.00
1834	Public Health	431310	Sealant per Tooth	Sealant per Tooth	$36.00
1835	Public Health	431310	Space Maint/Fixed Unilat	Space Maint/Fixed Unilat	$200.00
1836	Public Health	431310	Recementation of Space Maintainer	Recementation of Space Maintainer	$23.00
1837	Public Health	431310	AMAL. PRIM (1S)	AMAL. PRIM (1S)	$77.00
1838	Public Health	431310	AMAL. PERM (1S)	AMAL. PERM (1S)	$82.00
1839	Public Health	431310	AMAL. PRIM (2S)	AMAL. PRIM (2S)	$104.00
1840	Public Health	431310	AMAL. PERM (2S)	AMAL. PERM (2S)	$109.00
1841	Public Health	431310	AMAL. PRIM (3S)	AMAL. PRIM (3S)	$113.00
1842	Public Health	431310	AMAL. PERM (3S)	AMAL. PERM (3S)	$139.00
1843	Public Health	431310	AMAL. PRIM (4)	AMAL. PRIM (4)	$77.00
1844	Public Health	431310	RESIN, ANTE (1S)	RESIN, ANTE (1S)	$99.00
1845	Public Health	431310	RESIN, ANTE (2S)	RESIN, ANTE (2S)	$131.00
1846	Public Health	431310	RESIN, ANTE (3S)	RESIN, ANTE (3S)	$172.00
1847	Public Health	431310	RESIN, ANTE (4+S)	RESIN, ANTE (4+S)	$213.00
1848	Public Health	431310	RESIN One Surface Post/Primary	RESIN One Surface Post/Primary	$96.00
1849	Public Health	431310	Resin One Surface Perm	Resin One Surface Perm	$105.00
1850	Public Health	431310	Resin Two Surface/Primary	Resin Two Surface/Primary	$124.00

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
1851	Public Health	431310	Resin Two Surface Perm	Resin Two Surface Perm	$138.00
1852	Public Health	431310	Resin Three Post Prim	Resin Three Post Prim	$109.00
1853	Public Health	431310	Resin Three Perm	Resin Three Perm	$126.00
1854	Public Health	431310	Re-cement Crown	Re-cement Crown	$25.00
1855	Public Health	431310	SSC/Primary	SSC/Primary	$195.00
1856	Public Health	431310	SSC/Permanent	SSC/Permanent	$203.00
1857	Public Health	431310	Sedative Fill Temp	Sedative Fill Temp	$46.00
1858	Public Health	431310	Pulp Cap - Direct	Pulp Cap - Direct	$20.00
1859	Public Health	431310	Pulp Cap - Indirect	Pulp Cap - Indirect	$38.00
1860	Public Health	431310	Therapeutic Pulp	Therapeutic Pulp	$110.00
1861	Public Health	431310	Pulpal Therapy (Restorable Filling)	Pulpal Therapy (Resorbable Filling)	$55.00
1862	Public Health	431310	1 RT Canal	2 RT Canal	$445.00
1863	Public Health	431310	2 PT Canal	3 PT Canal	$516.00
1864	Public Health	431310	Three or More Canals, Molar	Three or More Canals, Molar	$780.00
1865	Public Health	431310	Gingivectomy per Quadrant	Gingivectomy per Quadrant	$203.00
1866	Public Health	431310	Gingivectomy per Rooth	Gingivectomy per Rooth	$63.00
1867	Public Health	431310	Provisional Splinting - Introcoronal	Provisional Splinting - Introcoronal	$78.00
1868	Public Health	431310	Provisional Splinting	Provisional Splinting	$125.00
1869	Public Health	431310	Extraction Single Tooth	Extraction Single Tooth	$84.00
1870	Public Health	431310	Surg. Extraction	Surg. Extraction	$129.00
1871	Public Health	431310	Suture of Small Wound	Suture of Small Wound	$94.00
1872	Public Health	431310	Excision of Pericoronal Gingiva	Excision of Pericoronal Gingiva	$55.00
1873	Public Health	431310	Local Anesthesia Not in Conj.	Local Anesthesia Not in Conj.	$16.00
1874	Public Health	431310	Analgesia, Anxiolysis, Inhalation	Analgesia, Anxiolysis, Inhalation	$35.00
1875	Public Health	431310	Occlusal Adjustment - Limited	Occlusal Adjustment - Limited	$47.00
1876	Public Health	431310	Pallative Threat (Emg)	Pallative Threat (Emg)	$23.00
1877	Public Health		**IMMUNIZATIONS**		
1878	Public Health	431360	Children's Vaccines	Per Vaccine	$10.00
1879	Public Health	431360	Adult Vaccines - State stock	Per Vaccine	$20.00
1880	Public Health	431270	Adult Vaccines - Private stock	Per Vaccine	Cost of vaccine + $25.00
1881	Public Health		**LABORATORY**		
1882	Public Health	431330	QuantiFERON TB lss Tha10	QuantiFERON TB Gold	$88.00
1883	Public Health	431330	QuantiFERON TB lss Tha10 or More	QuantiFERON TB Gold	$88.00
1884	Public Health	431370	RPR	RPR	$7.00
1885	Public Health	431370	TPPA	TPPA	$15.00
1886	Public Health	431330	Specimen Concentration	Specimen Concentration	$12.00
1887	Public Health	431330	Mycobacteria Culture	Mycobacteria Culture	$19.00
1888	Public Health	431330	Mycobacteria ID Biochem	Mycobacteria ID Biochem	$19.00
1889	Public Health	431330	Mycobacteria ID HPLC	Mycobacteria ID HPLC	$22.00
1890	Public Health	431330	Mycobacteria Drug Susceptibility, Each Drug	Mycobacteria Drug Susceptibility, Each Drug	$10.00
1891	Public Health	431370	Smear Gram stain	Smear Gram stain	$7.00
1892	Public Health	431330	Smear acid-fast stain	Smear acid-fast stain	$9.00
1893	Public Health	431370	Smear wet mount	Smear wet mount	$7.00
1894	Public Health	431370	Chlamydia DNA amp probe	Chlamydia DNA amp probe	$62.00
1895	Public Health	431370	AFB ID genetic probe	AFB ID genetic probe	$35.00
1896	Public Health	431370	AFB ID genetic probe	AFB ID genetic probe	$35.00
1897	Public Health	403133	Rabies Testing	Rabies Testing	$89.00
1898	Public Health	431370	N. Gonorrhea DNA amp probe	N. Gonorrhea DNA amp probe	$62.00
1899	Public Health	431380	Potable Water Testing up to 9 samples	Potable Water testing	$23.00
1900	Public Health	431380	Potable Water testing 10 up to 19 samples	Potable Water testing	$21.00
1901	Public Health	431380	Potable Water testing 20 or more samples	Potable Water testing	$19.00
1902	Public Health	431380	Potable and Recreational Water Testing	Potable Water testing	$34.00
1903	Public Health	431380	Recreational Water Testing	Potable Water testing	$14.00
1904	Public Health	431330	Mycology	Mycology	$30.00
1905	Public Health	431370	HIV-1/HIV-2 single assay	HIV-1/HIV-2 single assay	$24.00
1906	Public Health	431330	Shipping and Handling	Ship Specimen to DSHS for additional testing	$60.00
1907	Public Health		**STD PROGRAM**		
1908	Public Health	431370	99204-Exam (minimum fee)	STD/Exam Counseling	$25.00
1909	Public Health	431370	99204-Exam (median fee)	STD/Exam Counseling	$35.00
1910	Public Health	431370	99204-Exam (maximum fee)	STD/Exam Counseling	$55.00
1911	Public Health	431370	Medications	Medications for patients-2 or more drugs-private stock	$10.00
1912	Public Health	431370	Medications	Medications for patients-1 drug-private stock	$5.00
1913	Public Health	431370		STD Follow Up	$10.00
1914	Public Health	431370		Liquid Nitrogen Treatment	$15.00
1915	Public Health		**TUBERCULOSIS PROGRAM**		
1916	Public Health	431230		TB Skin Test	$9.00
1917	Public Health	431230		Testing/treatment related to mycobacterium disease other than TB.	
1918	Public Health		***CLASS***		
1919	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.	$157.00
1920	Public Health	431230	99205-New Patient--Initial Office Visit--Seen by Physician	Initial exam level 7, non-physical and physical service and prescribees medication (initial treatment).	$195.00
1921	Public Health	431230	99213-Established Patient--15 Minutes Duration-Physician	Physical exam, level 8 non-physical and physical service and prescribed medications.	$69.00

FY 2014 SCHEDULE C
DEPARTMENTAL FEE LIST

Line No.	Department	Account	Fee Description	Detail	FY2014 Adopted
1922	Public Health	431230	99214-Established patient-30 Minutes Duration-Physician	Physical exam level 7, non-physical and physical service and prescribed medication.	$102.00
1923	Public Health	431230	99212-Follow Up Visit-Est. Pat-Nurse-15 Minutes	Follow-up exam level 1, non-physical service only.	$41.00
1924	Public Health	431230	**DOT/DOPT EXAMINATION**		
1925	Public Health	431230	99211-DOT-DOPT-Office Visit-15 Minutes-Administer Meds	DOT-DOPT- Office visit -- 15 minutes in duration-administer medications.	$20.00
1926	Public Health		**EDUCATION**		
1927	Public Health	450650		CPR Classes	$30.00
1928	Public Health	450650		Blood borne Pathogen Class	$30.00
	**Medical Health Fees are established in accordance with State Medicaid and market rates for the area.				

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/Specialist	12250 GS 50
Accounting/Payroll Clerk	12260 GS 46
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 Labor Supervisor	18360 GS 52
Airport Maintenance Superintendent	14060 PM 129
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

SCHEDULE D
Ordinance 8064 Appendix "A"

Job Classification Title	Job Code/Grades
Art Museum Curator	15240 PM 127
Art Museum Registrar	15080 PM 123
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

SCHEDULE D
Ordinance 8064 Appendix "A"

Job Classification Title	Job Code/Grades
Certified Firefighter Trainee	19030 GS 50
Certified Paramedic-Fire Trainee	19070 GS 54
Certified Police Trainee	19050 GS 54
Chemist	13220 PM 125
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
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

SCHEDULE D
Ordinance 8064 Appendix "A"

Job Classification Title	Job Code/Grades
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
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

SCHEDULE D
Ordinance 8064 Appendix "A"

Job Classification Title	Job Code/Grades
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
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

SCHEDULE D
Ordinance 8064 Appendix "A"

Job Classification Title	Job Code/Grades
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
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

SCHEDULE D
Ordinance 8064 Appendix "A"

Job Classification Title	Job Code/Grades
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
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
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

SCHEDULE D
Ordinance 8064 Appendix "A"

Job Classification Title	Job Code/Grades
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
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 129
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

SCHEDULE D
Ordinance 8064 Appendix "A"

Job Classification Title	Job Code/Grades
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
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

SCHEDULE D
Ordinance 8064 Appendix "A"

Job Classification Title	Job Code/Grades
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
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

SCHEDULE D
Ordinance 8064 Appendix "A"

Job Classification Title	Job Code/Grades
Project Manager (Unclassified)	11-Unclassified (133)
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
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

SCHEDULE D
Ordinance 8064 Appendix "A"

Job Classification Title	Job Code/Grades
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
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
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

SCHEDULE D
Ordinance 8064 Appendix "A"

Job Classification Title	Job Code/Grades
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
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

SCHEDULE D
Ordinance 8064 Appendix "A"

Job Classification Title	Job Code/Grades
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
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 Electronic Controls Supervisor	20850 GS 55
Utility Engineer	13710 PM 132
Utility Engineering Associate	13720 PM 128
Utility Field Customer Service Inspector	20630 GS 49
Utility Field Customer Service Supervisor	20620 GS 51

SCHEDULE D
Ordinance 8064 Appendix "A"

Job Classification Title	Job Code/Grades
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
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

SCHEDULE D
Ordinance 8064 Appendix "A"

Job Classification Title	Job Code/Grades
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 Technicians	16535 GS 46
Zoo Commissary Supervisor	16540 GS 52
Zoo Commissary Technicians	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
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 2014 Services Renewals for Services $3,000 or Above

IT NON-DEPT/ DEPT USER	DEPT. ID	ACCOUNT	PROGRAM	ACCT DESCRIPTION	ESTIMATED PRICE	Vendor	DESCRIPTION
IT-Non Departmental (City Wide)	15090	522020	P1506	Data Processing Contract	$ 871,200	Dell	Microsoft Enterprise Agreement new contract in FY14 w/ 10% increase
IT-Non Departmental (City Wide)	15090	522020	P1506	Data Processing Contract	82,680.40	Microsoft	Microsoft Premier Support: Support Account Management, Problem Resolution Support, Support Assistance, TAM Onsite Resource Visit, ADRAP, Software Assurance Benefits Incidents Value.
IT-Non Departmental (City Wide)	15090	522020	P1506	Data Processing Contract	900,000.00	Dell	Microsoft Enterprise Contract Yearly True-up
IT-Non Departmental (City Wide)	15090	522020	P1506	Data Processing Contract	40,744.76	PC Mall	Adobe Master Collection from PC Mall
IT-Non Departmental (City Wide)	15090	522020	P1506	Data Processing Contract	68,708.40	PDS	Imaging System Annual Support - PDS ViewPoint, DocLink for Jims, DocLink for Accela, DocLink for Ileads, DocLink for PeopleSoft - Finance, Captiva QuciScan Pro, Scan Auto Import, Import of Complaints Program, Pre-TrialLink, Docket Scan, Xtender, ERM Xtender Server, Scan Xtender Licenses, AX ScanFix, Contex, Building Permits, EPPD Canon DR 5060 F Scanner, AX web services and AX Retention Manager, DR-3010C Scanners
IT-Non Departmental (City Wide)	15090	522020	P1506	Data Processing Contract	105,271.00	ESRI	Annual Svc. Support for ArcGIS Desktop Basic, Standard, Advanced, Spatial Analyst, 3D Analyst, Publisher, ArcGIS Engine w/o Ext. Maint., ESRI Developer Network, Server Enterprise Advanced, Basic, ArcGIS Image Server
IT-Non Departmental (City Wide)	15090	522020	P1506	Data Processing Contract	181,236.00	Accela	Accela- Services Contract
IT-Non Departmental (City Wide)	15090	522020	P1506	Data Processing Contract	194,570.00	Accela	Accela- Services Contract
IT-Non Departmental (City Wide)	15090	522020	P1506	Data Processing Contract	39,677.00	Azteca	Cityworks Annual Update and Support Software Fee - 10 year contract - approved by CC: 4/29/03
IT-Non Departmental (City Wide)	15090	522020	P1506	Data Processing Contract	10,120.00	Net Brain	Enterprise Workstation Software License Operator Edition, Maintenance and Technical Support, Enterprise Server.
IT-Non Departmental (City Wide)	15090	522020	P1506	Data Processing Contract	150,000.00	Net Direct/EC America	Riverbed software
IT-Non Departmental (City Wide)	15090	522020	P1506	Data Processing Contract	159,244.00	Sigma	SmartNet Onsite NBD, Essential Software ESW, Software Application Support w/Upgrades, SmartNet Premium and Cisco Systems Unified Communications Software
IT-Non Departmental (City Wide)	15090	522020	P1506	Data Processing Contract	25,000.00	Microtel	MicroCall System - Telephone System software; call reporting monitoring sw $20000 for DID and $5000 for maintenance
IT-Non Departmental (City Wide)	15090	522020	P1506	Data Processing Contract	15,000.00	Sharepoint	Project Management Case System
IT-Non Departmental (City Wide)	15090	522020	P1506	Data Processing Contract	64,434.72	Trans Telco	Fiber optics maintenance/ Leased only - charges are per linear footage
IT-Non Departmental (City Wide)	15090	522020	P1506	Data Processing Contract	11,000.00	1-800-DIGG-TESS	Texas Excavation Safety System
IT-Non Departmental (City Wide)	15090	522020	P1506	Data Processing Contract	7,140.00	Solarware Inc. d/b/a Solarwinds Worldwide	DameWare licenses for remote control - Mini remote control for remote troubleshooting IT staff.
IT-Non Departmental (City Wide)	15090	522020	P1506	Data Processing Contract	8,170.00	Shi Government Solutions	VMWare ThinApp Suite, and VMWare Support and Subscription Production
IT-Non Departmental (City Wide)	15090	522020	P1506	Data Processing Contract	513,381.00	Hewlett Packard	Maintenance for POD (10/2011 - 10/2014); org est included SAOO
IT-Non Departmental (City Wide)	15090	522020	P1506	Data Processing Contract	10,000.00	Hightail	Licenses and maintenance for Usend it
IT-Non Departmental (City Wide)	15090	522020	P1506	Data Processing Contract	83,992.00	Sigma	NetBackup Standard Client, Enterpirse Client, Server Enterprise License.
IT-Non Departmental (City Wide)	15090	522020	P1506	Data Processing Contract	8,170.00	Sigma	VMWare Vsphere 4 Fast Track Open Enrollment, Est. Expenses and professional Services SOW
IT-Non Departmental (City Wide)	15090	522020	P1506	Data Processing Contract	49,000.00	Sigma	Cisco IronPort Anti-Spam - 5000 Mailboxes, Sophos Anti-Virus, Virus Outbreak Filters and Platinum Support for Cisco IronPort C360.
IT-Non Departmental (City Wide)	15090	522020	P1506	Data Processing Contract	15,400.00	Zoho Corp.	AdManager Plus Professional Edition Annual Subscription Fee for 1 Domain - 2 Help Desk Technicians Pack, ADManager Plus Professional Editon, and ADSelfService Plus Professional Edition Annual Subscription fee for 4000 Domain Users
IT-Non Departmental (City Wide)	15090	522020	P1506	Data Processing Contract	6,267.00	Checkpoint	Dell Tape Media for LTO3 400/800 GB
IT-Non Departmental (City Wide)	15090	522020	P1506	Data Processing Contract	5,645.40	Checkpoint	Dell 400/800 GB LTO Ultrium 3 Tape
IT-Non Departmental (City Wide)	15090	522020	P1506	Data Processing Contract	11,403.00	Dell	Nexpose Technical Support and Upgrades and TX Nexpose Subscription License
IT-Non Departmental (City Wide)	15090	522020	P1506	Data Processing Contract	8,856.00	Shi Government Solutions	Dotimage Document Imaging Maintenance Atalosoft; Server Standard Maintenance Atalosoft
IT-Non Departmental (City Wide)	15090	522020	P1506	Data Processing Contract	88,000.00	Dell	Dell hardware maintenance - Tape Backup, Servers
IT-Non Departmental (City Wide)	15090	522020	P1506	Data Processing Contract	50,000.00	EPM	EPM software
Schedule E Total (City Wide)					**$ 3,784,311**		
IT-Non Departmental (City Wide)	15090	522150	P1506	Outside Contracts	$ 15,000	Various	Various Consultants
IT-Non Departmental (City Wide)	15090	522150	P1506	Outside Contracts	300,000	Avaya	Account No.: 0101854224 Telephone Service Agreement for Telephone Services City Wide @ approx $22,000/month.
IT-Non Departmental (City Wide)	15090	522150	P1506	Outside Contracts	34,566	Avaya	Account No.: 0101854226 for Avaya
IT-Non Departmental (City Wide)	15090	522150	P1506	Outside Contracts	22,000	Avaya	Phones Systems - Phone Maintenance Agreement (2009) for Avaya
IT-Non Departmental (City Wide)	15090	522150	P1506	Outside Contracts	15,000	Stackseeker	Stackseeker Monitoring Software maintenance
IT-Non Departmental (City Wide)	15090	522150	P1506	Outside Contracts	80,000	Net Direct	Network analysis monitoring software for Cascade
IT-Non Departmental (City Wide)	15090	522150	P1506	Outside Contracts	150,000	Advance Security	City Security Camera - repairs to camera/gates citywide
IT-Non Departmental (City Wide)	15090	522150	P1506	Outside Contracts	13,878	INX	Professional Services - Voice and Data Configurations - Cielo Vista Library UCME - $13,878
IT-Non Departmental (City Wide)	15090	522150	P1507	Outside Contracts	145,000	Transtelco	Lease and maintenance for the Fiber optics maintenance/ Leased only - charges are per linear footage
IT-Non Departmental (City Wide)	15090	522150	P1508	Outside Contracts	25,000	RF Engineering	Provide Engineering Support Services to Public Safety Dept. Tower Upgrade PWSF review
Schedule E Total (City Wide)					**$ 800,444**		
IT-Non Departmental (City Wide)	15090	522290	P1506		$ 350,000	CISCO	Cisco Maintenance; NEXUS COMES OFF WARRANTY
IT-Non Departmental (City Wide)	15090	522290	P1507		30,000	Shi Government Solutions	Content Management System (CMS) Annual Maintenance
IT-Non Departmental (City Wide)	15090	522290	P1508		551,509	Motorola	Installation of equipment for 800MHz Project 25 Radio System Upgrades - lease/purchase agreement to acquire, purchase, finance and lease certain equipment for the upgrade and expansion for the City. In FY13 - cut PO with funding: 580070-5000-239-15070-P25RADIOSYSTEM in the amount of $20,073,362.00)
Schedule E Total (City Wide)					**$ 931,509**		

Schedule E
Information Technology Services
Contractual Services
FY 2014 Services Renewals for Services $3,000 or Above

IT NON-DEPT/ DEPT USER	DEPT. ID	ACCOUNT	PROGRAM	ACCT DESCRIPTION	ESTIMATED PRICE	Vendor	DESCRIPTION
IT-Non Departmental (Police)	15090	522020	P1506	Data Processing Contract	$ 67,304	Advance Security	Access Control Security System - Maintenance of cameras, I3DVR Units, and support for camera systems citywide.
IT-Non Departmental (Police)	15090	522020	P1506	Data Processing Contract	43,835	Analysis Central Systems	Maintenance & Support; PROS and DCOPS-Analysis Central Systems
IT-Non Departmental (Police)	15090	522020	P1506	Data Processing Contract	3,150	CI Technologies	IA Pro Software for Internal Affairs/Professional Standards Unit Software Annual Maintenance Renewal
IT-Non Departmental (Police)	15090	522020	P1506	Data Processing Contract	44,318	Citrix	XenDesktop Platinum Edition Trade Up (185 Licenses upgrade from expired XenApp Platinum for Fire Dept); XenDesktop Platinum Edition Trade Up (8 Licenses - upgrade from expired XenApp Enterprise) for Fire Dept; XenDestop Platinum Edition Trade Up (7 Licenses upgrade from expired XenApp Platinum).
IT-Non Departmental (Police)	15090	522020	P1506	Data Processing Contract	9,800	County of El Paso	JIMS License Maintenance for 10 JIMS licenses for in field use-County of El Paso
IT-Non Departmental (Police)	15090	522020	P1506	Data Processing Contract	42,000	CompuDyne	Software Support & Maintenance (MDT & TLETS interface)-CompuDyne (Tiburon)
IT-Non Departmental (Police)	15090	522020	P1506	Data Processing Contract	26,665	Hewlett Packard	Support Agreement CITY684445096a - Service Agreement: 1033 5124 1405 for the Legacy hardware Service Agreement/Equipment Service HP hardware Maintenance on site support at 911 N. Raynor
IT-Non Departmental (Police)	15090	522020	P1506	Data Processing Contract	108,141	County of El Paso	SW Maintenance for ELPASOSC1001201 Ileads RMS Maintenance (Interlocal Agreement w/County = Total: $126,471.12 City 80% County 20%)
IT-Non Departmental (Police)	15090	522020	P1506	Data Processing Contract	4,566	Integraph	Pawn Interface System S/N: 1-263495801-Intergraph Corporation
IT-Non Departmental (Police)	15090	522020	P1506	Data Processing Contract	6,722	Integraph	APS Citation Interface S/N: 1-293123561 Interface with ILEADS-Intergraph Corporation
IT-Non Departmental (Police)	15090	522020	P1506	Data Processing Contract	3,888	L-1 Identity Solutions	Live-Scan Unit (Juvenile) Additional Live-Scan Unit for prisoner processing that was not included w/the original purchase/only one year of maintenance.
IT-Non Departmental (Police)	15090	522020	P1506	Data Processing Contract	10,800	Orion	Police Manager Software/Web Agenda Software-Orion
IT-Non Departmental (Police)	15090	522020	P1506	Data Processing Contract	166,574	Sagem Morpho	AFIS - Fingerprinting System-Sagem Morpho
IT-Non Departmental (Police)	15090	522020	P1506	Data Processing Contract	10,200	Solid Systems CAD Services	NetApp Maintenance - Hardware support - Net Apps FAS3140 - Drive Draws 5 total
IT-Non Departmental (Police)	15090	522020	P1506	Data Processing Contract	9,500	Shi Government Solutions	EA Tech/server support
Schedule E Total (Police)					**$ 557,463**		
IT-Non Departmental (City Attorneys)	15090	522020	P1506	Data Processing Contract	$ 7,745	West Publishing Corp. d/b/a Elite	Software upgrade and License for Maint. And Support (Pro Law)
Schedule E Total (City Attorneys)					**$ 7,745**		
IT-Non Departmental (Community Development)	15090	522020	P1506	Data Processing Contract	$ 6,000	Impact Data Source	Impact Data Source for Analysis
Schedule E Total (Community Development)					**$ 6,000**		
(Development Services)	15090	522020	P1506	Data Processing Contract	$ 22,280	Selectron	Voice Permits-PremierPro Support and Maint for IVR
(Development Services)	15090	522020	P1506	Data Processing Contract	8,944	ACF	Q-Flow Customer Services Software
Schedule E Total (Development Services)					**$ 31,224**		
IT-Non Departmental (Engineering)	15090	522020	P1506	Data Processing Contract	$ 5,767	WonderWare	Core OneStep program for 5 Workstations
Schedule E Total (Engineering)					**$ 5,767**		
IT-Non Departmental (Financial Services)	15090	522020	P1506	Data Processing Contract	$ 7,000	Tracker, Division of C2, LLC	Tracker Portfolio Accounting and Reporting-Tracker Division of C2 LLC
IT-Non Departmental (Financial Services)	15090	522020	P1506	Data Processing Contract	202,241	Oracle	Service Contract # 5102264-Orcale
IT-Non Departmental (Financial Services)	15090	522020	P1506	Data Processing Contract	536,032	Oracle	Software Maint. for Peoplesoft-P-01-188-01-00-2-Orcale
IT-Non Departmental (Financial Services)	15090	522020	P1506	Data Processing Contract	35,000	eCIVIS	Grants Software for eCIVIS
Schedule E Total (Financial Services)					**$ 780,273**		
IT-Non Departmental (Fire)	15090	522020	P1506	Data Processing Contract	$ 69,825	Tiburon	Software Support & Maint. For Fire (FMIS) 24/7
IT-Non Departmental (Fire)	15090	522020	P1506	Data Processing Contract	65,000	Zoll Rescue Net	Zoll Rescue Net Maint for EMS Software
IT-Non Departmental (Fire)	15090	522020	P1506	Data Processing Contract	16,800	Emergency Services Integrators	WebEOC software Maint. And Support
IT-Non Departmental (Fire)	15090	522020	P1506	Data Processing Contract	6,354	KRONOS	Telestaff Additional License 25 and 1 yr Support
IT-Non Departmental (Fire)	15090	522020	P1506	Data Processing Contract	80,571	In Motion	Maintenance and Support InMotion for Fire
IT-Non Departmental (Fire)	15090	522020	P1506	Data Processing Contract	183,000	Everbridge	Everbridge-Codesear upgrade for emergency system
IT-Non Departmental (Fire)	15090	522020	P1506	Data Processing Contract	48,010	TXF and TDSHS	CE Tracking to firefighter certifications
Schedule E Total (Fire)					**$ 469,560**		
IT-Non Departmental (General Services)	15090	522020	P1506	Data Processing Contract	$ 6,045	Magellan Consulting Inc.	Facilities Maint. Software -Work Order
IT-Non Departmental (General Services)	15090	522020	P1506	Data Processing Contract	19,800	Mainstar	Facilities Maint. Software
Schedule E Total (General Services)					**$ 25,845**		

Schedule E
Information Technology Services
Contractual Services
FY 2014 Services Renewals for Services $3,000 or Above

IT NON-DEPT/ DEPT USER	DEPT. ID	ACCOUNT	PROGRAM	ACCT DESCRIPTION	ESTIMATED PRICE	Vendor	DESCRIPTION
IT-Non Departmental (Health Dept)	15090	522020	P1506	Data Processing Contract	$ 3,850	Dentrix	Licensing and Maint for Dentrix Software
Schedule E Total (Health Dept)					**$ 3,850**		
IT-Non Departmental (HR)	15090	522020	P1506	Data Processing Contract	$ 5,000	ERI Economic Research Institute	Professional Assessors Series account for Economic Research Institute
IT-Non Departmental (HR)	15090	522020	P1506	Data Processing Contract	39,600	GovernmentJobs.com	NeoGov license for HR user
IT-Non Departmental (HR)	15090	522020	P1506	Data Processing Contract	17,100	GovernmentJobs.com	NeoGov TMS license-Insight Enterprise
IT-Non Departmental (HR)	15090	522020	P1506	Data Processing Contract	289,746	KRONOS	Maint. for Time Keeping system and license city wide- Kronos
Schedule E Total (HR)					**$ 351,446**		
IT-Non Departmental (Library)	15090	522020	P1506	Data Processing Contract	$ 70,000	Sirsi/Dynix	Library Card Catalog system
IT-Non Departmental (Library)	15090	522020	P1506	Data Processing Contract	7,350	Statseeker	Software Maint. And Support
IT-Non Departmental (Library)	15090	522020	P1506	Data Processing Contract	31,294	NeoGov	NeoGov TMS license-Insight Enterprise
IT-Non Departmental (Library)	15090	522020	P1506	Data Processing Contract	11,071	CMS, Inc.	PC Time & Print mgmt.-Library
Schedule E Total (Library)					**$ 119,715**		
IT-Non Departmental (Muni Court)	15090	522020	P1506	Data Processing Contract	$ 3,531	Mathew Bender & Co. d/b/a Lexis Nexis	Maint. City of El Paso Code formatting Service fee
Schedule E Total (Muni Court)					**$ 3,531**		
IT-Non Departmental (Parks)	15090	522020	P1506	Data Processing Contract	$ 12,553	Accela	Accela Asset Management 35 user and 15 GIS user/ Maint and support
Schedule E Total (Parks)					**$ 12,553**		
IT-Non Departmental (Zoo)	15090	522020	P1506	Data Processing Contract	$ 18,456	Accela	Asset management User License (20 users)
Schedule E Total (Zoo)					**$ 18,456**		
IT-Non Departmental (DoT)	15090	522020	P1506	Data Processing Contract	$ 6,230	Trafficware Ltd.	Traffic v8 single licensee
IT-Non Departmental (DoT)	15090	522020	P1506	Data Processing Contract	6,000	Impact Data Source	Impact data analyst software
IT-Non Departmental (DoT)	15090	522020	P1506	Data Processing Contract	45,000	Miovision	Traffic Data Analysis-Miovis
IT-Non Departmental (DoT)	15090	522020	P1506	Data Processing Contract	4,000	DLT	AutoCAD Civil 3D
IT-Non Departmental (DoT)	15090	522020	P1506	Data Processing Contract	11,970	Alamo Industries	VP5 min track gps
IT-Non Departmental (DoT)	15090	522020	P1506	Data Processing Contract	7,110	Transoft Solutions	Parkcad-Transoft
Schedule E Total (DoT)					**$ 80,310**		
Total Estimated Schedule E					**$ 7,990,002**		

11C

ORDINANCE NO. 013069

AN ORDINANCE LEVYING 2014 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, 2013 to fund the City's budgetary requirements for the fiscal year ending August 31, 2014, be and are hereby levied on all property, real personal, and mixed, subject to taxation by the City, at the rate of 0.678378 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, 0.445699 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 0.232679 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 0.00 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A $100,000 HOME BY APPROXIMATELY $0.00.

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 20th day of August, 2013.

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

CITY CLERK DEPT.
2013 AUG 19 PM 2:35

ORDINANCE NO. 013069
13-1056-010/PL#171303_3/2014 ORDINANCE LEVYING TAX/MKB

Glossary of Acronyms

The following acronyms can be found throughout the City of El Paso's FY 2014 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
CHP – Cooling, Heating, & Plumbing
CIP – Capital Improvement Program
CMAQ – Congestion Mitigation and Air Quality Improvement Program
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)
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. *Nonspendable 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 REHABILI-TATION 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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CITY OF EL PASO