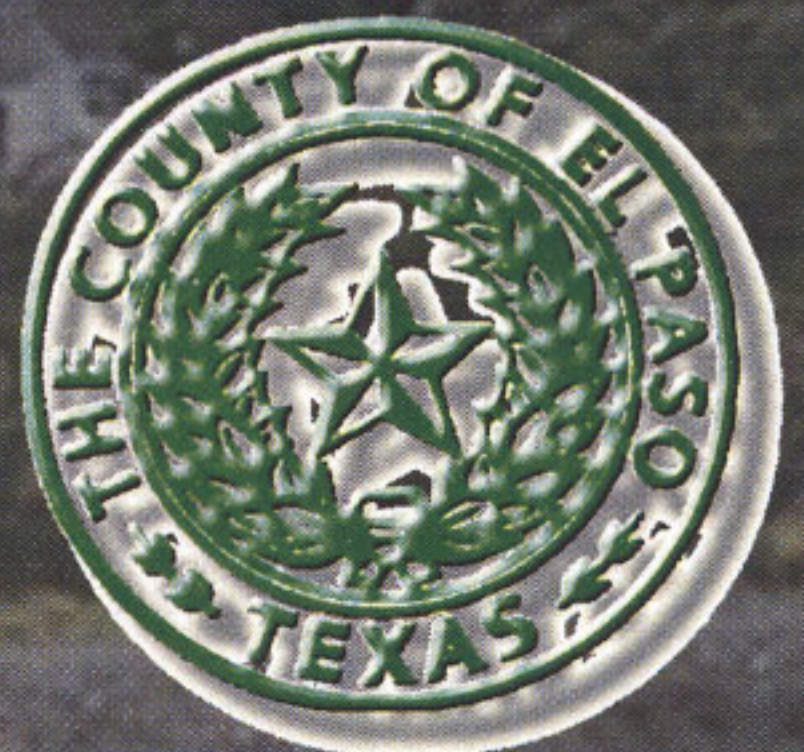


# County of El Paso

## Fiscal Year 2004 Annual Operating Budget







**A copy of this budget package is available at:**

**<http://www.co.el-paso.tx.us/auditor/publications/reports.html>**



# El Paso County Commissioners Court Members



**Dolores Briones**  
County Judge



**Charles Scruggs**  
Commissioner Precinct No. 1



**Betti Flores**  
Commissioner Precinct No. 2



**Miguel A. Teran**  
Commissioner Precinct No. 3



**Daniel R. Haggerty**  
Commissioner Precinct No. 4

**Member of the Government Finance Officer's Association**





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**El Paso County  
Texas**

For the Fiscal Year Beginning

**October 1, 2002**

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Presentation Award to El Paso County, Texas for its annual budget for the fiscal year beginning October 1, 2002.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.



# County of El Paso, Texas

## Preface

This preface is intended to serve the readers who may be somewhat unfamiliar with El Paso County, the structure and functions of county governments in the State of Texas. It also provides a brief overview of the duties of some of the primary officials.

El Paso County was created from Bexar District in 1849, organized in 1850, and incorporated in 1871. Parts of El Paso County were taken to form Culberson County in 1911 and Hudspeth County in 1915. The County was named in the early days for being a well-known pass through the Rocky Mountains. It is the most western County in Texas, and is about equidistant from Houston, Texas, Los Angeles, California and Denver, Colorado. Also, bordered on the east side by Hudspeth County, El Paso County is just to the north of the International Boundary between the United States of America and the Republic of Mexico, and touches Doña Ana County in New Mexico. The County is a strategic crossroads for continental north-south and east-west traffic. The County spans a geographic area of about 1,013 square miles.

County government in Texas is, for many people, the primary and most accessible level of government. County governments are political subdivisions of the State. The State has created 254 counties. Initially, the Counties were primarily created to facilitate the judicial system. As a result of State legislative changes over the years, County governments in Texas are involved not only with the judicial system, but also the delivery of health and welfare services, law enforcement, public safety, cultural and recreational activities, and construction and maintenance of roads and bridges. In comparison to some of the other states, Texas Counties have only a very limited ordinance making authority, as specifically granted by the State legislature.

Counties in Texas have many comparable characteristics and are similarly organized. Each county has a governing body called Commissioners Court. The Commissioners Court is composed of five members. One member, the County Judge, is elected at large to a four-year term. The other four members are County Commissioners. Each County Commissioner is elected from a precinct to a four-year term. County judges have judicial responsibilities in all but the largest urban Counties. In large urban Counties, such as El Paso County, the County Judge has no judicial responsibilities. Instead, the El Paso County Judge is often referred to as the County's Chief Executive Officer (CEO). In all Texas Counties, the County Judge presides over Commissioners Court meetings.

There are numerous elected officials in most Texas counties. Some of those elected officials usually include the County Treasurer, County Clerk, District Clerk, County Attorney, District Attorney, County Tax Assessor-Collector, County Sheriff, one or more locally elected state District Judges, one or more County Court at Law Judges, one or more Justice of the Peace, and one or more Constables. As has happened in a few other Counties, several years ago, in a statewide election, the voters amended the constitution to abolish the office of the El Paso County Treasurer. After this abolishment, Commissioners Court formally instructed the County Auditor, an apolitical and an appointed official, to perform all of the statutorily mandated treasury functions. The County Auditor is appointed to a two-year term, by the state District Judges in each County. In El Paso County, the County Auditor, among other duties and responsibilities, serves as the County's chief financial



officer, budget officer, payroll officer, investment officer, treasury officer, internal auditing officer and cash management officer.

The Commissioners Court serves as the executive branch of County government. Among a myriad of other constitutional and statutorily imposed duties and responsibilities, the five members of Commissioners Court have the exclusive responsibility and authority over a multitude of areas in the operation and in the affairs of county government. To name a few, the Commissioners Court is responsible for approval of the County's operating budget, budgetary amendments, setting ad valorem property tax rates, auditing and direct settlement of all claims against the County. Additionally, this body appoints certain County officials and board members. The Commissioners Court also determines when propositions to issue bonds will be submitted to the voters.

The authority of County Auditors in Texas may be best summarized with a statement made by W. C. Murphy in an article entitled *County Government and Administration in Texas* (University of Texas Bulletin, 1933). Mr. Murphy's statement read "Since the Auditor has the authority to impose a budget on the County, because of his power to stop payment on all warrants not drawn strictly according to the law, he has been in a position to dominate County finances." County Auditors, however, should never equate the authority and responsibility of the office to "power". Duties of County Auditors is prescribed by state laws, prescribed by the standard and ethics of the profession, inherited, and some of the duties are assigned because no one else wants to do them.

In Texas, there is usually a difference in the delivery of some services between rural Counties and urban Counties such as El Paso County. For one example, in rural Counties the Sheriff does the majority of the police patrol work. In comparison, in the larger urban counties, the Sheriff's responsibilities usually focus predominately on detention facility management. For another example, most of the larger urban Counties place less emphasis on the construction and maintenance of roads and bridges than smaller rural Counties, especially where most streets are located within the boundaries of one or more Cities.

The sources of revenue available to Counties in Texas are very limited. The primary sources of revenue available to most Counties include: (1) ad valorem property taxes, (2) sales and use taxes, (3) hotel occupancy taxes, (4) intergovernmental revenues, (5) service charges, and (6) a complex conglomeration of fines, fees of office, user fees and forfeitures. The Texas legislature has imposed on and attached to its Counties, through the enactment of special legislation, very tight constraints on most of the Counties' revenue sources.



# Table of Contents

## INTRODUCTORY REPORTS:

<u>TITLE/DESCRIPTION</u>	<u>PAGE NO.</u>
<b>Preface</b> Narrative on County Government	i
<b>Budget Letter</b> Narrative on Budget and Financial Condition	1
<b>Executive and Budget Summary</b> Budgetary Narrative and Results from Operations	15
<b>Strategic Financial Plan</b> Describes a Simulation Model to Show Hypothetical Outcomes	25
<b>Fiscal Overview</b> Describes El Paso County's Annual Budgeting Process and Addresses the County's Financial Policies, Strategies, Vision, Mission, Goals and Objectives	31
<b>El Paso County Organizational Chart</b> County Organization by Department	54
<b>El Paso County Commissioners Court</b> Court Members by Precinct	55
<b>El Paso County Organized by Program</b> Departments by Program Type	56
<b>El Paso County Directory of Principal Officials</b> Principal Officials by Name, Title, Location and Phone Number	57
<b>Synopsis of Budgeted Funds</b> Fund Definitions	58
<b>Budget Summary All Fund Types</b> Summary of Revenues and Appropriations at Combined Fund Level	63
<b>Budget Summary by Fund Type</b> Summary of Revenues and Appropriations at Fund Type Level	64
<b>Summary of Budgeted Inter-fund Transfers</b> Transfers in and out	65



# Table of Contents

## REVENUES (SOURCES):

<u>TITLE/DESCRIPTION</u>	<u>PAGE NO.</u>
<b>Budget Summaries – Revenues/Sources</b> Fiscal Year 2002 Actual Revenues with Comparison to FY 2003 and 2004 Budgets	
All Fund Types	67
General Fund	91
Special Revenue	357
Debt Service	465
Capital Projects	479
Grant Funds	503
Enterprise Funds	509
<b>Pie Chart-Revenues/Sources</b> Pie Chart of 2004 Estimated Revenues and Sources	
All Fund Types	67
General Fund	92
Special Revenue	358
Debt Service	465
Capital Projects	479
Grant Funds	503
Enterprise Funds	509
<b>Summary of Revenues with Selected Definitions and Trends-All Funds</b> Taxes, Licenses and Permits, Intergovernmental Charges for Services, Fines, Fees and Forfeitures, Interest, Miscellaneous Revenues, Other Financing Sources and Total Revenues	68



# Table of Contents

## APPROPRIATIONS/EXPENDITURES (USES):

<u>TITLE/DESCRIPTION</u>	<u>PAGE NO.</u>
<b>Budget Summaries-Appropriations/Expenditures</b>	
Fiscal Year 2002 Actual Appropriations/Expenditures (Uses) With Comparison to FY 2003 and 2004 Budgets	
All Fund Types	79
General Fund at Summary Level	94
General Fund at Program Level:	
General Government	99
Administration of Justice	157
Public Safety	247
Health and Welfare	289
Resource Development	325
Culture and Recreation	335
Special Revenue	359
Debt Service	466
Capital Projects	480
Grant Funds	504
Enterprise Funds	510
<b>Pie Chart-Appropriations/Uses</b>	
Pie Chart of 2004 Budgeted Appropriations/Uses	
All Fund Types	80
General Fund	96
Special Revenue	361
Debt Service	466
Capital Projects	480
Grant Funds	504
Enterprise Funds	510



# Table of Contents

## APPROPRIATIONS/EXPENDITURES (USES) (CONT'D):

<u>TITLE/DESCRIPTION</u>	<u>PAGE NO.</u>
<b>Budget Summary for Fiscal Year 2004 by Character</b> Detail Amounts and Graphs of Personnel, Operating and Capital, With Comparison of 2002 Actuals to FY 2003 and 2004 Budgets	
All Fund Types	80
General Fund	98
Special Revenue	363
Debt Service	468
Capital Projects	482
Grant Funds	506
Enterprise Funds	512
<b>Historical Expenditure Trends - By Program (All Funds)</b> Historical Expenditure of All Funds	81
<b><u>DEBT SERVICE FUND</u></b>	
<b>Debt Service Fund Type</b> Trend Information	467
<b>Schedule of Outstanding Bonded Indebtedness</b> Detailed Bonds by Type and Year	470
<b>County of El Paso Debt Service Principal and Interest Requirements</b> Graphic Representation of Debt Service Principal and Interest Requirements	471
<b>County of El Paso Total Assessed Property Values</b> Graphic Representation of Total Assessed Property Values	472
<b>Schedule of Debt Limits and Budgets</b>	473
<b>Debt Service Requirements for Fiscal Year 2004</b>	474
<b>Description of Indebtedness</b> Descriptions of Indebtedness	475



# Table of Contents

## APPROPRIATIONS/EXPENDITURES (USES) (CONT'D):

<u>TITLE/DESCRIPTION</u>	<u>PAGE NO.</u>
<b><u>CAPITAL PROJECTS FUND</u></b>	
<b>Capital Projects Fund Type</b> Trend Information	481
<b>Capital Project Planning</b> Narrative on Current Capital Projects, Detailed Budgeted Capital Budgets by Fund, Program and Department	484
<b>Impact of Capital Projects on Operating Budget</b> Detailed Descriptions and Costs by Project	488
<b><i>Permanent Improvements</i></b>	488
<b>Major Capital Outlays</b>	488
<b>Description of Capital Projects</b>	499

## APPENDICES, GLOSSARY AND INDEX:

### APPENDICES

<b>Listing of Changes in Authorized Positions</b> Positions Changes by Department	A-17
<b>Authorized Full-Time Equivalent Position Listing</b> Position by Fund, Program, and Department	A-2
<b>Commissioners Court Order Approving the Ad Valorem Property Tax Rate</b> FY 2004 Adopted Tax Rate	B-2
<b>Commissioners Court Order Approving the Operating Budget for the Fiscal Year Beginning October 1, 2003</b> Approval of the FY 2004 Budget	C-2
<b>Statistical Information</b> <i>Various County Statistical Information</i>	D-2
<b><u>GLOSSARY</u></b> Definitions of frequently used terms	G-2
<b><u>INDEX</u></b>	G-14







# **INTRODUCTION**





# COUNTY OF EL PASO

OFFICE OF THE COUNTY AUDITOR

EDWARD A. DION, CPA, CIO  
COUNTY AUDITOR  
edion@co.el-paso.tx.us  
www.co.el-paso.tx.us/auditor

December 30, 2003

ROOM 406, COUNTY COURTHOUSE BUILDING  
500 EAST SAN ANTONIO STREET  
EL PASO, TEXAS 79901-2407  
(915) 546-2040  
(915) 546-8172 FAX

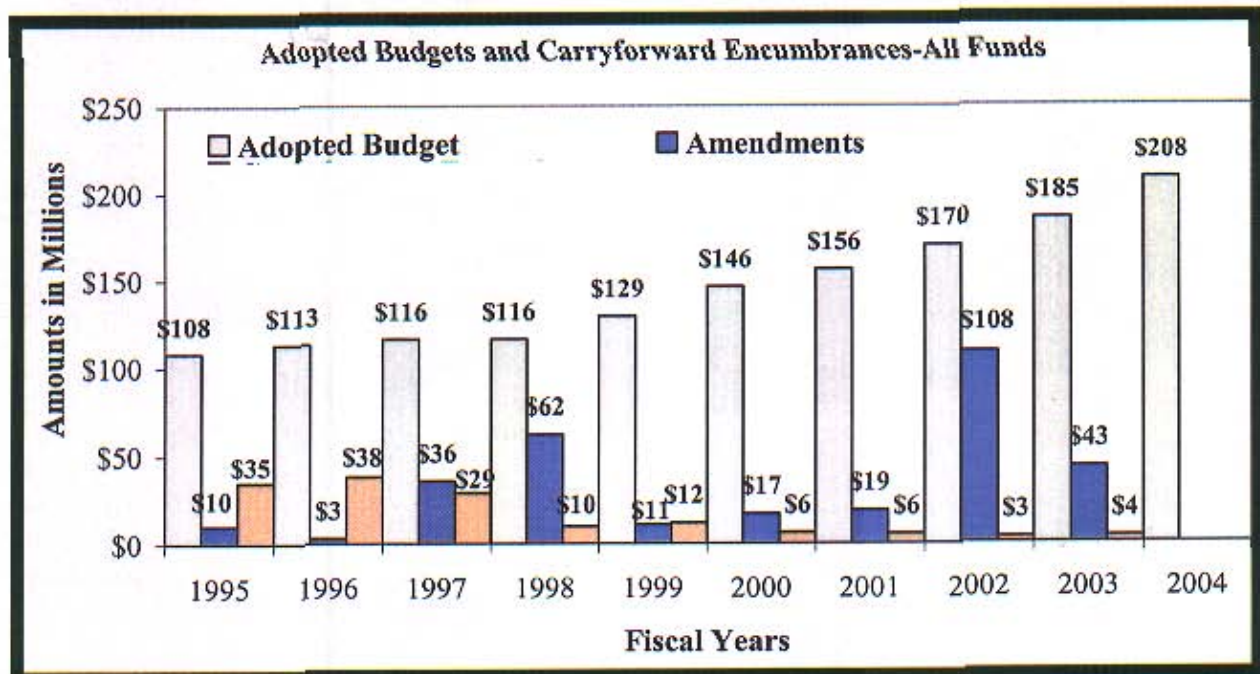
The Honorable Dolores Briones, County Judge,  
Honorable County Commissioners and Citizens of the County of El Paso  
County Courthouse Building, Suite 301  
500 East San Antonio Street  
El Paso, Texas 79901

Dear County Judge, County Commissioners  
and Citizens of the County of El Paso:

We are pleased to present the fiscal year 2004 published operating budget of the County of El Paso, Texas (County) for the period of October 1, 2003 through September 30, 2004. This document addresses County financial policies, managerial priorities of Commissioners Court and factors impacting this budget, which gave direction in its preparation. A County operating budget is required to be prepared each year by the *Texas Local Government Code, Chapter 111, Sub chapter B*.

## The FY2004 Budget

This budget as presented supports the County's strategic goals, policies and plans as outlined throughout the budget document. The following graph reflects the trend of the overall County budget over the years and the impact of subsequent budgetary amendments and carryforward encumbrances.





**FY 2004 Adopted Appropriations and Fund Balance in Comparison to FY 2003 (All Budgeted Fund Types)**

<b>Appropriations (Uses):</b>	<b>FY 2003 as Amended</b>	<b>Adopted FY 2004</b>	<b>Change from 2003 Amended</b>	<b>Percent Change</b>	<b>Components as % of Budget</b>
Capital Project Fund	\$1,458,442	\$422,409	(\$1,036,033)	-71.04%	0.20%
Debt Service Fund	26,024,207	15,836,572	(10,187,635)	-39.15%	7.60%
Enterprise Fund	626,050	605,676	(20,374)	-3.25%	0.29%
General Fund	148,261,112	154,385,518	6,124,406	4.13%	74.08%
Grants	33,320,999	833,391	(32,487,608)	-97.50%	0.40%
Special Revenue	18,354,299	36,327,155	17,972,856	97.92%	17.43%
<b>Total Budget</b>	<b>\$228,045,109</b>	<b>\$208,410,721</b>	<b>(\$19,634,388)</b>	<b>-8.61%</b>	<b>100.00%</b>
Encumbrance carryforward	\$3,539,992	\$3,170,684	(\$369,308)	-10.43%	
<b>Total Combined Appropriations</b>	<b>\$231,585,101</b>	<b>\$211,581,405</b>	<b>(\$20,003,696)</b>		

Annual appropriated budgets are approved and utilized for the General, Special Revenue, Grant, Debt Service, Enterprise, and Capital Project Funds. Appropriations expire at fiscal year-end. Budgets for grants are employed as a management control device in order to comply with granting agencies' provisions. Formal budgetary integration is employed for the General, Special Revenue and Debt Service Funds. Capital Project Funds, although budgeted in the next fiscal year for interest projections, are ordinarily more project oriented than period oriented, thus, project-length budgets for all capital projects are utilized and appropriations at year-end carry forward to subsequent years until the project completion. Budgets for all funds are prepared on the modified accrual basis. The table above depicts the fiscal year 2004 budget by fund in comparison to the fiscal year 2003 amended budget.

The 2004 budget adopted by the County totaled \$208,410,721, a net decrease of \$19,634,388 or 8.61 percent in comparison to the fiscal year 2003 adopted budget as amended. Within these categories, increases totaled \$18,778,276 and related to General Government, \$3,413,463 or 10.13 percent, Culture and Recreation, \$98,678 or 1.50 percent, Debt Service Principal, \$695,000 or 7.98 percent and Other Financing Uses totaling \$14,571,135 or 248.24 percent. Budget decreases aggregated \$38,412,664 and are attributed to decreases within Administration of Justice, \$2,946,175, or 8.47 percent, Public Safety, \$5,815,428 or 7.11 percent, Health and Welfare, \$4,101,569 or 34.62 percent, Community Services, \$237,405 or 100 percent, Resource Development, \$238,000 or 17.57 percent, Public Works, \$3,404,744 or 35.14 percent, Capital Outlays, \$10,785,914 or 66.96 percent, Debt Service Interest, \$458,112 or 6.57 percent, and Other Related Debt Costs, \$10,425,317 or 100 percent. These changes are explained in more detail in the expenditure section and at the individual fund levels of this document. To facilitate a better understanding of the organizational structure of El Paso County Government, please refer to the fiscal overview section of this document which includes an organizational chart of El Paso County, a chart of organization by program type, a directory of principal officials, a synopsis of budgeted funds and other informative budgetary summary data.

The accounting and financial reporting treatment applied to a fund is established by its measurement focus. All governmental funds are accounted for using a current financial resources



measurement focus. All governmental fund types use the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they become measurable and available). In the case of the County, "measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon thereafter to pay liabilities of the current period. For additional information regarding the basis of budgeting and accounting, please refer to the fiscal overview section of this document.

Encumbrances in the previous graph are commitments related to unperformed (executory) contracts for goods or services. In this connection, the County uses an encumbrance system of accounting and budgeting. The system provides a mechanism so that outstanding encumbrances, at fiscal year-end, are re-appropriated in the succeeding year's budget. Encumbrances outstanding at year-end are recorded as reservations of fund balances and do not constitute expenditures because the commitments will be honored during a subsequent year.

## **The FY2004 Budget Goals**

On September 22, 1999 the Commissioners Court for the first time, adopted a Vision, Mission, Goals, and Objectives to be used by County government when planning and budgeting. These goals and objectives were subsequently incorporated into the County's financial policies and can be found in the fiscal overview. This accomplishment was a major achievement for El Paso County and continues to be a significant goal towards development and implementation of performance based budgeting which became the focal point in fiscal year 2000 and continued into fiscal year 2004 budget process. Departments, elected officials and agencies funded by the County were apprised of the County's continued intent to fund future budgetary requests based on development and presentation of meaningful and measurable performance indicators. Now that there is a basis from which to mold organizational goals and objectives, future budgets should exhibit greater continuity and funding recipients should be able to inter-relate their goals and objectives with those of the County. Over time, changes to these goals and objectives will result as input is received from the public, departments and agencies and as community needs change.

### **The fiscal year 2004 budget emphasized four major goals:**

- (1) Providing high quality services to customers and constituents as follows:**
  - a. Adoption of its parks improvement budget, previously named Ascarate Park Improvement Fund, with emphasis of continued support of dedicating park revenues for the enhancement of County parks;
  - b. Providing high quality public service in the Justice System by increasing appropriated funds for the judiciary that addressed state mandates and community growth and continued enhancement of daily pay for those empanelled for jury duty and paid through the General Government or the District Clerk's budget of the General Fund;
  - c. Continued administration of the Rural Transit Bus System providing affordable transportation to the residents of the outlying areas of the Lower Valley in East El Paso County;
  - d. Providing public access to the Commissioners Court and its meetings through it's County Web Pages, a paperless electronic agendas online with supporting documentation and



video streaming of Commissioners Court meetings.

(<http://www.epcounty.com/commcourt/meetings/default.html>);

- e. Online business transactions in various departmental web pages such as the Tax Office vehicle registration renewal and the County Clerk's vital statistics;
- f. Migrating 100 percent of County Elections to electronic voting machines for an expeditious voting process and timelier election results to the public;

**(2) Improving the way County government does business as follows:**

- a. By addressing effective and efficient management of government costs by focusing on performance based budgeting through implementation of a time and attendance system which allows employees to track their tasks that support their department's performance measures paid from capital project funding;
- b. Consolidating resources with the City of El Paso in support of a Revolving Loan Program whereby low interest loans are made and tied to economic performance measures such as job creation, requirements that employers provide employees fringe benefits and focus on economically distressed areas of the City and County. The County operates another similar loan program specifically geared towards the areas outside the City limits with similar requirements. Major emphasis will be placed on this in fiscal year 2004;
- c. Continued utilization of various committees established by the Commissioners Court to evaluate a variety of areas such as equipment (Capital Committee), wage analysis (Wage and Salary Committee) and in the area of technology (Information Technology or IT Steering Committee);
- d. A new twist was introduced for implementation in fiscal year 2004 by the Court in response to budget constraints called the "Bright Idea Program". The objective of this program is to establish an employee suggestion program. This program affords the opportunity for the recognition of individual employees, groups of employees, and departments for:

1. Efforts that significantly contribute to documented achievements or outcomes eliminating or reducing expenditures or new revenue generation or;

2. Improvements to the effectiveness of services to the public by permitting more work to be accomplished within the County without increasing the cost of operations;

**(3) Improving the County's financial strength as follows:**

- a. By emphasizing in the fiscal year 2004 budget stabilization of the undesignated fund balance reserves of the General Fund to an adequate level in order to maintain and improve the financial condition of the County and in turn maintain and possibly upgrade its bond ratings;
- b. Reduction of the expenditure trend of County departments as exhibited throughout this budget via reduction in the growth of the fiscal year 2004 budget;
- c. By continually leveraging Federal and State funds in fiscal 2004 through grants and utilization of County and Park Improvement Funds as reflected in the General and Special Revenue Fund sections of this document;
- d. By increasing County fees more in line with costs and increasing the tax rate in an attempt to reduce future funding shortfalls in the General Fund;



- e. Another notable priority exhibited in this budget included assuring adequate funding of the County's self funded health benefits fund via a transfer from the General Fund;

**(4) Investing in the work force through the following:**

- a. Continued support of a Cost of Living Allowance for County employees funded throughout the County budget;
- b. Continued action of the Commissioners Court to fund increased health care cost in the General Fund rather than shifting this cost to County employees;
- c. Approval of a new collective bargaining agreement for employees of the Sheriffs Department within the area of Public Safety, not only for salaries, but also including educational incentives for employees seeking to further advance their education;
- d. Funding within the County's Human Resources Department in fiscal year 2004, which includes comprehensive countywide training programs for managers and supervisors. The Human Resources Department is conducting a County-wide assessment of all training needs in order to further expand their training programs in fiscal 2004;
- e. Recognition of employee tenure by the Commissioners Court in October 2004 for employees with five or more years of services. Awards were coordinated and funded through the Human Resources Department and will continually be expanded; and,
- f. Improvement in providing quality public service in economic development was emphasized within the General Fund Planning and Development Department, which is focusing on assessing new permitting fees and the expansion of the role of economic development efforts in the outlying areas.

In order to accomplish these goals and objectives, the Commissioners Court from time to time meets with department heads and elected officials to discuss its economic and financial concerns as well as to solicit feedback from within the organization. The Commissioners Court continually stresses to all County departments and officials the importance of being frugal with taxpayer dollars and reinforces continual efforts of increasing efficiencies of public services. Departmental goals and objectives are monitored for enhancement of operations in meeting the public need. Departments regularly give reports to the Commissioners Court regarding operations and public service issues.

The Court is presently pursuing a system to recognize exceptional individuals, departments or organizations that exhibit innovation and efficiencies in County government. The Court recognizes employees for tenure and has recently implemented a cost cutting and efficiency program, "The Bright Idea Program" encouraging individuals, groups or departments to make suggestions in an effort to reduce spending trends resulting in budgetary savings, generation of additional or new revenues or cause increased efficiencies in County operations. In turn, employees and groups of employees are rewarded with varying levels of earned paid leave benefit credits for future use while departments may earn varying amounts of supplemental operating or capital appropriations to augment their operational needs. Additional information relating to this discussion can be found in the fiscal overview section of this document.



## Efficiency in County Government

Although the County established its high level organizational goals, major departmental goals are continually being molded and aggressively pursued by the County as can be detected throughout this budget document. Development of performance based budgeting is an evolutionary process requiring thorough analysis and user training in order to accomplish the end result. The County is committed to further developing such a system over the next year. During fiscal year 2002, the County of El Paso purchased a state of the art web-based time and attendance system. This system should enable County departments to track activities and tasks in support of developing and integrating the tracking of performance measures. Over the past years, as a means of improving the way County government has done business, consolidations have occurred in various areas with other governmental agencies. In support of the County's financial policy of aggressively seeking and encouraging cooperation between local government, consolidation efforts at present include the following:

**General Government:** The Information Technology Department (ITD) is managed by the County and services the County and some functions for the City of El Paso. The City of El Paso Tax Office collects property taxes as the managing partner for all local taxing entities in the County via an inter-local agreement with the County Tax Assessor Collector and charges fees to each entity for actual collections made. The county contribution in the 2004 budget for tax collection services is set at \$154,737.

**Health and Welfare:** The City-County Health District is managed and operated by the City of El Paso. The County appropriated \$2,590,038 in fiscal year 2004 for public health, animal control and on-site sewage inspections. The County of El Paso contributes to this program in partnership with the City of El Paso via inter-local agreement. Although the County has typically participated in funding this program, this is the fourth year that the County and the City funded the Health District based on an agreed upon funding ratio. Emphasis and concern by the County remains on state mandates and their possible impacts on health related issues in El Paso, therefore; monitoring and evaluation by the County will continue.

**Public Safety:** The County Sheriff currently administers incarceration of City and County prisoners including the booking process and charges the City a fee for services rendered. Furthermore, the County provides housing of prisoners in its facilities for various other governmental agencies such as the Federal Marshal Service, Immigration and Naturalization Service, whereby the County charges a daily fee when applicable. Additionally, the County appropriated \$56,631 in fiscal year 2004 for the City managed Emergency Management Program.

From time to time, consolidation and privatization has been considered in other areas of County government such as the Ascarate Golf Course, the County Coliseum and the Olympic size Aquatic Swimming Pool at the Ascarate Regional Park. The main thrust of these efforts is perceived as an avenue to relieve the tax burden on the general public, improving the quality of life, increase efficiencies, possibly eliminate the duplication in government, but most of all, give the public the most for their tax dollars. The County has developed a master plan for its County parks, the Ascarate



Golf Course and the County Coliseum as a means of revitalizing recreational facilities. Effective beginning fiscal year 1999, the County established a park improvement fund whereby all related revenues were redirected into a Special Revenue Fund and earmarked for recreational sites and facilities. This fund is now in its sixth year and has enhanced the ability of the County to obtain and thus maintain a flow of grant funding to further enhance recreation sites and centers. By reinvesting generated revenues into recreational facilities, the County expects to greatly increase the quality of recreation provided to the public. As part of this master plan, major capital project expenditures have been incurred regarding the Coliseum, Sportsark, and other rural parks for fiscal year 2004 including the Ascarate Park and Aquatic Swimming Pool. Additionally, beginning October 1, 2003, the County privatized the operations of the County Coliseum with the intent of enhancing utilization and promotion of this facility.

In October 1998, the County Auditor's Office upgraded its accounting software called Financial Accounting Management Information System (FAMIS) along with the purchasing agent's financial software system upgrade for issuance of purchase requisitions and purchase orders called Advanced Purchasing Inventory Control System (ADPICS). These system upgrades increased efficiencies of both offices and the daily requisitioning and receiving process by all County departments. A major goal for the County was to migrate off the existing computer hardware mainframe system in early 1999 to a network environment that supported the financial, payroll and justice system proprietary software. Subsequent technical delays pushed this target to December 1999. The financial system upgrade was accomplished in December of 1999. These upgrades provide many advantages such as, more efficient payment processing, a more flexible and structured financial accounting systems allowing the Commissioners Court and other departments to obtain immediate financial information, but most of all, it has taken the County into a new technological era. In June 1998 the County of El Paso issued certificates of obligation bonds series 1998 for a countywide computer migration project for financial and judicial information. The judicial system has an integrated database allowing all judicial, ancillary support offices as well as law enforcement offices and agencies to work off the same system concurrently. This system will not only reduce duplication of effort but will provide valuable data all in one record. This process resulted in the County of El Paso discontinuing use of its bulky and expensive mainframe computer. All offices are connected to local area networks throughout county government whereby all proprietary systems are accessible. This process is complete at a cost of \$9.3 million.

After a year and a half of evaluation, the County of El Paso purchased an electronic web based time and attendance system. The majority of County departments are utilizing this system while a few departments are finalizing their parallel testing of this product. This product should bring many efficiencies to the area of tracking time and attendance, leave balances, scheduling as well and the recording and reporting of those activities and tasks deemed meaningful to departments for the purpose of providing performance measurement data, not to mention, a valuable management tool. This system will enable reporting at all levels whether by individual, department or the County overall. Full implementation of all departments should be complete no later than spring 2004 as we are in the process of implementing the final reporting module. This module allows the County to extend value to labor data available to decision-makers throughout the County. Every time an employee interacts with the time and system, valuable labor data is collected. This information when combined with data from other financial and judicial information should give officials and



department heads intuitive operational scorecards for the entire organization or can be specifically tailored to meet individual departmental meets.

Cooperative efforts continue between the Information Technology Department, District Attorney, El Paso Police Department, and the Sheriff's Department in maintaining the DIMS project (District Attorney Intake Management System). This system streamlines the process of accepting or declining cases, which results in time savings for law enforcement officials, increased availability of jail space and savings to the City of El Paso through reduced overtime costs and further assists the County in complying with state statutes requiring a timely judicial process.

Current priorities include addressing construction of a courthouse annex and or courthouse renovations and other space needs, courthouse-parking, capital equipment needs, construction of the Fabens Port of Entry, finalizing the Coliseum renovation and rural and regional park improvements. Other issues include continually encouraging departments and officials to streamline functions to improve operational efficiencies, minimize costs, control spending habits, consolidate duplicate activities and save tax dollars wherever possible. In turn, unspent appropriations at year-end would reduce the tax burden required to provide future services and encourage further reduction in the growth of government spending. The County has a continual goal of evaluating its various functions, activities and the ever-changing needs of its constituents.

## ECONOMIC CONDITIONS AND OUTLOOK

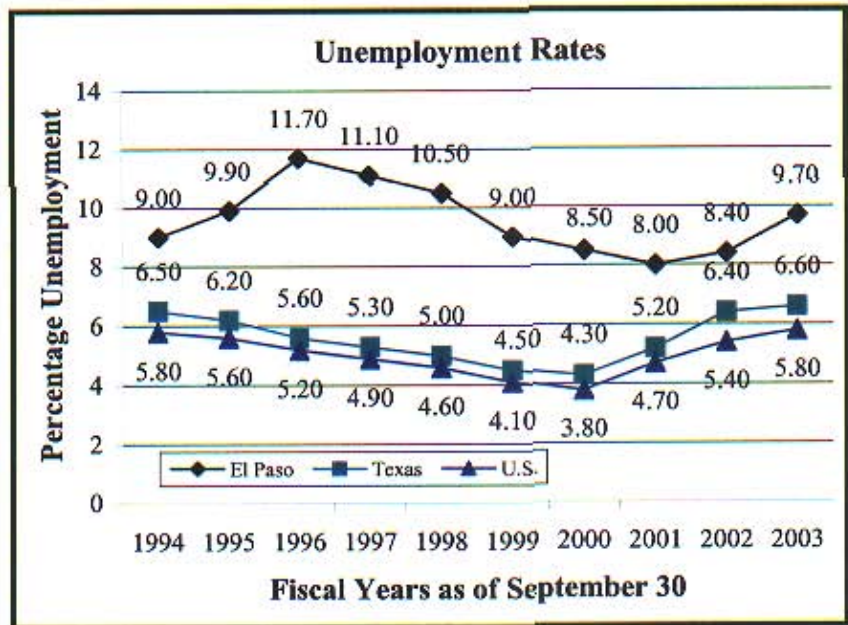
The County enjoys fairly sound economic diversification. Being that El Paso is in the heart of the Southwest, many businesses are attracted to the El Paso/Juarez region. As of January 1, 2003 the City Planning, Research and development department estimated the County population at 704,671. The City of El Paso, the County seat, is estimated as having a population of 583,949. El Paso is the largest City in the United States that borders Mexico. El Paso is the fifth largest City and sixth largest County in the State of Texas, the twenty-third largest City in the United States. Only the Rio Grande River separates El Paso County from its neighboring Ciudad Juarez, Mexico. According to estimation by local officials, the population of Ciudad Juarez is 1,283,355. Geographic location of El Paso encourages enterprising businesses a unique versatility of being internationally known while remaining in the United States. With Interstate 10 running east to west through El Paso and its proximity to Interstate 25 and Mexico's Pan American Highway, this area represents a trade corridor with accessibility to rail lines and six international ports of entry with Mexico. Over a number of years, the County has been actively involved in the creation of a new port of entry in Fabens. Funding in the amount of \$2,500,000 was budgeted within the Capital Project Fund in fiscal year 2002 on a project basis in support of preliminary assessment and design as negotiations between the United States and Mexican government continue. As of fiscal year 2003, capital appropriations related to





this project totaled \$7,000,000 while year-to-date expenditures as of September 30, 2003 totaled \$3,420,069. Funds expended to date relate environmental assessment, bridge design and the purchase of land and right-of-way necessary for this project and a significant amount relates to efforts to secure a presidential permit to move forward on construction of the port of entry. Based on the most recent information available, a presidential permit is anticipated on or before June 2004. Revenue bonds are anticipated to fund the construction of this bridge, which may be realized within the next few years as the process continues. The map on the previous page is provided to give the reader a better idea of the exact location of El Paso, Texas.

The El Paso region is seeing positive movement in the economy. Mexico's economy continues improving and the border retail activity is gaining momentum that is ultimately feeding job growth. Additionally, El Paso County has seen moderate improvement since the 1994 peso devaluation. Government remains vital to the economy as well as the University of Texas at El Paso (UTEP) and Fort Bliss Military Base. Being that the El Paso area serves as a vital retail trade



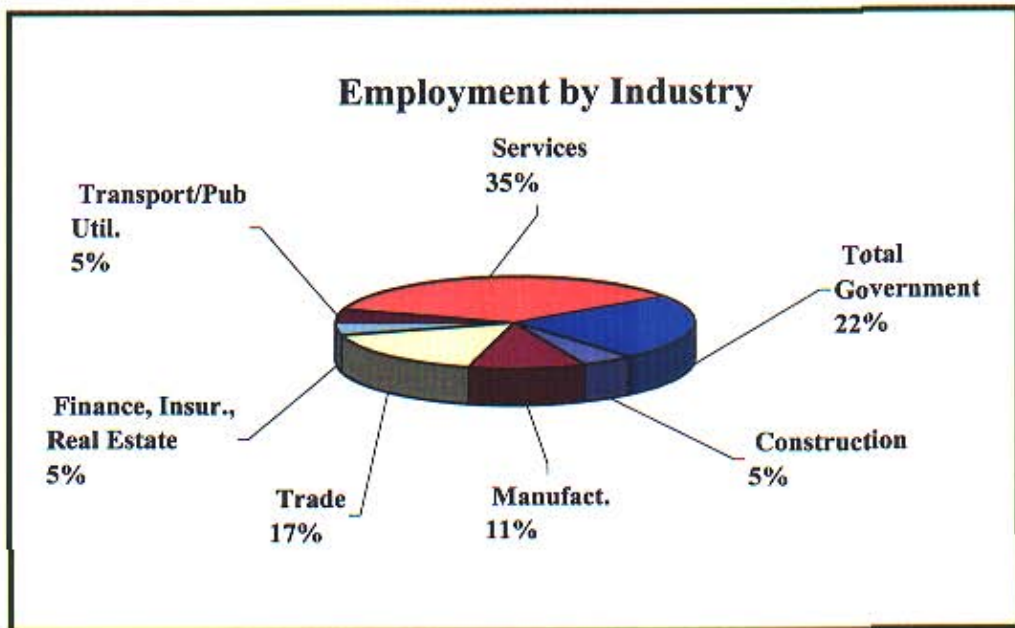
center for far West Texas and Northern Mexico, the County's economy is bolstered by a variety of sectors. The economy of this region is predominately comprised of manufacturing, military establishments, refining, food processing, educational facilities including the UTEP and El Paso Community College (EPCC), farming, tourism, and domestic and foreign commerce. Cattle, hogs, cotton and pecans are primary sources of agricultural income. Moreover, a substantial manufacturing sector exists mainly due to the maquiladora or "twin plant" program with the Republic of Mexico. The "twin plant" program permits various portions of manufacturing to be performed in Ciudad Juarez while associated activities are done within El Paso County.



El Paso MSA Employment by Industry					
Amounts in Thousands					
EL Paso Metropolitan Statistical Area Profile obtained from the Texas Workforce Commission					
Industry Types	September 2002	Amount Change	Percentage Change	September 2003	Percent of Total
Construction	12.20	-0.10	-0.82%	12.10	4.63%
Manufacturing	31.20	-3.40	-10.90%	27.80	10.65%
Trade	42.00	1.20	2.86%	43.20	16.55%
Finance, Insur., Real Estate	12.00	0.10	0.83%	12.10	4.63%
Transport/Public Util.	11.90	0.30	2.52%	12.20	4.67%
Services	92.20	0.80	0.87%	93.00	35.62%
Total Government	59.30	1.40	2.36%	60.70	23.25%
Total Labor Market	260.80	0.30	0.12%	261.10	100.00%

According to the Texas Workforce Commission's October 2003 issue of Texas Labor Market Review, unemployment statewide was 6.6 percent in September. When compared to the same time last year, this unemployment rate was .20 percent lower. As reflected in the prior page, El Paso's unemployment rate for September was 9.70 percent, a moderate increase in comparison to 8.4 percent in September 2002. Nevertheless, El Paso was listed as one of the "Best Places to Live" in 2003 by Money Magazine, and listed as the number one "Hottest Real Estate Market" and one of the best cities in the

U.S. for "transportation and distribution infrastructure and best supporting workforce" by Expansion Management magazine, as stated in the Texas State Comptroller's "State of Texas 2003 Annual Cash Report".



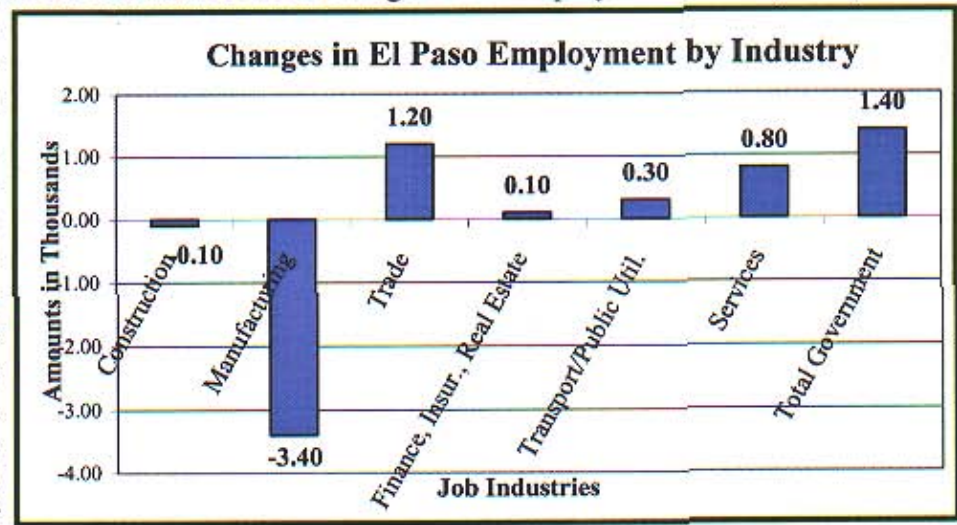
Over the past fiscal year between September 2002 and September 2003, El Paso netted 300 additional jobs overall. Further analysis reflects that within the above labor market sectors, 3,800 job gains resulted which netted with 3,500 employment losses. The most significant job gains occurred in the government and trade sectors adding 1,400 and 1,200 jobs respectively or 2.36 and 2.86 percent respectively. These two sectors combined comprise 39.80 percent of El Paso's employment market. The area of services comprises 35.62 percent of the labor market and added 800 jobs. Manufacturing experienced the most noticeable decline of 10.90 percent or the loss of 3,400 jobs followed by the only other area of decline, construction totaling 100 jobs or .82 percent. The loss in



this area was mainly due to economic struggles causing layoffs in the apparel industry in late 2002, which spread over into other sectors in 2003.

The pie chart on the previous page reflects a high level summary of the El Paso job market as of September 2003 while the next chart reflects changes in the employment industry components.

Although El Paso's unemployment rate remains almost double that of Texas as well as that of the United States, as the national economy stabilizes in the near future, El Paso should continue to see future employment gains, historical trends indicate El Paso should surpass that of the rest of Texas.



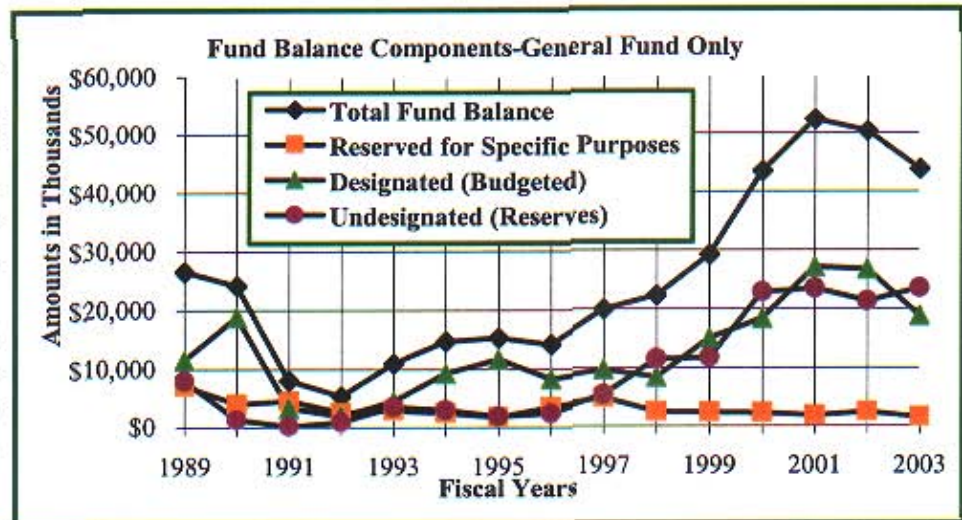
El Paso evolved from an agricultural economy to what it is today, an international center of trade and manufacturing with an increasing population. According to the Texas State Comptroller's State of Texas 2003 Annual Cash Report, the top 10 employers ranked by total number of employees were Sierra Providence Health Network (3,800), Wal-Mart (3,700), Las Palmas and Del Sol Regional Healthcare System (2,200) Echostar Satellite Corporation call center (2,000) and MCI/GC telemarketing services (1,800). Additionally, public education employment continued to grow with 9,100 employed at the El Paso ISD, 3,600 at the Socorro ISD and 5,600 at the Ysleta ISD.

Its cultural and business ties as a border region with Mexico drive the El Paso economy. The renewed attraction of El Paso County as a favorable business environment, coupled with record low interest rates, continues to stimulate local construction activity. Due to the nature of our border economy and labor markets, El Paso continues to thrive as reflected in its employment. According to the El Paso Chamber of Commerce, as of September 2003, the downturn in the maquila industry has halted, while some companies may have relocated to China, others are returning to the El Paso region. One good example is the successful attraction of a large retailer Costco and the addition of 250 jobs and capital investment of \$10 million to the local economy. Overall, in light of the economic conditions in the state and nationally and job declines, positive indications remain and the El Paso economy is expected to remain upbeat.



## County Financial Position

The graph to the right depicts the General Fund balances over the past fifteen years. Fiscal Years 1989 through 2002 are actuals, and 2003 is an estimate. This graph reflects that the County's fund balance grew in the mid 1980's through 1990 and then dwindled through fiscal



year 1993 due to the fact that significant amounts were utilized in balancing the General Fund operating budget. From the early to mid 1990's, the County struggled but made significant achievements in rebuilding fund balance reserves, especially undesignated reserves for which it has consistently maintained over the past three fiscal years. Fund balance reserves were virtually nonexistent in fiscal year 1992 and grew in fiscal year 1994. Emphasis by the Court on improving and stabilizing the County's financial position focused on building adequate undesignated fund balance reserves during fiscal years 1997 through 2003. This was the notable reason for significant improvement in the General Fund reserves since the late 1980's. The County anticipates remaining financially sound and stable through, at least, and probably beyond the fiscal year ending September 30, 2009 as reflected in the strategic plan section of this document. This optimistic outlook is based on the premise that revenue enhancements continue to outpace the growth in expenditures for the next two fiscal years, which should propel the County's revenues and expenses into relative alignment for the future. Furthermore, future gains of budgetary alignment will be dependent upon the actions of the Commissioners Court, statutory mandates imposed by the State and the impact of economic conditions in the El Paso region.

The County of El Paso maintained a bond rating from Moody's Investors Service of A2 and a rating from Standards & Poor's of AA through fiscal year 1992. Beginning with fiscal year 1993, both rating companies downgraded the County's bond ratings to A and AA- respectively. In June 1997 Moody's Investors Service upgraded the County's rating to A1.

In December 2001, despite the present looming economic downturns, both Moody's Investors Service and Standards & Poors reaffirmed a stable outlook to El Paso County's \$20.9 million Refunding Bonds, Series 2001 and \$34.4 million Certificates of Obligations, Series 2001 with rating of A1 and AA- respectively. At the same time, both firms reaffirmed these ratings on the County's outstanding general obligation debt. As a border County, these ratings reflect our diverse and moderately growing economic base, El Paso County's well managed financial operations with emphasis on long-range financial goals of maintaining ample reserves, sound financial position and a manageable debt position. In August 2002, El Paso County issued \$1.3 million in Limited Tax



Refunding Bonds, Series 2002 and \$29.5 million in Certificates of Obligations, Series 2002 while receiving the same stable ratings.

Overall, both ratings reflect the County's current stable credit position that depends upon adequate operating margins and fund balance reserves in order to maintain and improve the County's current credit quality. It is believed that the County's fiscal 2004 budget along with the stability of General Fund reserves as shown on the exhibit, enhances the County's credit worthiness and reflects a commitment in attaining set goals and objectives.

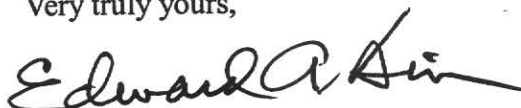
Moody's Investors Service defines bonds rated with an "A" as possessing many favorable attributes and are to be considered as upper medium grade obligations. Factors giving security to principal and interest are considered adequate, but elements may be present suggesting susceptibility to impairment some time in the future. The County's "A1" designation indicates that the security meets all of Moody's criteria for a single "A" rating and that it ranks at the high end of that generic rating category. According to rating definitions from Standards and Poor's, an obligation of "AA" differs from the highest rated obligations only in a small degree. The obligor's capacity to meet its financial commitment on the obligation is very strong.

## OTHER INFORMATION

On October 7, 2002 the Commissioners Court members adopted an operating budget for the twelve-month period ending September 30, 2003 totaling \$184,798,288. The Commissioners Court increased this budget by a net amount of \$43,246,821 during fiscal year 2003 with twenty-seven amendments. Many of these budgetary amendments were to: (1) adjust capital construction projects, (2) adjust budgetary provisions for different grants, (3) adjust for inter-local agreements, and (4) transfer appropriations that were determined by Commissioners Court to be in excess of current needs to various activities that were deemed as inadequately funded. After Commissioners Court approval of these twenty-seven budget amendments, the operating budget totaled \$228,045,109. For comparative purposes, on October 10, 2003 the Commissioners Court approved and adopted an annual operating budget aggregating \$208,410,721 for the fiscal year beginning October 1, 2003.

**Acknowledgments:** I sincerely thank the citizens, County Judge, County Commissioners, other elected and appointed officials, and County employees for their roles and support in developing this annual operating budget in a remarkably responsible and professional manner. Special thanks goes to the County Auditor staff, especially the outstanding efforts of the budget division for the preparation of this document, which would not have been possible without their dedication and meticulous hard work and professionalism.

Very truly yours,



Edward A. Dion  
County Auditor

EAD:ya







# **EXECUTIVE AND BUDGET SUMMARY**



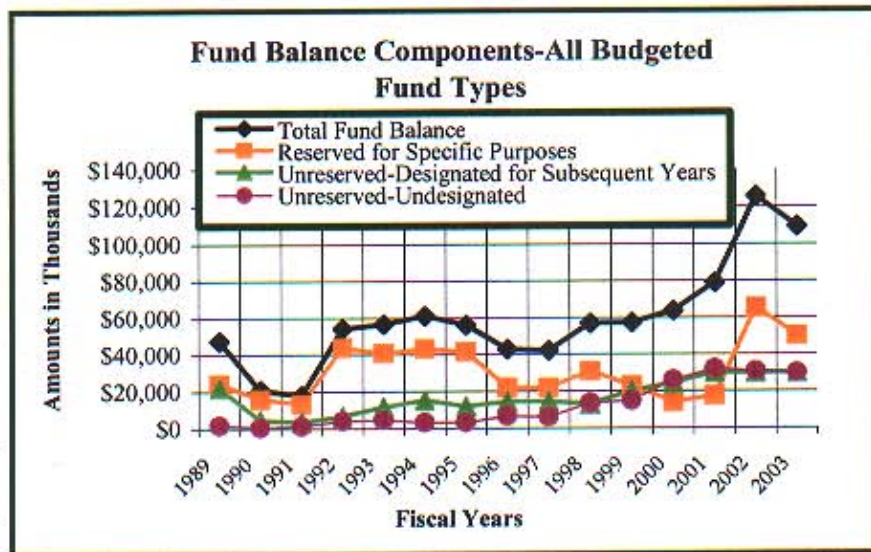
# EXECUTIVE AND BUDGET SUMMARY

## SHORT-TERM STRATEGIES

### Fund Balances

The County operates under a balanced budget as required by law. This does not mean that estimated revenues must always be exactly equal to budgeted appropriations. In most of the annual operating budgets, the Commissioners Court members usually decide to use, at least, a portion of the undesignated fund balances to balance the revenues to appropriations. As a sound financial management practice, members of the Commissioners Court consistently emphasize maintaining sufficient undesignated fund balance levels in order to maintain and enhance the County's bond ratings. More importantly, the County focuses on having sufficient working capital for meeting current operating needs throughout the fiscal year, but in particular during its first fiscal quarter of October through December. Since the County's main cash inflow, namely property taxes do not become a significant inflow until late in December each year, maintaining adequate working capital during the first fiscal quarter to meet payroll and other normal operating expenses is always of paramount concern.

Another significant purpose of fund balance is to offset unexpected increases in costs and unanticipated dips in revenues. Fund balances serve as buffers absorbing the bumps from unanticipated and adverse short-term financial fluctuations. As the graph below reflects, the Commissioners Court members frequently decide to utilize the County's fund balance to prevent or reduce property tax increases in a given fiscal year. For instance, when projected costs are on the rise, and no new increases in revenues are identified, fund balance reserves may be utilized to make up this shortfall. In fiscal year 2004, the Court decreased its use of fund balance in the budget and put more emphasis on maintaining stability of fund balance reserves. Ordinarily, however, unless additional sources of revenue are identified, such decisions do nothing more than postpone an inevitable tax rate increase in a subsequent year and depletion of working capital fund balance reserves. The County will continue to evaluate use of its fund balance reserves in future budgets.

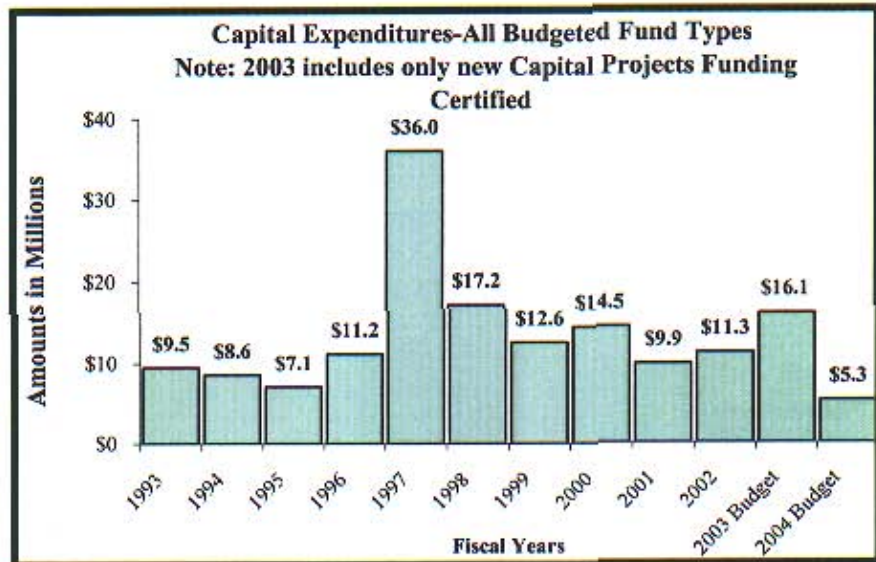




## Operating Capital

The County, to an extraordinarily high degree, operates on a "pay-as-you-go" basis. This is accomplished by paying for salaries, fringe benefits, goods, services and equipment with current revenues, rather than with funds obtained from borrowing.

In prior years, the Commissioners Court members choose to defer equipment purchases for a year or more. Services to the citizens may not be affected much if the purchases of some replacement vehicles for the Sheriff's fleet are postponed for only one year. Services to the citizens will begin to diminish if this type of postponement is allowed for two consecutive years or more. In other words, the overall systematic long-term equipment replacement program should be kept in place to avoid major consequences. The County has initiated steps in developing a perpetual ongoing capital plan whereby the County of El Paso on an annual basis re-evaluates present and future needs for planning budgetary impacts and forecast future needs, usually the next five years. The chart above reflects the actual expenditure trends related to capital expenditures the past ten years and budgets for fiscal year 2003 and 2004 for all funds.



In other words, the overall systematic long-term equipment replacement program should be kept in place to avoid major consequences. The County has initiated steps in developing a perpetual ongoing capital plan whereby the County of El Paso on an annual basis re-evaluates present and future needs for planning budgetary impacts and forecast future needs, usually the next five years. The chart above reflects the actual expenditure trends related to capital expenditures the past ten years and budgets for fiscal year 2003 and 2004 for all funds.

A few years ago the Court established an equipment committee and required that all departments justify their capital needs to this committee. The committee meets monthly or as capital related matters arise in addition to the annual budgetary planning process. In June 1998, the County issued Certificates of Obligation, Series 1998 for a variety of capital needs. Some of those needs included a computer migration project approximating \$9.3 million converting the County to a network environment and doing away with the expensive mainframe computer system. In addition to saving on operating and maintenance costs, the County was able to address the year 2000 issue for all software and hardware. Other needs included approximately \$5.1 million for Countywide capital improvements and \$6.5 million for the build out of the 5th and 7th floors of the County Courthouse as well as renovations of County facilities. In December 2001, the County issued Certificates of Obligation, Series 2001 totaling \$55,385,000 of which \$20,920,000 and \$34,465,000 related to General Obligation Refunding Bonds and Certificates of Obligation Bonds Series 2001 respectively for a variety of capital needs. Some of the purposes of the Certificates of Obligation included constructing or improving public works such as courthouse expansion, courthouse parking, Ascarate Park improvements, courthouse capital needs, an east side regional park, rural parks, an animal shelter, Fabens port of entry, coliseum and other County facility renovations, purchase of land and purchase of election equipment. Again in Au-



gust 2002, the County issued bonds totaling \$30,825,000 of which \$1,330,000 and \$29,495,000 related to limited tax refunding and Certificates of Obligation Bonds Series 2002 respectively. These Certificates of Obligation were issued for the purpose of constructing and or improving public works such as expansion of the County courthouse, courthouse parking, and courthouse capital needs and the acquisition of and improvements of the County's water infrastructure.

As a component of fund balance, operating capital can serve as a buffer to absorb some unexpected and unfavorable economic changes. Operating capital has filled this role in the County's budget, increasing and decreasing with economic changes.

## **Service Contracts**

Contracting for services frequently results in a more efficient and cost effective way to provide some services. Another advantage is that it is easier to adjust contracts from year to year than it is to adjust the County's staffing levels and overhead costs for items such as new equipment, additional employees, salary increases and more building space. For these reasons, the County has approved service contracts for specialized legal services, roving Bailiffs to assist the Courts with overflow needs, janitorial services for branch offices, concession services, cafeteria services, inmate commissary service, inmate health care and meals for the nutrition program participants.

## **IMPLEMENTING THE STRATEGY**

Four specific strategies have been identified and established as financial goals to help protect against future financial difficulties.

### **1. *Stabilize the Sales and Use Tax***

The County's sales and use tax is an unstable and difficult to forecast source of revenue. This tax usually responds quickly and unpredictably to unanticipated changes in local economic conditions. Unfortunately, there have been times when the County's service costs have not varied in relation to the erratic sales and use tax inflows.

There seems to be a rather simple way to stabilize the influence of the County's sales and use tax fluctuations on subsequent operating budgets. This would be to base the subsequent year's revenue projections on actual collections of the past year rather than on next year's presumed growth in sales.

This method will prevent the budget from being held hostage to anticipated economic growth that may not occur. Nonetheless, with normal growth, actual revenues will increase and the amount of the increase should be used for the operating budget, capital budget and to maintain desired fund balance reserves.

### **2. *Increase Capital Budget***

To the greatest extent possible, the pay-as-you-go capital budgets should be maintained at a steady level or, if necessary, restored to an adequate level before adding recurring budgetary commitments such as additional staff. In other words, the use of a strategic plan for gradually and regularly replacing some of the equipment each year will prevent all or most of the County's



equipment from becoming obsolete at any one point in time. As part of the budgetary process, the equipment committee evaluated all capital requests and made a recommendation to the Commissioners Court. New capital requests were funded in fiscal year 2004 to the extent possible, by utilizing existing Capital Project Funds authorized by the Commissioners Court. In fiscal years 2001 and 2002, the Court annually funded one million dollars for future capital needs in the County Capital Project Fund. Due to budgetary constraints, for a second consecutive year, the Court was reluctant to appropriate General Fund dollars but rather authorized limited utilization of available capital funds previously funded from the General Fund in prior years. The equipment committee is also tasked with the development of the County's five-year strategic capital plan.

### **3. Build Fund Balance Reserves**

As a rule of thumb, since the General Fund is the County's main operating fund, the County strives to maintain a general fund balance of, at least, 5 percent of the annual General Fund budget, with emphasis on reaching a 15 percent target. At the present level, this means that the County should strive to maintain a minimum undesignated general fund balance of at least \$7,719,276 with an ideal balance of \$23,157,828 based on the fiscal year 2004 General Fund budget. By maintaining a low fund balance, the County remains vulnerable to not maintaining and or even the lowering of its bond ratings. Lower bond ratings ultimately result in more costly future borrowing at higher interest rates, and therefore, increased interest expense in response to an entity's declining financial position depicted at any one point in time and more so, its financial ability to cover unanticipated revenue losses or significant unanticipated expenditures.

Historically speaking, up until fiscal years 2002 and 2003, actual expenditures were less than amounts budgeted and total actual revenues exceeded total expenditures. Until fiscal year 1998, even with these favorable trends, the County was not able to achieve its 10 percent undesignated general fund balance reserve goal. Continued persistence and emphasis on building undesignated fund balance resulted in retaining a stable fund balance reserve at or near the County's goal in the General Fund five years in a row. A myriad of factors contributed to the stable results on the General Fund's financial position. It is noteworthy to mention that the actions of Commissioners Court during mid and late summer and at fiscal year-end had a contributing effect of enhancing a favorable expenditure budget variance, or unspent budget balance, within the General Fund. The Court has taken the position of putting a squeeze on the General Fund budget, especially due to actual shortfalls in 2002 of \$12.3 million and 2003 approximating \$6.2 million, as a result of expenditures outpacing the growth of revenues.

Although fund balance was maintained at a stable level through fiscal year end, it is vitally important that the Commissioners Court take note of the trend of General Fund **expenditures exceeding revenues**, especially during fiscal year 2004 and beyond. As stated in the strategic financial plan section of this document, the Court should continually focus on revenue enhancement in order adequately fund present and future mandates placed on County government. The fiscal year 2004 budget incorporated additional funding for the Sheriff's budget and other mandated expenditures, while the majority of other departments received budgetary cuts or level funding due to revenue enhancing programs being implemented. Simultaneously, the General Fund designated fund balance utilized in balancing the 2004 budget decreased from 2003, with a decrease of \$7,916,434 or 29.62 percent, for a total of \$18,809,886.



Departments will continue to be challenged with increasing efficiencies in order to operate within their budgets. More than ever, monitoring of expenditures will be paramount in forecasting budget inadequacies, identifying potential excesses and new revenues. During fiscal year 2003, various elected officials and departments made significant strides in the implementation of pilot programs such as the Justice of the Peace and Constable Warrant Pilot Project for the countywide collection of fines and fees. Success was the result of coordination between various departments such as the Sheriff, County Clerk Collections and the Court system. The Court provided additional staff and operating resources on a temporary basis and reassessed programs throughout the budget process. This effort resulted in positive collections to the County when compared to the same time in the prior fiscal year and as a result, these programs were fully funded in fiscal year 2004.

For the future, it is anticipated that in fiscal year 2005 the Court will continue to face even greater funding challenges. Some of those challenges will be additional operational cost of new facilities that may be constructed or purchased, automatic contractual collective bargaining salary adjustments for the Sheriff's department and continuing the County's salary-step-plan. Specific monitoring will remain focused on revenues related to tourism such as hotel occupancy and sales and use taxes as they tend to be impacted negatively during times of national and international conflict due to the nature of El Paso County's proximity to the international Juarez, Mexico border. Also growth due to inflation and the possibility of new mandates will be challenges faced by the Court.

The County will be tasked with identifying new or additional revenues to counter these expenditures. As stated in the strategic financial plan, the Court will continue to be tasked with limiting the expenditure growth of the General Fund while focusing on revenue enhancements. At its discretion, the Court will probably continue to utilize some amount of fund balance which is healthy in the sense that it keeps the County from building up excessive reserves and reduces a future burden on taxpayers. Based on the amount of fund balance utilized in the 2004 budget, the Court should begin planning for an even more stringent budget in 2005 if additional revenue sources do not materialize. County government will continually strive to maintain steady increases in revenue while costs are on the rise. In terms of the overall financial condition, the County's present position, although relatively stable, is trending significantly towards instability which if not corrected will result in significant budgetary reductions and as a consequence, possible reduction in service to its citizens. For additional information on the trend of County finances refer to the strategic financial plan section of this document.

#### ***4. Stabilize Property Tax Rates***

Over the years, the County has emphasized stabilization of ad valorem property tax rates. Efforts by the Court are evidenced by reduction of the tax rate in fiscal year 1996, adopting the same tax rate in fiscal year 1997 as in 1995, and a less than one percent increase in fiscal year 1998. The Court increased the tax rate to \$0.361434 in fiscal year 1999 and maintained this same rate through fiscal year 2002 followed by an increase to \$0.396610 in fiscal year 2003. In fiscal year 2004, the Commissioners Court adopted a rate of \$0.410817 in response to two consecutive fiscal years of actual expenditures outpacing the trend of actual revenues. From time to time, tax rates have changed as a result of issuance of General Obligation Bonds, when needed, for capital projects. Considering all these differing factors, the County's long-term plan will in-



evitably result in short-term fluctuations in ad valorem property tax rates in addition to the effects created by scheduled debt payments on prior bond issues. Wherever possible, fluctuations may be partially counterbalanced in the annual operating budgets by assessing capital needs and reallocation of bond proceeds and interest income earned on Capital Project Funds to meet current capital needs. Otherwise, funds from construction projects remaining after a project's completion that are not reallocated to other capital needs may be transferred to the appropriate Debt Service Fund, and therefore may reduce the debt portion requiring property taxes in subsequent years.

## **PUBLIC BUDGET HEARINGS AND THE BUDGET SUMMARY**

The budget process for fiscal year 2004 began March 18, 2003, and ended on October 10, 2003. Throughout the budget process the Court took a firm position on the budget and directed all County departments to work with the County Auditor budget staff in setting their operating budgets with emphasis on a general overall three percent cut or identifying new revenues equal to such cuts. All salary related issues including the countywide salary-step-plan, were deferred for one year with exceptions of those positions relating to revenue producing pilot programs. During the fiscal year 2004 budget hearings the Court remained firm on the position to change its focus and approach in setting the County budget. The most significant step that the Court re-emphasized was continued effort to implement performance-based budgeting in line with the County's existing countywide mission statement, goals and objectives. The Court gave direction to departments, elected officials and recipients of County funds to develop their mission, goals and objectives in measurable terms. The County Auditor's Office met with various departments during the budgetary cycle and reviewed basic concepts of performance based budgeting and budget cutting or revenue generating strategies. Additionally, the budget division of the County Auditor's Office held numerous professional training sessions with departments regarding performance based budgeting, defining and reporting tasks in support of developing their performance measures. It is anticipated that implementation of performance based budgeting will span numerous years as the County works together to develop mechanisms to capture and report performance measure data. In this regard, the County's purchase of an electronic time and attendance system and its integration of tasks and activities in support of tracking of performance measures will remain a key factor to the County's success.

For the past four years, the Commissioners Court has experimented with budget roundtable meetings with departments, officials and recipients of County funds but since fiscal 2002, the Court has placed greater emphasis of working directly with the County Auditor's Office. These meetings have been very resourceful to County departments and greatly improved facilitating the budget process for all those involved. The visionary changes introduced during this budget process have set into motion changes still to come in the way the County and its departments do business. Departments and agencies requesting funds of the County are mandated to provide mission statements, goals and objectives, and were put on notice that future funding would be based on an evaluation of relevant performance measures. Every effort has been made to incorporate as many changes as possible into this budget package, which will continue to reflect improvements that will be evident beginning with the fiscal year 2005.



## **The Focus of Financial Policies in the Budget Process**

Throughout the summer of 2003, the County Auditor held numerous workshops with County departments, and the Court. These meetings were attended by elected officials, department heads, key staff members, news media as well as many interested citizens up to final adoption. Furthermore, recipients of County funds continued to have an opportunity to discuss their operations and any unique situations affecting their organization when they addressed their budget request to the Court although the budget crunch put emphasis in fiscal year 2004 of not funding non-mandated recipients. Changes in the budgetary process have been received favorably with the majority of departments and the Court expressing that the process has added value to the budget and added greater accountability to the decision making process. At these departmental and budgetary meetings, many issues were addressed in support of the County's financial policies such as:

- (a) Formulating a budget based on actual and anticipated revenue while utilizing some fund balance reserves and minimizing any increase to the County tax rate;
- (b) Specific emphasis was placed on the County's 5 year strategic financial plan with emphasis on aligning the trend of revenues and expenditures immediately and for the next two fiscal years;
- (c) Prioritizing funding of mandated functions before considering non-mandated funding requests provided they enhance economic development;
- (d) Instituting a 3 percent budget reduction where available;
- (e) Annually, analyzing fees and charges to enhance a stable and diverse revenue stream and to place emphasis on ensuring collection of countywide fines and fees in a timely manner;
- (f) Continued emphasis was made on innovations for increased efficiencies in County government and public accountability via utilization of the County's computer system and software as a means of tracking and reporting meaningful performance measures;
- (g) Maintaining an adequate General Fund balance in compliance with the Court's reserve policy of 5 to 15 percent of the adopted General Fund budget in order to meet financial obligations of the County's first fiscal quarter;
- (h) Emphasis on continued implementation of the County's salary step plan in fiscal year 2003 (not fiscal year 2004) and investing in the work force;
- (i) The potential for a Cost of living raise for County employees;
- (j) Funding for the County's collective bargaining agreement;
- (k) Adequately funding premiums to the Health and Life Benefits Fund for employee health benefits and the costs to employees, and
- (l) Implementation of task tracking and refinement of performance measure for all departments.

The budget reflects a multitude of changes throughout this document. Many changes resulted in budget cuts and trade-off of appropriations in the budget while some funding was capped pending further evaluation due to changing legislation and the related mandates of County government. Other major adjustments were obtained as a result of what was defined as being either mandated or non-mandated functions of County government.



While addressing the ever-increasing departmental requests, the Court orchestrated its financial priorities and was firm with departments resulting in a multitude of changes. The Court worked diligently considering the many possible sources and uses of funds and even imposed spending restrictions in late fiscal year 2003 in order to minimize last minute spending. This lengthy and diligent budgetary development process resulted in producing a very practical and cost efficient spending plan for the current fiscal year. It is noteworthy to mention that throughout this process, the Commissioners Court notified all recipients of County funds, that it would not consider funding them in fiscal 2004 due to the budget crunch.

Throughout the budget process, the Court continued its support of the County Auditor's evaluation of each budget request and making recommendations to the Court. The County Auditor based all recommendations on justification submitted and further financial analysis and recommendations of the Commissioners Court such as cutting all travel budget in half. The resultant impacts, which comprise this budget, involve a multitude of scenarios and ultimately, the direction of the Commissioners Court. Budget cutting was the most prevalent emphasis for fiscal year 2004 although some departments or elected officials maintained level funding when they exhibited a sustainable increase in the present revenue stream to offset such cuts. When insufficient justification was encountered in requests, reductions or level funding resulted while some budgetary cuts were made across the board to accounts irrespective to prior expenditure trends such as travel.

The majority of the General Fund budget experienced decreases, which were left at the discretion of departments and officials. The Court went a step further, emphasizing that if recipients of County funds could justify that augmentation would result additional revenue generation that would more than offset added costs, the Court would look favorably on such requests. In this regard, some departments maintained level funding subsequent to evaluation of revenue enhancement proposals and pilot projects such as the Justice of the Peace and Constable Warrants Pilot Project which began in April 2003 and proved successful by September 2003. This pilot project involved many departments including the Sheriff's Department and County Clerk's Collections department. Additionally, this effort generated much enthusiasm countywide and a Felony Collections Pilot Program is presently being implemented and evaluated. Augmentation was not limited only to generating additional revenues but also creating greater efficiencies and effectiveness in public services.

As a result of the Court's actions and the receipt of unanticipated revenues during fiscal year 2003, the County once again achieved its goal of significantly reducing year-end expenditures. This, coupled with a moderate increase in charges for service revenues, resulted in the County's successfully minimizing the negative impact to its unreserved fund balance. The Commissioners Court is to be commended for their commitment, fiscal and financial leadership, for the diligent decisions, which resulted in this budget and the attainment of adequate undesignated fund balance reserves in the General Fund. **The Court is however, cautioned that maintenance of this fund balance in fiscal year 2004 and beyond will require significant effort, not only to stabilize expenditure growth, but in realization of substantial new revenue sources to alleviate General Fund shortfalls as experienced in the past two fiscal years.**

The accompanying budget portrays some areas where delivery of services may be under funded and ultimately could affect meeting needs of the citizens of El Paso County. This budget,



nonetheless, was constructed with innumerable serious efforts made by the County Auditor and the Commissioners Court members to develop a conservative and yet sensible balanced budget factoring in the County's goal of maintaining adequate operating reserves to meet short-term financial obligations while simultaneously levying the lowest possible ad valorem property tax rate.





# **STRATEGIC FINANCIAL PLAN**



# Strategic Financial Plan

At the present time, the County's strategic financial plan rests with the governing body and emphasizes stability of expenditures while focusing on increasing revenues. The County's strategic plan includes funding moderate growth, continual funding of a salary-step-plan and statutory mandates such as increases in Public Safety and Administration of Justice. The County's plan is a five-year projection based on known future impacts on the County and expected growth potential. In-depth and detailed studies are made before bond issues are submitted by the governing body or to the voters to approve funding of construction or acquisition of new capital. These studies are designed to ascertain whether new revenues will be required or if normal anticipated revenue growth is expected to be sufficient to fund new operating and maintenance costs associated with each project. A five-year forecast of the County's net budget requirements is shown below:

Fiscal Years	2004	2005	2006	2007	2008	2009
Revenue Trends	\$ 178,133,326	\$180,979,063	\$188,921,528	\$197,234,204	\$205,935,125	\$215,043,228
Expenditure Trends	\$208,410,721	\$204,280,827	\$211,280,827	\$218,922,824	\$226,671,699	\$230,756,230
Increase in County Revenue needed (From prior year)	\$30,277,395	\$23,864,147	\$22,359,300	\$21,688,620	\$20,736,574	\$15,713,002
Projected increase in Revenues (From prior year)		\$2,845,737	\$7,942,465	\$8,312,676	\$8,700,921	\$9,108,103
Revenues over/(under) Requirement (Utilized Fund Balance in Fiscal Year 2004)		<u>(\$21,018,410)</u>	<u>(\$14,416,835)</u>	<u>(\$13,375,943)</u>	<u>(\$12,035,654)</u>	<u>(\$6,604,899)</u>
Total amount Over/(Under) Requirements for 5 year forecast						<u>(\$67,451,741)</u>

## A SIMULATION MODEL

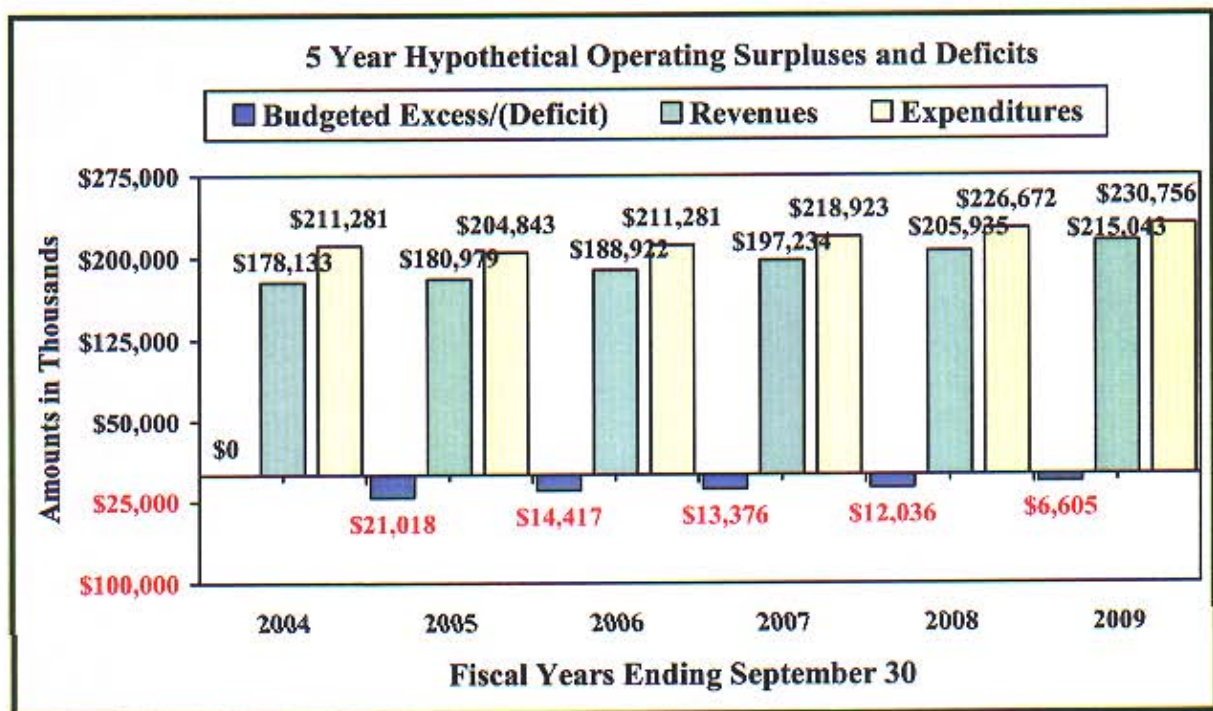
This model has been designed to show some hypothetical outcomes, both favorable and unfavorable, which could happen from following identified strategies over the next five fiscal years. This model shows that in fiscal year 2004, the County estimates utilizing approximately \$30,277,395 in fund balance reserves to balance the operating budget. Again in fiscal year 2005, trends indicate County will need to immediately pursue identifying ways to generate additional revenues or even new revenue sources in order to stabilize projected expenditure growth and drastic depletion of fund balance reserves.

One important feature of this model is that it shows that the actual revenues sometimes fluctuate in opposite ways and in different proportions from actual expenditures for goods and services. These variances produce built-in budget "surpluses or deficits". The County's balanced budget requirement means, of course, that there will never be an overall budget deficit. The purpose of the strategic financial plan is to equalize revenue and expenditure fluctuations through



financial mechanisms, rather than through constant changes in the County's programs and service levels.

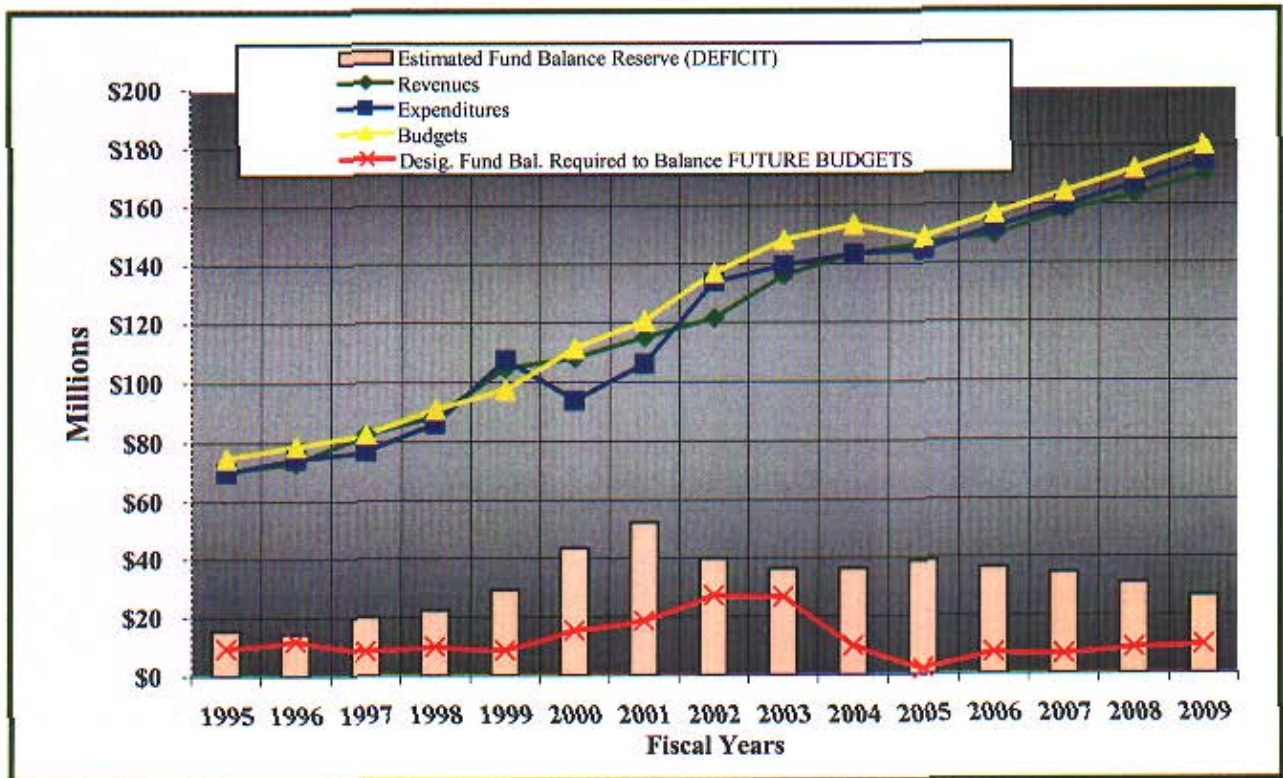
The bar chart below reflects hypothetical "surpluses and deficits". In fiscal year 2004 the Commissioners Court utilized \$30,277,395 of fund balance reserves to balance the operating budget in order to supplement the county auditor's estimated revenues. Of this amount, \$90,534, \$601,365, \$18,809,886 and \$10,775,610 represented Capital Project, Debt Service, General Fund and Special Revenue Funds. As reflected in the chart below, these difference amounts are founded on the premise that actual revenues are anticipated to increase approximately by 3 to 5 percent in the area of taxes due mainly to changes in the property tax base as well as in assessed property values and 3 percent overall in other categories. Overall, the actual trend of revenues is expected to fluctuate somewhat from year to year with an average annual growth rate of 5 and 6 percent. Expenditure changes are expected level off in fiscal years 2004 and 2005 with the possibility of continued growth varying anywhere from 3 and 5 percent each year beginning with fiscal year 2006 depending upon mandates and legislative changes exclusive of any significant additions to the budget and is depicted in the chart above. The fiscal year 2004 budget was balanced by utilization of fund balance. The main factor for the projected deficits in fiscal years beginning with 2005 is the fact that fund balance has not been factored in to balance future budgets nor have new revenues been identified. Other factors considered in future years were additional costs associated inflationary cost of living adjustments, continued funding of the County's scheduled salary-step-plan that systematically steps individuals by 2.5 percent on their 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup>, 5<sup>th</sup>, 7<sup>th</sup>, 9<sup>th</sup> and 12<sup>th</sup> year of their job class anniversary date. Additional factors include the cost of the newly approved Sheriff's department collective bargaining contract and a factor for inflationary increases in operational costs.





In fiscal year 2004 the Commissioner's Court increased the ad valorem property tax rate in response to estimates of diminishing fund balance reserves and to control the widening disparity of expenditures over revenues. The County held its rate the same for four years in a row at \$0.361434 before adopting a higher rate of \$0.396610 for fiscal year 2003 and again in fiscal 2004 to \$0.410817. For the future, the County must continue to focus on identifying additional revenues to counter future expenditure growth. Failure to do so will most likely result in either raising additional revenue or pursuing service reductions through budget cuts. Failure to adequately maintain sufficient revenue sources may promote further utilization of fund balance reserves to a point of financial instability and inadequate fund balance reserves. The County is actively monitoring all expenditure levels and revenue stability to assure a sound financial budget. For the fifth year in a row, revenue generation by the County jails, although unstable at times due to its reliance on federal prisoner population counts, has trended positively and made a substantial impact on fiscal year 2003. It is anticipated that this revenue source will remain stable for future budgets and should alleviate some of the negative impacts on the County's reserves.

Although this analysis was based on a global perspective of all budgeted funds, the General Fund is the operating fund of the County and represented approximately 77.48 percent of all expenditures in fiscal year 2003 exclusive of grants. With this in mind, the following graphic depiction merits special attention as the majority of the projected shortfalls are within the General Fund. Beginning in fiscal year 2001 and throughout fiscal year 2003, the County's trend of expenditures outpaced the growth in revenues. The majority of this trend was due to action of the Court approving significant enhancement to the County's various salary-step-plans, and other expenditure increases without a corresponding revenue increase sufficient to cover the new costs. Additionally, increases occurred as the result of honoring contractual obligations of a collective bargaining contract plus additional departmental staffing to some extent such as additional detention officers and new Courts and related support staff for various departments.



During the fiscal year 2004 budgetary hearings, significant discussion revolved around this five-year General Fund forecast of revenue and expenditures. This analysis differs from the evaluation of the all funds perspective in that it focuses on a perpetual trend of past revenues to predict future trends irrespective of whether those funds could be certified by the County Auditor in the future. This method perpetuates a positive revenue trend while expenditures continue to trend upwards into the future and would not be a reliable means to support the setting of an operating budget pursuant to State budget statutes. This graphic depiction gains its value in that it provides the Court with a somewhat unbiased perspective of the trend of revenues and expenditures assuming all prior trends whether anticipated or not continued into the future. All trends prior to the current budget are based on audited actual trends whereas the future is purely a trend of optimism. The Court is able to see the result of its actions or inactions in this graph which has helped facilitate a better understanding of the cause and effect for future planning. By plotting budget and actual revenue and expenditure data simultaneously with pertinent fund balance components, the Court is provided a snapshot in time of the effect of one trend on another. Furthermore, this graphical depiction is utilized interactively during budgetary hearings to simulate what-if scenarios to the Court. As a result of this analysis, the Court has charted a course of stabilization of expenditures, and revenue enhancement in fiscal year 2004 consistent with its financial policies as previously mentioned earlier in the introduction and executive summary.

In response to this analysis, the Commissioners Court authorized various pilot projects and set the pace to generate additional revenues for the County whereby all departments were directed to concentrate on collection of all fines and fees due to the County. Furthermore, departments were mandated to reduce their operating budgets by three percent in mid-year 2003 and sustain those cuts in fiscal 2004 unless they could produce sustainable new revenues to offset such reductions. As a result, the County experienced a more efficient budget process. This appears to have temporarily changed the General Fund trend of spending for fiscal year 2004 and positively impacted the fiscal year 2003 fund balance reserves of the General Fund. In spite of all this effort and the County's short-term progress, the trend for the future depicts recurrence of budgetary difficulties by fiscal year 2006 and beyond; therefore, efforts to sustain this positive trend of rising revenues and stabilization of expenditure growth will be paramount to successfully avoiding major financial repercussions in the very near future.

Over the long-term, the County's strategic financial plan helps smooth out the economic peaks and valleys by diverting money to fund balance and operating capital to meet fiscal quarter financial obligations as previously discussed. Also, within the strategic financial plan's controlled environment, the economic valleys can be smoothed by cautiously utilizing fund balance while maintaining adequate undesignated reserves, presently 10 to 15 percent of the General Fund budget, regulating operating capital expenditures and to aggressively pursue stabilization of property taxes as previously mentioned.

Under standard estimating procedures, it would be impossible to predict exactly when and how much actual revenue dips and increases will be. Also, the operating budget could be based on an overly optimistic property or sales tax revenue estimate or prisoner maintenance cost reimbursement. A vital feature of the strategic plan is that it provides an outlook to the Court for the County to take immediate action in order to alleviate continued shortfalls and substantial deple-



tion of fund balance reserves. Based on this projection, continued action is warranted by the Commissioners Court to stabilize expenditures and generate additional revenues in fiscal year 2004 and beyond.

### **Taxes**

Some governmental entities, other than Texas Counties, are able to use tax rates to make short-term adjustments in the operating budget. In El Paso County, however, the very stringent truth-in-taxation legislation enacted by the State greatly limits the County's ability to use property taxes and the sales and use taxes to make short-term adjustments.

Generally, changes in the County's tax rates or tax structure should be viewed as long-term financial adjustments. For example, a tax rate increase is usually made to correct an existing or projected long-term imbalance between revenues and service costs, not just to balance a single year's budget. For this reason, County government should strive to maintain a steady increase in revenue while costs are on the rise. Failure to adequately fund current expenditures in effect compounds future funding deficiencies. Without adequately funding expenditures when introduced into the budget, the County limits its financial future by impacting future revenues with past costs that were not funded and preventing growth. Due to the nature of the County's property tax calculations, lost revenues may not be recaptured in subsequent years; as to do so would expose the County to even further reductions as mandated by taxpayers.





# **FISCAL OVERVIEW**

# Fiscal Overview

## BASIS FOR BUDGETING AND ACCOUNTING

The County's budgetary basis and accounting records are maintained on a modified accrual basis, and organized and operated on a fund basis. A "fund" is defined by the Governmental Accounting Standards Board (GASB) as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. The budgetary basis is the modified accrual basis, under this method the revenues are recognized in the period they become measurable and available to finance expenditures of the period and recorded when due. Though the County maintains many funds, the vast majority of mandatory and discretionary expenditures are in the following major types of funds:

The General Fund is the main operating fund of the County. It is used to account for all transactions not accounted for in the County's other funds. Most of the County's operating expenditures are financed with revenues received by the General Fund.

The Debt Service Fund is used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

The Special Revenue Fund is used to account for the proceeds of specific revenue sources (other than expendable trusts or for major capital projects) that are legally restricted to expenditure for specific purposes.

The Capital Project Fund is used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).

The County does have other funds of importance, such as the Grant and Enterprise Funds, which have substantially less widespread fiscal and managerial impact.

The Grant Fund is used to account for financial resources received throughout the fiscal year from a variety of funding sources, which are subject to expenditure restrictions, time constraints, strict compliance with Federal, State and local laws and contracts and reporting requirements in order to maintain eligibility for funding.

The Enterprise Fund is used to account for the County's East Montana Water System that is operated as a private business whereby costs of providing services to the general public are financed or recovered through user charges. Accordingly, the budget for this fund is based on the flow of economic resources for the purpose of providing goods and services to the public.



Each year, the Commissioners Court budgets for and approves transfers of certain monies between County funds. The largest of the transfers are:

1. From the General Fund to various grants representing County matching funds to secure Federal and State funding as well as from Special Revenue accounts to reimburse the General Fund budgeted expenditures for specific purposes within the General Fund such as courthouse security and the court reporter funds;
2. From the road and bridge fund and other funds where allowable to the General Fund to pay for indirect services and,
3. The transfer of certain fines and forfeitures from the road and bridge fund to the General Fund to pay for policing the County's roads. This transfer was made once each year with the approval of Commissioners Court in accordance with governing statutes and legal opinions. The transfer of excess road and bridge funds to the General Fund was discontinued effective October 1, 1999 and a one time transfer of \$5 million was approved for fiscal year 2004 to help with the policing of County roads.

The accounting and financial reporting treatment applied to a fund is established by its measurement focus. All governmental funds are accounted for using a current financial resources measurement focus. Ordinarily, only current assets and current liabilities are included on the balance sheet with this measurement focus. The operating statements of the funds present increases (i.e., revenues and other financing sources) and decreases (i.e., expenditures and other financing uses) in net current assets.

All governmental fund and fiduciary fund types use the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they become measurable and available). In the case of the County, "measurable" means the amount of the transaction can be determined, and "available" means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred except for principal and interest on general long-term debt, which is recognized as an expenditure when due. In addition, prepaid expenditures are recognized as expenditures when paid.

Revenues susceptible to accrual include property taxes, special assessments, licenses, interest income and charges for services. Sales and use taxes collected and held by the State at fiscal year end on behalf of the County also are recognized as revenue. Fines, forfeitures and permits are not susceptible to accrual because generally they are not measurable.

Deferred revenues arise when potential revenues do not meet both the measurable and available tests for recognition in the current period. Deferred revenues also come about when the County receives resources before the County is legally entitled to them. In succeeding periods, when both revenue recognition criteria are met, or when the County has a legal claim to the resources, the liability for deferred revenue is removed from the statements and revenue is recognized.

## **OTHER FUNDS**

In keeping with a Commissioners Court policy of trying to sustain an undeviating service level, the majority of the other funds have only moderate changes from fiscal year 2002. The debt service requirements for fiscal year 2003 decreased based on scheduled principal and interest payments.

## **BENEFITS AND COMPENSATION:**

### **County Retirement Benefits**

The County provides retirement, disability, and death benefits for all of its full-time employees and part-time employees working at least 900 hours a year through a nontraditional defined benefit pension plan in the statewide Texas County and District Retirement System (TCDRS). The Board of Trustees of TCDRS is responsible for the administration of the statewide agent multiple- employer public employee retirement system consisting of 535 nontraditional defined benefit pension plans. TCDRS in the aggregate issues a comprehensive annual financial report (CAFR) on a calendar year basis. The CAFR is available upon written request from the TCDRS Board of Trustees at P.O. Box 2034, Austin, Texas 78768-2034.

The plan provisions are adopted by the governing body of the County, within the options available in the Texas state statutes governing TCDRS (TCDRS Act). Members can retire at ages 60 and above with eight or more years of service, with 20 years of service regardless of age, or when the sum of their age and years of service equals 75 or more. Members are vested after eight years of service but must leave their accumulated contributions in the plan to receive any employer-financed benefit. Members who withdraw their personal contributions in a lump sum are not entitled to any amounts contributed by their employer.

Benefit amounts are determined by the sum of the employee's contributions to the plan, with interest, and employer-financed monetary credits. The level of these monetary credits is adopted by the governing body of the County within the actuarial constraints imposed by the TCDRS Act so that the resulting benefits can be expected to be adequately financed by the County's commitment to contribute. At retirement, death, or disability, the benefit is calculated by converting the sum of the employee's accumulated contributions and the employer-financed monetary credits to a monthly annuity using annuity purchase rates prescribed by the TCDRS Act.

The County has elected the annually determined contribution rate (ADCR) plan provisions of the TCDRS Act. The plan is funded by monthly contributions from both employee members and the employer based on the covered payroll of employee members. Under the TCDRS Act, the contribution rate of the employer is actuarially determined annually. The County contributed using the actuarially determined rate of 10.34% for the months of the accounting year in 2003 and 10.56% for the months of the accounting year in 2004.

The contribution rate payable by the employee members for calendar year 2004 is the rate of 7% as adopted by the governing body of the County. The employee contribution rate and the



employer contribution rate may be changed by the governing body of the employer within the options available in the TCDRS Act.

## **Compensated Absences**

Regular full-time employees accumulate vacation leave at varying rates depending on their years of service with the County as follows:

<u>Number of Years of Service</u>	<u>Vacation Leave Days Earned per year</u>
Up to 5 years	10
5 to 15 years	15
Over 15 years	20

Vacation leave may be accumulated up to a maximum of two times the annual vacation benefit (20, 30 or 40 days depending on the number of years of service). Employees lose, without pay, unused vacation leave, which exceeds this limit. Regular part-time employees accumulate vacation leave at half the rate of regular full-time employees. Vested vacation benefits are expected to be liquidated with expendable and available financial resources and are reported as expenditures and a current liability in the general fund.

Each regular full-time employee earns sick leave at the rate of 15 working days per year and may accumulate a maximum sick leave balance of 90 working days. Outstanding sick leave balances are canceled, without recompense, upon termination, resignation, retirement or death except in the case of sheriff's officers.

## **Compensation**

In most years, the operating budget provides funding for varying salary increases throughout the County based on a salary step plan approved by the Commissioners Court. The County formally instituted the salary step level plan for most job classes and levels that will result in salary increases based on service time with specific job classifications. This plan is monitored and evaluated periodically with annual review for inflationary impacts and adjustments are made as approved by the Court. This plan excluded Sheriff employees who are either covered by a collective bargaining contract or a separate civilian salary plan approved for those employees. The Court established a salary committee that developed this plan and meets monthly to review salary related issues prior to items appearing before the Court.

## **THE BUDGETARY PROCESS:**

### **Budgetary Controls**

The County maintains a reliable system of budgetary controls. The primary goal of maintaining these budgetary controls is to insure complete compliance with the legal provisions embodied in the annual budgets that are approved by the County's governing body. Budgeted appropriations are approved at varying levels such as by character representing personnel, operating and capital expenditures. The Court has a standing order not to allow departments to transfer salary appropriations to a non-salary line item without specific authorization from the Commissioners Court. As deemed necessary by the Court, the Court authorizes the County Auditor to oversee and approve budgetary amendments such as transfers from operating accounts for operating equipment valued at less than \$5,000 which is the threshold for capitalization.

The appropriations of the activities of the General Fund, Special Revenue Funds, and Debt Service Funds are included in the annual budgets. Also, budgets are adopted for the major capital construction projects and grants. Grant and capital project budgets may be included in the adopted budget when pertinent information is available; otherwise, these funds are budgeted throughout the year as relevant financial information becomes available.

According to various applicable budget laws, any of the County's expenditures may not legally exceed the amounts appropriated in each fund. Accordingly, this County controls appropriations at the category level (i.e., Personnel, Operating, and Capital) for each department within the General and Special Revenue Funds. Capital expenditures as well as other sources and uses within all funds are segregated and shown as a separate component for budgetary and actual purposes. All of the Debt Service Funds' expenditures for principal and interest on long-term debt are considered to be in the operating category. All Grant and Capital Project Funds are budgeted on a project basis and all are classified in their respective category. Transfers of similar appropriations may be made between categories or departments only with the formal approval of the Commissioners Court.

### **Texas Budget Law**

Pursuant to the Texas Local Government Code, the Commissioners Court may spend County funds only in strict compliance with the budget, except as otherwise provided in budget statutes. Some of those exceptions are as follows:

- The Commissioners Court may authorize an emergency expenditure as an amendment to the original budget only in a case of grave public necessity to meet an unusual and unforeseen condition that could not have been included in the original budget through the use of reasonably diligent thought and attention. If the Court amends the original budget to meet an emergency, the Court shall file a copy of its order amending the budget with the County Clerk and the Clerk shall attach the copy to the original budget.



- The Commissioners Court by order may amend the budget to transfer an amount budgeted for one item to another budgeted item without authorizing an emergency expenditure. All budgetary amendment requests are submitted to the County Auditor on a regular basis, usually bi-weekly but no less than once a month which are then placed on the Commissioners Court agenda for approval. Budgetary transfers require that a department or official declare and justify to the Court the reasons why such amendment is necessary prior approval.
- If a County bond issue is submitted at an election or other authorized obligations are to be issued against future revenues and a tax is to be levied for those obligations, the Commissioners Court shall adopt a budget of proposed expenditures. On receipt of the proceeds of the sale of the bonds or other obligations, the County may make expenditures from the proceeds in the manner provided by applicable budget law for expenditures for general purposes.
- Pursuant to budget law, the County Auditor shall certify to the Commissioners Court the receipt of all public or private grant or aid money that is available for disbursement in a fiscal year but not included in the budget for that fiscal year. On certification, the Court shall adopt a special budget for the limited purpose of spending the grant or aid money for its intended purpose. The County Auditor shall certify to the Commissioners Court the receipt of all revenue from intergovernmental contracts that are available for disbursement in a fiscal year but not included in the budget for that fiscal year. On certification, the Court shall adopt a special budget for the limited purpose of spending the revenue from intergovernmental contracts for its intended purpose.
- The County Auditor shall certify to the Commissioners Court the receipt of revenue from a new source not anticipated before the adoption of the budget and not included in the budget for that fiscal year. On certification, the Court may adopt a special budget for the limited purpose of spending the revenue for general purposes or for any of its intended purposes.
- Texas budget law does not prevent the Commissioners Court from making changes in the budget for County purposes.

## **Formulation of the Budget**

Pursuant to the *Texas Local Government Code*, § 111.032, the County Auditor serves as the budget officer and is responsible for preparing the County's annual operating budgets. The County's budgetary procedures stipulate that each department must submit a budget request to the County Auditor. The County Auditor prepares an estimate of revenues and a compilation of the departmental requests and submits this information to the Commissioners Court.

The Commissioners Court schedules public budgetary hearings. During the public budget hearings, one or more representatives from each department or agency may appear before Commissioners Court members to present and justify their request. Before deciding on the final budget, the Commissioners Court may increase, decrease or eliminate the amounts requested. Serving as a statutorily prescribed "check and balance" to prevent deficit fund balances from

occurring, appropriations approved by a majority of the members of Commissioners Court for expenditures in current operating funds cannot, in any event, exceed the undesignated fund equity as of the first day of the fiscal year plus the County Auditor's estimate of anticipated revenues.

On the first business day of the new fiscal year or soon thereafter, the proposed budget is filed with the County Clerk. Formal adoption usually occurs at the first regularly scheduled meeting of the Court in the first fiscal month of the new fiscal year or as soon as practical thereafter. Subsequent to approval, the accounts payable division and budget division continually monitor budgetary limits to prevent expenditures from exceeding appropriation limits. In addition, the County Auditor frequently informs the Commissioners Court of the condition of the various budgetary accounts. According to State legislation, purchase orders and contracts are not valid until the County Auditor has certified that money is or will be available to make payments.

Encumbrances registered against budgeted appropriations are recorded in the County's records when purchase orders, contracts or other appropriate supporting documents are executed. All encumbrances remaining open at the fiscal year end are rolled forward into the succeeding budget year. Although encumbrances remaining at fiscal year end are factored into the analysis of fund balance, encumbrances are excluded from analysis in the budgetary process to reduce the risk of inflation of budgetary data. Budgetary analysis entails use of the current budget, actual revenue and expenditure activity and prior year actual data.

Formal budgetary integration is employed for the General Fund, Special Revenue, Capital Project and Debt Service Funds. Grant Funds are budgeted for various fiscal periods depending on the length of the contractual agreements of the grants.

Subsequent to the adoption of the budget, the County Auditor's Office presents budgetary amendments to the Commissioners Court on a regular basis, usually bi-weekly depending upon the number of requests received and the urgency of the request. Pursuant to Texas statute, the budget may be amended for a variety of reasons as discussed hereafter.

## **The Budgeting Process Detail**

In El Paso County, the annual budgetary process begins each year in early February with the County Auditor Office submitting a proposed calendar of events for the ensuing fiscal year's budget preparation cycle. This calendar is submitted to each member of the Court for examination, input and approval.

In addition, during this phase of the budget cycle, customized budget packages are prepared for distribution to each department and agency. Generally, these packages are distributed no later than April 15th each year.

Departments and agencies use the information and forms contained in the budget packages as a guide in preparation of budgetary proposals. The budget packages contain input from the Court, detailed instructions, necessary forms and examples to facilitate the departments and agencies with the completion of their budgetary requests.



The proposals made by the departments and agencies must be returned to the County Auditor's Office on or before May 17th. The requests, after being audited by the County Auditor's staff and reviewed by the County Auditor, are used to present a preliminary baseline budget that contains no increases in service levels other than those that are legally required. During the budget process, departments and agencies present proposed service level increases separately to the Auditors office.

Pursuant to the *Texas Local Government Code*, § 111.034(b)(4) and § 111.039(b), only the County Auditor may estimate revenues. Tentative revenue estimates are included with the initial information that is submitted to the Court around July 1st. One reason for this is that the data necessary for the County Tax Assessor-Collector to calculate the ad valorem tax rate, pursuant to the truth-in-taxation legislation, is not received from the El Paso Central Appraisal District (CAD) until July 25th or as soon as practical thereafter. Also, the County Auditor is able to refine and fine-tune the initial anticipated revenue estimates each month as interim monthly financial reports of actual revenues are produced.

As discussed in the Executive and Budget Summary section of this document, the Commissioners Court instructed the County departments to work with the Auditor's office for the development of their respective budgets. These meetings were received very well and proved to be very productive. Public departmental budget hearings before the members of the Court were only necessary if resolution between the departmental request and the Auditor's Office recommendation were necessary.

The last part of August and the first part of September is when the final phases of the budgetary cycle start. First, shortly after producing the interim financial reports for the month of August, the County Auditor is able to submit estimates of anticipated revenues to the Commissioners Court. Second, some departments and agencies may require additional hearings before Commissioners Court members to prioritize how the County's resources will be allocated. Third, State law requires Commissioners Court to adopt a property tax rate before September 1st or as soon as possible thereafter. Fourth, the County Auditor enters any approved changes into the computerized budget system along with any changes in estimated revenues from all sources during the ensuing fiscal year.

After this information has been entered into the system, pursuant to the *Texas Local Government Code*, § 111.037(a), the County Auditor files a copy of the proposed budget with the County Clerk. The copy of this proposed budget must be made available for public inspection by any taxpayer.

Finally, the Commissioners Court holds a public hearing on a day within seven calendar days after the date the proposed budget is filed with the County Clerk but before the last day of the first month of the fiscal year. At the conclusion of the public hearing, the Commissioners Court must take action on the proposed budget. The Commissioners Court may make any changes in the proposed budget that it considers warranted by the facts and law and required in the interest of the taxpayers. The amounts budgeted in a fiscal year for expenditures from the various funds of the County may not exceed the balances in those funds as of the first day of the fiscal year, plus the anticipated revenue

for the fiscal year as estimated by the County Auditor. Upon final approval of the budget by the Commissioners Court, the Court must file a copy of the budget with the County Auditor and the County Clerk. Thereafter, Commissioners Court may spend County funds only in strict compliance with the budget.

The aforementioned budgetary calendar of events is presented on the following page:

**TENTATIVE BUDGETARY CALENDAR FOR FISCAL YEAR 2005**  
**OCTOBER 1, 2003, - SEPTEMBER 30, 2004**

**Proposed Dates**

**Proposed Actions**

- |                   |   |
|-------------------|---|
| February 16, 2004 | 1. The budget officer will submit a letter to Commissioners Court requesting input for the formulation of the budget for the next fiscal year. Such input may include, but is not necessarily limited to:<br><u>Personnel</u> : Authorizations-increases and decreases<br><u>Salaries</u> : Re-grades or New Positions<br><u>Capital Outlays</u> : Improvements, new equipment<br><u>Services</u> : Increases and decreases<br><u>Car Allowances</u> : Mileage rates and travel |
| February 16, 2004 | 2. The County budget division will request a payroll report showing projected salary costs by department for the budgetary period October 1, 2004 through September 30, 2005. These computations will include any cost-of-living and/or step increases recommended by Commissioners Court. The target date for the receipt of this payroll report is February 20, 2004.   |
| March 1-5, 2004   | 3. The budget division will prepare tentative departmental budgetary request forms. The target date for the completion is March 5, 2004.  |
| March 1-5, 2004   | 4. The budget division will verify the staffing table report with current payroll data; separate the report by department and will attach one copy to each departmental budgetary request form.   |
| April 1, 2004     | 5. The budget division will distribute the tentative budgetary request forms to departments with instructions including input, if any, from the Commissioners Court members.  |
| May 17, 2004      | 6. The budget division will receive departmental budgetary requests and will compile the initial budgetary work papers.   |



**TENTATIVE BUDGETARY CALENDAR FOR FISCAL YEAR 2005**  
**OCTOBER 1, 2003, - SEPTEMBER 30, 2004**

**Proposed Dates**

**Proposed Actions**

This compilation will show, by line item, the actual expenditures for each department for the previous three fiscal years, the current fiscal year's budget, the departmental requests for fiscal year 2005, the adjusted requests and a blank column for the final amounts approved by Commissioners Court. The target date for completion of the County Auditor's preliminary estimation of revenues and preliminary budgetary work papers is May 31, 2004.

- |                                    |     |  |
|------------------------------------|-----|--|
| June 1, 2004                       | 7.  | The budget officer plans to present the preliminary budgetary proposal to Commissioners Court.   |
| June 2-30, 2004<br>July 1-30, 2004 | 8.  | Departments will meet with staff of the County Auditor Office to develop budgets for submission to Commissioners Court. Commissioners Court will conduct public hearings and make adjustments, if necessary.   |
| September 7, 2004                  | 9.  | As required by Chapter 26 of the <i>Texas Property Tax Code</i> , a notice of a public hearing on the proposed tax increase will be published, if necessary. The notice, if necessary, must be published at least 7 days before the hearing.   |
| September 10, 2004                 | 10. | Pursuant to the <i>Texas Local Government Code</i> , § 152.013, before the 10th day before the date of the meeting, the Commissioners Court will publish one time in the major local newspaper a notice of any salaries, expenses, or allowances that are proposed to be increased for elected County or precinct officers and the amount of the proposed increases. |
| September 1-30, 2004               | 11. | The budget officer will finalize the proposed budget by incorporating additions and deletions approved by Commissioners Court during the public departmental hearings. Also, an adjustment for a tax rate change will be made, if necessary. Any other appropriate adjustments will also be made during this period.   |

**TENTATIVE BUDGETARY CALENDAR FOR FISCAL YEAR 2005**  
**OCTOBER 1, 2003, - SEPTEMBER 30, 2004**

<b><u>Proposed Dates</u></b>	<b><u>Proposed Actions</u></b>
September 6, 2004	12. Pursuant to the <i>Texas Local Government Code</i> , § 152.013, before filing the annual budget with the County Clerk, the Commissioners Court will give written notice to each elected county and precinct officer of the officer's salary and personal expenses to be included in the budget.
September 15, 2004	13. Following receipt of property valuations from the Central Appraisal District, Commissioners Court will hold a public hearing on a proposed tax increase, if necessary, pursuant to Chapter 26 of the Texas Property Tax Code.
September 10, 2004	14. Pursuant to the <i>Texas Local Government Code</i> , § 111.038, Commissioners Court will publish a notice of a public hearing on the 2004 operating budget once in the major local newspaper, stating the date, time and location of the hearing.
September 20, 2004	15. Pursuant to Chapter 26 of the Texas Property Tax Code, Commissioners Court will vote on a proposed tax rate increase, if necessary. This will be done within 3 to 14 days following the hearing.
October 1, 2004	16. The budget officer will present the final proposed budget to Commissioners Court.
October 1, 2004	17. Pursuant to the <i>Texas Local Government Code</i> , § 111.037, the budget officer will file a copy of the proposed budget with the County Clerk, where it will be available for public inspection by any taxpayer.
October 4, 2004	18. Pursuant to the <i>Texas Local Government Code</i> , § 152.013, Commissioners Court shall set the expenses and other allowances of each elected El Paso County official and precinct officer. The Commissioners Court shall set the items at a regular meeting of the court during the regular budget hearing adoption proceedings.
October 4, 2004	19. Commissioners Court will hold a public hearing on the final proposed budget within seven calendar days after the date the



**TENTATIVE BUDGETARY CALENDAR FOR FISCAL YEAR 2005**  
**OCTOBER 1, 2003, - SEPTEMBER 30, 2004**

**Proposed Dates**

**Proposed Actions**

proposed budget is filed but before the last day of the first month of the fiscal year. Immediately after this hearing, the budget will be approved and adopted.

October 6, 2004

20. The budget officer will prepare the budget in the final adopted form and reproduce copies for distribution. Pursuant to the *Texas Local Government Code, § 111.040*, Commissioners Court will file copies of the adopted budget with the County Auditor and the County Clerk.

## **Financial Policies**

The County of El Paso's financial policies reflected herein are intended to provide readers of this document insight and background on county government. These policies are indicative of significant factors impacting the budgetary decisions of the Commissioners Court, County Officials and department heads in the fiscal management of the County. These policies are not all inclusive of every possible scenario in the fiscal management of the County. Rather, they are intended as a reference guide in the decision-making process of the Commissioners Court, instilling continual maintenance of and progression of innovative fiscal management in meeting the increasing demands on the County as well as achievement of short and long-term goals and objectives.

Over the past few years, the County has put more emphasis on establishment of an overall financial policy guide that is updated annually as part of the ongoing budgetary process. Some areas such as the cash management and investment policy are only touched upon briefly due to the fact that they are maintained as separate policy guides.

## **Operating Budget Policies**

1. The County will formulate a budget based on actual and anticipated revenues and other financial resources estimated to be available as provided by law on the last day of each fiscal year to fund the proposed budget. The fiscal year of the County spans a twelve-month period of October 1 through September 30.
2. A major factor for any governmental unit is not to become dependent upon state or federal funds that could dissipate from one year to the next. In order to ensure sound fiscal budgeting, the most significant expenditure items within each fund, typically salary and fringe benefit expenditures, followed by operating costs, will not exceed the sum of stable operating revenues from ad valorem property taxes, sales taxes plus a reasonable estimate of operating income.
3. On a yearly basis, the County will analyze the fees and charges it sets and associated costs in order to preserve stability and enhancement of the revenue stream to the County. Furthermore, a continual assessment will be made of the outstanding sources of revenue with emphasis on innovative approaches to enhancement of collection efforts if warranted.
4. During the budgetary process, funding priority will be given to all mandated functions and programs within the County when allocating scarce resources. Statutorily required, new or expanded services will be implemented without reduction or trade off of expenses or revenues from other mandated functions or programs. This applies to personnel, operating and capital budgets. All other



## **Operating Budget Policies-Continued**

additions or expansions of expenditures will be implemented provided there is a trade off with other expenditures or certification of new revenue sources prior to adoption of the budget.

5. Non mandated funding will be restricted to programs that enhance economic development or which are deemed necessary to supplement support services as provided by the County.
6. The County will pay for current expenditures with current resources as required by Article XI, of the State's Constitution, and by Articles 111.091 through 111.093 of the *Texas Revised Civil Statutes*.
7. The Court will aggressively seek and encourage cooperation between local governmental entities; support efforts of increased efficiency in planning and funding of discretionary community projects; identify and eliminate duplicate services and related costs and encourage community and business involvement in improving services to the citizenry of the County.
8. In addressing future goals and objectives, the County will continually formulate and maintain revenue trends and expenditure forecasts at a minimum five years ahead of the current fiscal year. For the most part, future projections will be based on prior year actual data and projected future economic indicators such as the rate of inflation, growth, the local economy, national and international factors affecting the El Paso border region and other relevant known factors.
9. Now that the County El Paso has addressed various computerized financial and judicial applications in preparation for the year 2000, the County will continue over the next five years, to actively evaluate its computerization efforts such as networking. This process will entail much analysis at the individual department level and may impact the budget spanning numerous years and possibly result in required new funding. The overall objective is to utilize current technology in order to take advantage of the cost efficiencies of such systems. This fits into the overall objective to continually increase the efficiencies of County government, thereby reducing costs to the taxpayer.

## **Revenue Policies**

The County will maintain a stable and diversified revenue system to protect it from short-term fluctuations in any single revenue source by doing the following:

1. Establishing user fees and charges permitted by law at levels associated with the direct costs of providing those services including, when applicable, indirect costs. Furthermore, the County will annually evaluate fees and charges to assure that total costs are covered and will adjust accordingly to keep pace with the cost of providing those services;

## Revenue Policies-Continued

2. Pursuing the enactment of new legislation, when deemed appropriate, to permit changes in user fees and charges;
3. Aggressively collecting ad valorem property tax revenues including filing suits when permitted by the *Texas Property Tax Code*; and,
4. The operations of the road and bridge fund will be supported with vehicle registration fees.

El Paso County will restrict its reliance on non-recurring revenue sources by:

1. Remaining cognizant of intergovernmental grant revenues exceeding **20** percent of the total operating budget when approving grants that ultimately result in 100 percent county funding.
2. Cautiously monitoring the balancing of the general fund budget utilizing fund balance equaling 15 percent or more of the general fund appropriations while concurrently assuring the County maintains adequate reserves as defined by the County. For Example:

Fund Balance=\$15 Million

Adequate Reserves=5% of General Fund Budget

Adopted Budget=\$100 Million

$$\begin{array}{r} \text{Fund Balance - Reserves} \\ \text{Adopted Budget} \end{array} \quad \frac{\$15 - \$5}{100} = 10\%$$

3. Not allowing revenues generated by the levies of the sales and use taxes and ad valorem property taxes to exceed **65** percent of the total budgeted expenditures.

Transfers between funds, unless provided for with specific previously approved budgetary provisions, will only be made after approval by the Commissioners Court.

## Budget Process

The budget material submitted to the Commissioners Court members will contain: (1) preliminary revenue estimates by major account, (2) operating and maintenance expenditures by object code, major expenditure categories, functionally related department and program summaries, and (3) debt service funds delineated by individual bond issue detailing principal, interest and reserves, if any.

The proposed budgetary material will contain schedules relating to: (1) proposed personnel staffing levels including individual salaries and associated fringe benefits, (2)



## **Budget Process-Continued**

equipment requests, (3) ongoing capital projects, and (4) any information, data or analyses required by Commissioners Court.

Initial budget material will be submitted to Commissioners Court around June 1 of each year. Revenue estimates will not be provided until information required to compute the ad valorem property tax rate, in accordance with the truth-in-taxation legislation, is received from the El Paso Central Appraisal District (CAD) on July 25, or as soon thereafter as practical.

Proposed budgeted revenues will be provided by the county auditor pursuant to the *Texas Local Government Code 111.039(b)*.

El Paso County will formally approve and adopt the annual operating budget as close to October 1 of each year as possible, usually, the earliest being at the first regularly scheduled meeting of the Commissioners Court in the new fiscal year pursuant to *Texas Local Government Code §§111.033 and 111.037*.

Interim monthly budget and financial reports will be prepared by the county auditor's office and submitted to Commissioners Court pursuant to the *Texas Local Government Code*. These interim reports show the budget and financial status and trends throughout the budget.

County budgetary procedures will focus on identifying district functions and activities of county government and allocation of resources to adequately perform these functions and activities at a defined level of service.

All amendments to the approved appropriations will require written request and justification for transfer from the respective department head or elected official. Only Commissioners Court has authority to approve budget amendments. Approved budget amendments resulting in a new appropriation must be recorded prior to expenditure against such appropriation.

Commissioners Court may, at any time and for any duration, institute a freeze on hiring, promotions, transfers, operating expenditures and capital equipment purchases as deemed financially necessary and appropriate. If such action is taken, Commissioners Court may make exceptions on a case-by-case basis as deemed necessary in the particular circumstances.

## **Accounting, External and Internal Auditing, and Financial Planning**

The county auditor's office will continue to maintain the County's financial records on a basis that is compatible with the guidance and generally accepted accounting principles and standards that have been promulgated by the Governmental Accounting Standards Board for local governments.

## **Accounting, External and Internal Auditing, and Financial Planning-Continued:**

Pursuant to the *Texas Local Government Code*, §§ 111.091, 111.092 and 114.025, interim monthly and comprehensive annual financial reports will be issued by the county auditor's office. These reports will summarize the County's financial transactions by fund and department. Also, actual revenues and actual expenditures will be monitored and compared to the associated budgeted amounts.

Pursuant to the *Texas Local Government Code*, § 115.045, once each fiscal year, the Commissioners Court will engage a disinterested Certified Public Accounting firm to conduct a comprehensive external audit of all books, records and accounts of the County. The external audit will cover all matters relating to the fiscal affairs of the County.

The Commissioners Court will continue to identify and refer business matters for analysis to boards, committees, consultants or staff, in order to improve the effectiveness and efficiency of services and activities of the County.

Cost versus benefits studies will be made, when deemed appropriate by Commissioners Court, on non-recurring expenditures and capital projects.

In accordance with provisions contained in the *Texas Local Government Code*, §§ 111.091, 111.092, 114.025 and 115.045, full disclosures will continue to be provided in the comprehensive annual financial reports, budget reports and bond representations.

The county auditor's staff will continually conduct internal audits throughout the County that are designed to strengthen internal accounting and budgeting controls and to protect the County's assets.

### **Personnel Policies**

At the present time, the County has a plan allowing for progressive advancement within pay levels for the various job classifications of the county with the exception of sheriff deputies and detention officers which follow a compensation plan in compliance with an approved collective bargaining agreement.

The Court will continue to support its salary plan and its salary committee having developed step levels within the approved salary plan within job classes. This plan should continue to result in the reduction of employee turnover in the County as well as encourage career employment within the County reinforcing maintenance of its valuable employee workforce. Furthermore, the Court will continually strive to provide a system of fair compensation to employees based on set performance measures. Any such system, will be addressed during budgetary hearings and funded accordingly and as soon as financially practical.

At no time will the number of regular and temporary full-time and part-time employees on the payroll exceed the number of regular and temporary full-time and part-time



## **Personnel Policies-Continued:**

employees on the manning table as approved by the Commissioners Court. All personnel actions will be in strict compliance with applicable State and Federal laws and county policies.

All additional positions, position upgrades, reclassifications and reorganizations will not be implemented without prior approval of Commissioners Court.

Overtime compensation payments may only be made to nonexempt employees at a rate of time and a half when overtime appropriations have been provided by the Commissioners Court.

A department head or elected official may, at their discretion, delete or downgrade positions. A reduction in workloads or technological advances may be among the reasons for taking these actions.

## **Reserve Policies**

The County will maintain a nominal appropriated reserve to provide funding, by means of a formal budgetary amendment, for unforeseen emergencies that may develop throughout the year. In this regard, it will be absolutely necessary for elected officials and department heads to oversee and control expenditures so that the departmental expenditures are minimized and within the associated budgetary limits.

Each fiscal year, the Court will establish four contingency reserves (Personnel, Maintenance and Operations, Equipment, and Professional Services) within the general fund account titled general and administrative. Each reserve, at a minimum, will be established at one quarter of one percent (.25%) of the total general fund appropriations for any fiscal year. These funds will only be distributed by majority vote of the Commissioners Court.

The Court will make every effort to maintain an emergency reserve. This unbudgeted unreserved fund balance should, at a minimum, equal at least 5 percent, but not more than 15 percent, of the total general fund adopted operating budget in any one fiscal year. Maintenance of this reserve is only in the event of an unanticipated emergency, calamity, natural disaster or the loss or shortfall of a major revenue source. Additionally, working capital is essential to the County due to the fact that inflow from ad valorem property taxes, the major revenue source, does not become substantial until mid December or the third fiscal month. This reserve will be monitored periodically throughout the year. This reserve will be revised continuously during the budgetary process by the county auditor. The adequacy of the County's unreserved fund balance will be periodically reviewed.

Insurance reserves and appropriations will be maintained in the budget at levels agreeable with the risk manager's recommendations. These reserves and appropriations will be designed to satisfactorily indemnify the County elected officials and department heads against losses.

## **Reserve Policies-Continued:**

In regard to reserves in capital projects, immediately after a capital project has been completed, residual unspent funds will be transferred, with Commissioners Court approval, to the respective debt service fund as a means of reduction of debt, or otherwise, as stated in the order issuing the bonds. Project managers will notify the county auditor's office immediately upon completion of all projects in order to reduce the County's exposure to arbitrage rebate calculations, and actual rebate costs.

## **Fixed Assets and Capital Planning**

The Commissioners Court will continually assess the County's capital needs and establish policies, procedures and plans to address infrastructure, fleet and general capital needs of the County in its budgetary process.

All purchases of items costing \$1,000 or more and having a useful life expectancy of at least one year will be reflected in the County's financial inventory. The county auditor's office will periodically reconcile the yearly inventory listing provided by the purchasing agent to the County's financial accounting records.

During each annual budgetary process, the Commissioners Court members will evaluate the County's inventory. After the evaluation is made, satisfactory financial arrangements will be made to either repair or replace depreciating items, as deemed necessary.

Capital expenditures for projects and equipment are reviewed by the equipment committee and are budgeted when appropriated funds are identified. Requests for unbudgeted equipment or projects must be submitted to the equipment committee for review and approval. The committee's recommendation is then submitted to the Commissioners Court for approval prior to a purchase requisition being issued.

To reduce the County's overall expenditures, the purchasing agent will, wherever deemed appropriate, issue useable items placed in storage to departments and agencies requesting comparable new equipment.

The Court will evaluate the capital needs with the assistance of the County Equipment Committee throughout the year and especially during the budget cycle for fiscal budget impact and will update its present and future capital plan.

## **Debt Management Policies**

The County will not, under any circumstances, use funds earmarked for payment of the current portion of long-term debt for current operations pursuant to **Article XI, Section 7 and Article VIII, Section 9, of the Texas Constitution.**

When the Commissioners Court makes a determination to issue bonds, the policies below will be followed.



## **Debt Management Policies-Continued:**

1. New bonds issued will be amortized resulting in equal principal amounts being retired each fiscal year with payments due on February and August 15th. This will produce a total debt schedule with a declining yearly balance.
2. Debt service appropriations in total will not exceed 35 percent of the total budget in any fiscal year pursuant Article VIII, Section 9, of the Texas Constitution.
3. The County's total bonded debt will never exceed 2 percent of the net valuation of taxable property values in El Paso County. The net valuation of taxable property is ascertained by the El Paso Central Appraisal District.
4. Bond financing arrangements will be restricted to capital improvement projects that cannot be feasibly funded with current revenues and reserves.
5. The term of bonds will not exceed the useful life expectancy of the capital project or equipment for which the borrowing was done.

The Commissioners Court will make a diligent effort to coordinate planning, issuing and timing of bonds issues with the overlapping jurisdictions in the County.

## **Cash Management and Investments Policies**

All county funds received by the treasury division will be deposited on the same day received in order to optimize the County's cash flow, liquidity and interest earnings. Receipt and disbursement of funds will be performed in compliance with applicable provisions of the *Texas Local Government Code*.

In accordance with Commissioners Court authorization and approval and the State's pertinent legal provisions, the county auditor will serve as the County's investment officer. The County's available monies will be aggressively invested, at least once each working day, in a way that generates the most interest income for the County, while at the same time, maintains diversification of investments with the paramount consideration being **safety** at all times.

Pursuant to the *Texas Local Government Code*, Commissioners Court will approve and maintain a written investment policy. The investment policy will, among other topics, address the parameters of maximizing rates of return, liquidity, safety, prudence and diversification. The County will issue quarterly investment reports in a timely manner.

## **Strategies and Plans**

County strategies and plans will be integrated into all departmental budgets to ensure unified efforts within county government to achieve the goals and objectives of the County. These are guidelines that demonstrate the steps undertaken in order to meet the objectives of the County without negatively impacting other goals within the County. **Performance measures and productivity indicators will be integrated into all**

## **Strategies and Plans-Continued:**

**departmental budget requests.** The County's strategies and plans are guidelines necessary in order to allow the Commissioners Court and the citizens of El Paso County a means of evaluating County government's efficiency and effectiveness in utilizing taxpayer dollars in achieving its goals and objectives.

### **VISION, MISSION, GOALS, & OBJECTIVES AS ADOPTED BY EL PASO COUNTY COMMISSIONER COURT SEPTEMBER 22, 1999**

#### **I. A Vision for El Paso County**

El Paso County—

Government that *WORKS*

#### **II. A Mission for El Paso County**

*To provide a safe and healthy quality of life that enables people to thrive and reach their potential by the efficient, effective, and equitable operation of government.*

#### **III. Goals for El Paso County**

1. Provide high quality services to customers and constituents.
2. Improve the way county government does business.
3. Improve the county's financial strength.
4. Invest in the workforce

#### **IV. OBJECTIVES FOR EL PASO COUNTY, BASED ON ITS GOALS**

##### **GOAL 1. Provide high quality services to customers and constituents.**

- A. Provide high quality public service in Human Services.
- B. Provide high quality public service in Public Works.
- C. Provide high quality public service in the Justice System.
- D. Provide high quality public service in Records Management and related services.



**GOAL 1. Provide high quality services to customers and constituents-Continued:**

- E. Provide high quality public service in Economic Development.
- F. Provide high quality public service in Transportation.
- G. Provide high quality public service in Parks, Recreation, Entertainment, and Cultural Awareness.

**GOAL 2. Improve the way the County Does Business**

- A. Establish criteria and schedules for evaluating performance of department heads and departments that answer to the Commissioners Court.
- B. Establish principles for evaluating budget requests based on departmental performance.
- C. Establish written procedures for all recurring functions of all departments.
- D. Establish an Office of Management and Planning.
- E. Establish a contract management function.
- F. Establish a procedure and an improved process for appointments to boards and advisory boards.
- G. Develop a recognition program for members of boards and advisory boards.
- H. Develop a sunset review of boards and advisory boards to evaluate the need for the entity and determine needed changes.
- I. Develop high level planning function to identify state, federal, and private funding sources.
- J. Systematically evaluate, and as appropriate, pursue opportunities to consolidate service operations within the county structure and with other governmental units for increased efficiency and effectiveness.
- K. Establish a competitive government function to evaluate the comparative merits of consolidation, outsourcing, or in-house provision of specific services.
- L. Refine assignments to relevant departments and committees to assure systematic evaluation and upgrading of county technology, equipment, and facilities.

**GOAL 3. Improve the county's financial strength.**

- A. Improve reserve ratios.
- B. Seek to increase yield on investments without endangering principal.
- C. Improve bond rating.
- D. Set standards to enforce departmental adherence to budgets.
- E. Develop procedures to allow changes within departmental budgets to meet unexpected needs.
- F. Establish procedures for response to budget requests for non-county agencies.
- G. Aggressively pursue federal, state, and other funding sources.

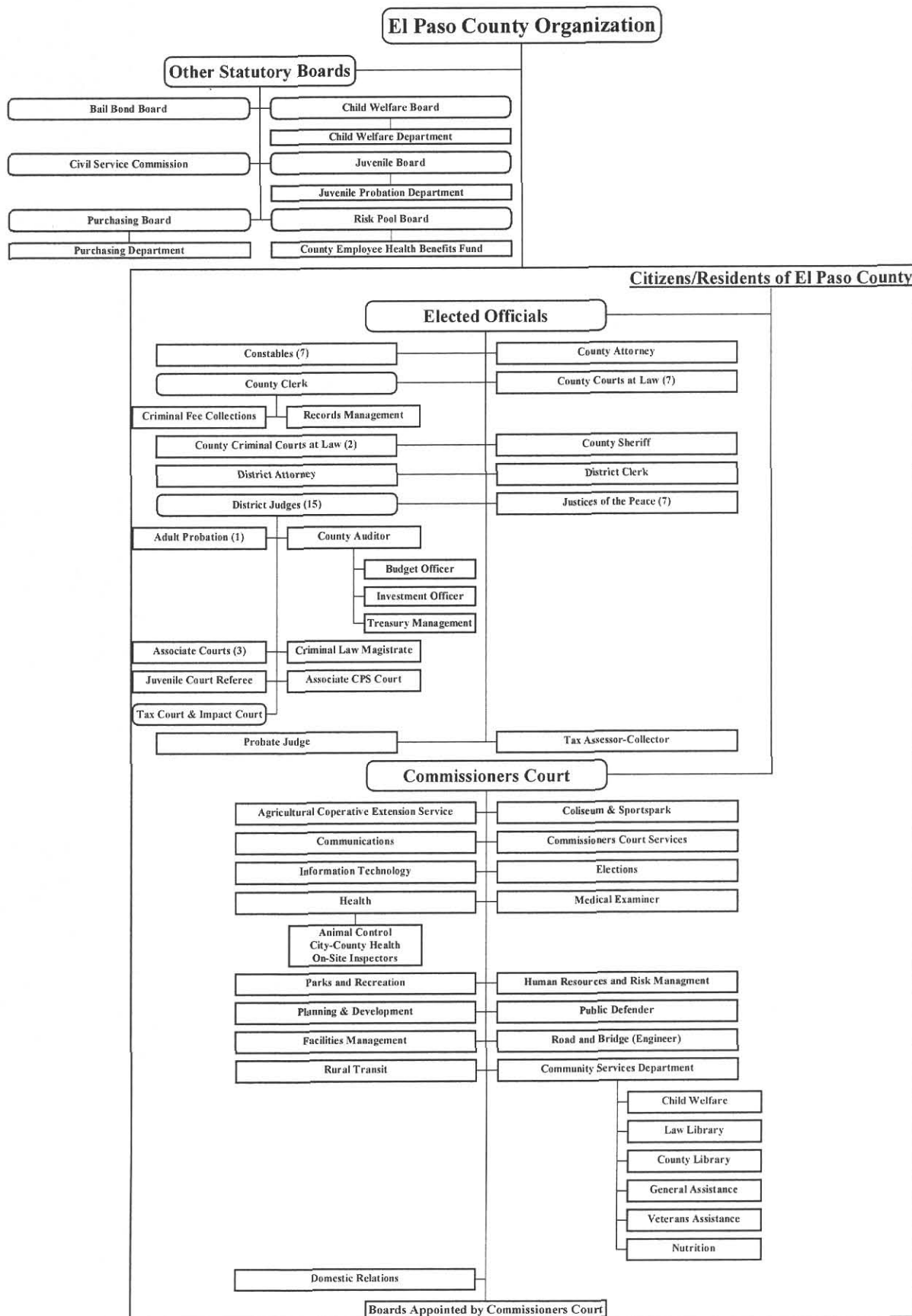
**GOAL 4. Invest in the Workforce.**

- A. Develop a comprehensive employee training program.
- B. Establish standards for vendors and providers to encourage development of the local workforce.
- C. Develop a comprehensive Human Resources Department.
- D. Develop a rewards and recognition program for county employees and departments.
- E. Encourage employee initiative and responsibility.
- F. Promote community workforce development.



# County of El Paso, Texas

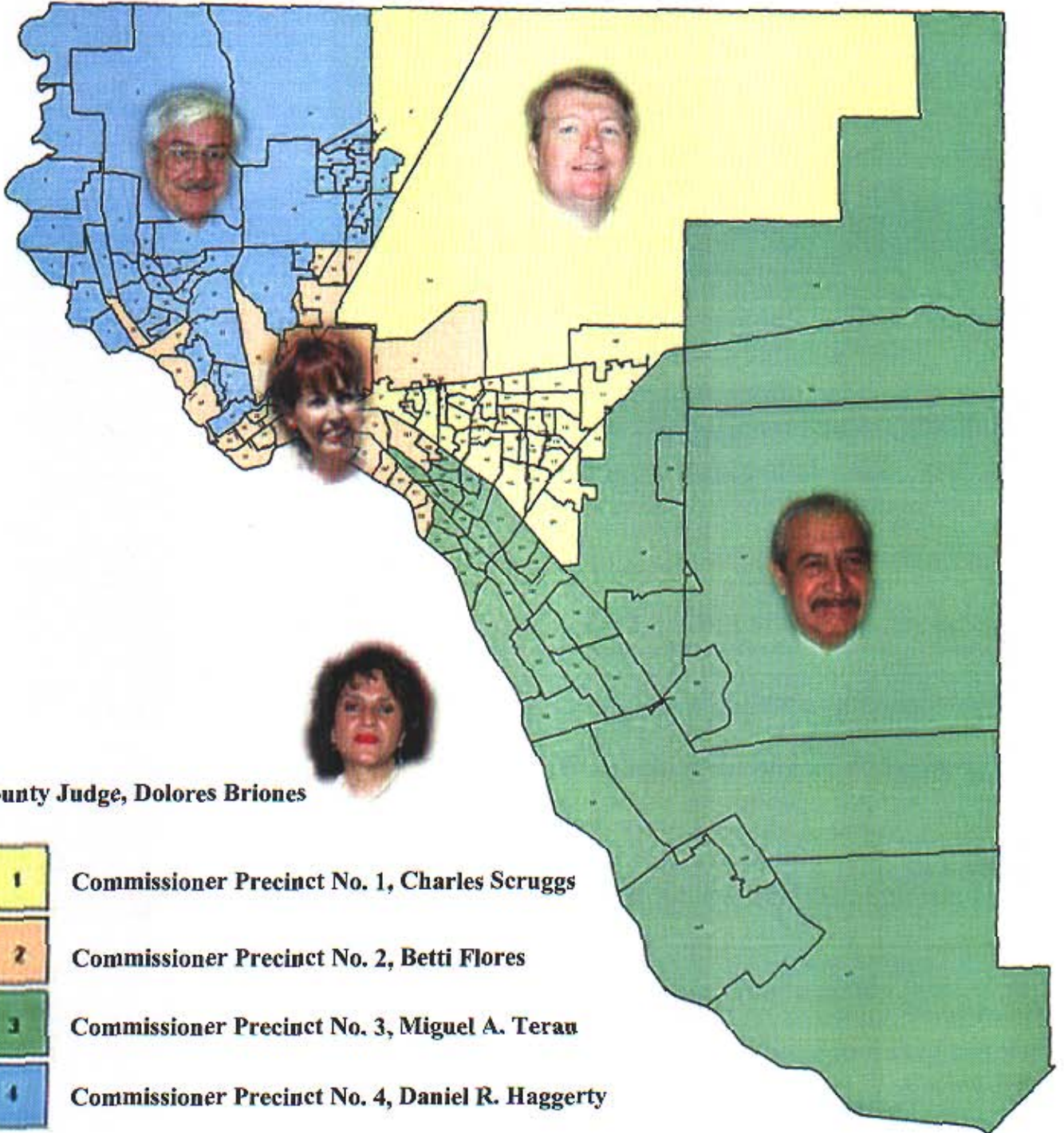
Organizational Chart  
As of October 1, 2003



1. Adult Probation is also known as West Texas Community Supervision and Corrections



# El Paso County Commissioners Court Members by Precinct





# Organization by Program Type

## General Government

Commissioners Court  
Commissioners Court Services Office  
Communications Center  
Community Services  
County Auditor  
County Clerk  
County Clerk Criminal Fee Collections  
\*County Clerk Records Archives  
\*County Clerk Records Mgt & Preservation  
\*County Clerk Vital Statistics  
County Judge  
County Solid Waste Disposal  
District Clerk  
Domestic Relations Office  
\*Election Contract Services  
Elections  
Facilities Management  
General and Administration  
Grant Matches  
Human Resources  
Information Technology Department  
Landmark Building Maintenance  
Parking Garage Maintenance & Operations  
Purchasing  
\*Records Management & Preservation  
Risk Pool Board Operations  
\*Road and Bridge Administration  
\*Strong Family Strong Future  
Tax Office  
\*Tax Office Discretionary Fund  
Tax Office Renovations Account

## Culture and Recreation

Ascarate Golf Course  
\*Ascarate Park Improvement  
Ascarate Regional County Park  
Canutillo Community Center-Maintenance  
\*Coliseum Tourist Promotion  
Library  
\*County Tourist Promotion  
Community Centers  
\*County Law Library  
Los Portales  
Rural Parks  
San Elizario Center-Maintenance  
\*San Elizario Placita  
\*Sportspark (a)  
Swimming Pools

## Health and Welfare

Charities  
County Child Welfare  
\*Child Welfare Juror Donations  
Child Welfare Legal Fees  
City-County Health District  
\*Family Protection Fund  
Foster Grandparent Program  
General Assistance  
Life Management  
Medical Examiner  
Medical Examiner-Maintenance  
Mental Health  
Project Amistad  
\*Project Care Electric & Gas  
Retired Senior Volunteer Program  
Shelter for Battered Women  
Veterans Assistance

## Public Works

East Montana Water Project  
\*Fabens Airport  
\*Road and Bridge



## Public Safety

Ambulance Services  
\*Commissary Inmate Profit  
Constables  
County Sheriff-Courthouse Security  
County Sheriff-Detention Facility  
County Sheriff-Jail Annex  
County Sheriff-Law Enforcement  
\*Courthouse Security Fund  
Emergency Management  
\*Juror Donations JPD  
\*Juvenile Probation Special Revenue (a)  
\*Juvenile Probation Supervision  
\*Sheriff Communication Improvement  
\*Sheriff LEOSE  
West Texas Community Supervision

## Administration of Justice

6th Administrative Judicial Region  
8th Court of Appeals  
\*Alternative Dispute Resolution Center  
Council of Judges Administration  
County Attorney  
County Attorney - Bond Forfeitures  
County Attorney - Teen Court  
County Attorney (RETGH - Legal)  
\*County Attorney Commissions  
\*County Attorney Supplement  
County Court at Law Administration  
County Court at Law Judges Account  
County Courts at Law  
County Criminal Courts at Law  
County Criminal Magistrate Judges  
\*County Graffiti Eradication  
\*Court Reporter Service Fund  
Criminal Law Magistrate  
\*DA 10% Drug Forfeitures  
District and Associate Courts  
District Attorney  
\*DA Apportionment Supplement  
\*District Attorney Special Account  
\*District Attorney Stamp Fraud  
District Judges Salary Supplement  
Impact Court  
\*Justice Court Technology Fund  
Justices of the Peace  
Juvenile Court Referee  
Probate Court  
\*Probate Judiciary Support  
\*Probate Travel Account  
Public Defender  
Tax Court  
\*Teen Court  
\*Therapeutic Drug Court

## Resource Development

Agricultural Co-Op Extension  
\*El Paso Housing Finance Corporation  
Planning and Development  
\*Tourist Promotion Functions

**NOTE: DEPARTMENTS WITH "\*" ARE CLASSIFIED UNDER THE SPECIAL REVENUE FUND, ALL OTHERS, (EXCEPT FOR THE EAST MONTANA WATER PROJECT WHICH IS AN ENTERPRISE FUND), FALL UNDER THE GENERAL FUND. DEPARTMENTS WITH "(a)" WERE CLASSIFIED AS CULTURE AND RECREATION AND DEPARTMENTS WITH A "(b)" WERE CLASSIFIED AS PUBLIC SAFETY IN PRIOR YEARS.**





# Directory of Principal Officials



## Commissioners Court (The Governing Body)

County Judge, Dolores Briones  
 County Commissioner, Precinct Number 1, Charles Scruggs  
 County Commissioner, Precinct Number 2, Betti Flores  
 County Commissioner, Precinct Number 3, Miguel Teran  
 County Commissioner, Precinct Number 4, Daniel R. Haggerty

Room 301, County Courthouse Bldg, (915) 546-2098  
 Room 301, County Courthouse Bldg, (915) 546-2014  
 Room 301, County Courthouse Bldg, (915) 546-2111  
 Room 301, County Courthouse Bldg, (915) 546-2144  
 Room 301, County Courthouse Bldg, (915) 546-2044

## The Council of Judges

Local Administrative Judge, 34th Judicial District, William E. Moody  
 41st Judicial District, Mary Anne Bramblett, District Judge  
 65th Judicial District, Alfredo Chavez, District Judge  
 120th Judicial District, Luis Aguilar, District Judge  
 168th Judicial District, Guadalupe Rivera  
 171st Judicial District, Bonnie Rangel, District Judge  
 205th Judicial District, Kathleen Olivares, District Judge  
 210th Judicial District, Gonzalo Garcia, District Judge  
 243rd Judicial District, David Guaderrama, District Judge  
 327th Judicial District, Linda Chew, District Judge  
 346th Judicial District, Richard A. Roman, District Judge  
 383rd Judicial District, Mike Herrerra, District Judge  
 384th Judicial District, Patrick M. Garcia, District Judge  
 388th Judicial District, Patricia Macias, District Judge  
 409th Judicial District, Sam Medrano, District Judge  
 Associate CPS Court, Oscar Galbadon, Judge  
 Associate Family Court 1, Jose Juarez, Judge  
 Associate Family Court 2, Kathleen Anderson, Judge  
 Associate Family Court 3, Roberta Bramblett, Judge  
 County Court at Law Number 1, Richard Herrera, Judge  
 County Court at Law Number 2, Julie Gonzalez, Judge  
 County Court at Law Number 3, Javier Alvarez, Judge  
 County Court at Law Number 4, Alejandro Gonzalez, Judge  
 County Court at Law Number 5, Carlos Villa, Judge  
 County Court at Law Number 6, Sue Kurita, Judge  
 County Court at Law Number 7, Jose J. Baca, Judge  
 County Criminal Court 1, Alma Trejo, Judge  
 County Criminal Court 2, Robert Anchondo, Judge  
 County Probate Court, Max Higgs, Judge  
 Juvenile Court Referee, Richard Ainsa, Judge  
 Magistrate I, James T. Carter, Judge  
 Tax Court, Edward Marquez, Judge  
 Impact Court, Visiting Judges

Room 905, County Courthouse Bldg, (915) 546-2101  
 Room 1006, County Courthouse Bldg, (915) 546-2149  
 Room 1105, County Courthouse Bldg, (915) 546-2102  
 Room 605, County Courthouse Bldg, (915) 546-2103  
 Room 602, County Courthouse Bldg, (915) 546-2141  
 Room 601, County Courthouse Bldg, (915) 546-2100  
 Room 1002, County Courthouse Bldg, (915) 546-2107  
 Room 1005, County Courthouse Bldg, (915) 546-2130  
 Room 901, County Courthouse Bldg, (915) 546-2168  
 Room 606, County Courthouse Bldg, (915) 546-2032  
 Room 902, County Courthouse Bldg, (915) 546-2119  
 Room 1101, County Courthouse Bldg, (915) 546-2132  
 Room 906, County Courthouse Bldg, (915) 546-2134  
 Room 705, County Courthouse Bldg, (915) 543-3850  
 Room 700, County Courthouse Bldg, (915) 834-8209  
 Room 1104, County Courthouse Bldg, (915) 546-2147  
 Room 1103, County Courthouse Bldg, (915) 543-3859  
 Room 1102, County Courthouse Bldg, (915) 543-3871  
 Room 704, County Courthouse Bldg, (915) 834-8288  
 Room 802, County Courthouse Bldg, (915) 546-2011  
 Room 801, County Courthouse Bldg, (915) 546-2145  
 Room 1001, County Courthouse Bldg, (915) 546-2183  
 Room 805, County Courthouse Bldg, (915) 546-2190  
 Room 806, County Courthouse Bldg, (915) 546-2004  
 Room 1106, County Courthouse Bldg, (915) 543-3868  
 Room 902, County Courthouse Bldg, (915) 543-3877  
 Room 1201, County Courthouse Bldg, (915) 834-8241  
 Room 704, County Courthouse Bldg, (915) 834-8232  
 Room 706, County Courthouse Bldg, (915) 546-2161  
 6400 Delta, Juvenile Probation Bldg, (915) 772-2133  
 600 East Overland, Municipal Court Bldg, (915) 546-2  
 Room 604, County Courthouse Bldg., (915) 834-8236  
 Room 603, County Courthouse Bldg., (915) 546-8192

## Other Principal Officials

County Attorney, José R. Rodríguez  
 County Auditor, Edward A. Dion  
 County Clerk, Waldo Alarcon  
 County Purchasing Agent, Piti Vasquez  
 County Sheriff, Leo Samaniego  
 County Tax Assessor and Collector, Victor Flores  
 District Attorney, Jaime Esparza  
 District Clerk, Gilbert Sanchez  
 Human Resource Director, Robert Almanzan  
 Public Defender, Clara Hernandez

Room 503, County Courthouse Bldg, (915) 546-2050  
 Room 406, County Courthouse Bldg, (915) 546-2040  
 Room 105, County Courthouse Bldg, (915) 546-2071  
 Room 500, County Courthouse Bldg, (915) 546-2048  
 800 East Overland, Room 300, (915) 546-2291  
 500 East Overland, Suite 101, (915) 546-2140  
 Room 201, County Courthouse Bldg, (915) 546-2059  
 Room 103, County Courthouse Bldg, (915) 546-2021  
 Room 302, County Courthouse Bldg, (915) 546-2218  
 Room 501, County Courthouse Bldg, (915) 546-8185



# Synopsis of Budgeted Funds

**Alternative Dispute Resolution Center Fund** - This fund is utilized to account for those revenues generated from the filing fees on civil cases and disbursed to the Rio Grande Council of Governments, a private organization contracted by the County to resolve civil matters outside of the Court System.

**Ascarate Park Improvement Fund** - This fund is used to account for receipts generated through Ascarate Park and Golf Course and used for disbursements related to park improvements.

**Capital Projects Fund** - This fund accounts for financial resources to be used for the acquisition or construction of major capital projects (other than those financed with Trust and Proprietary Funds).

**Child Welfare Juror Donation Fund** - This fund is used to account for the receipts of juror donations that will be expended on needs of the juveniles in the County Child Welfare Program.

**Coliseum Tourist Promotion Fund** - This fund is used to account for the receipts and disbursements relating to tourist promotion at the County Coliseum.

**Commissary Inmate Profit Fund** - This fund is used to account for the receipts and disbursements relating to the inmate commissary at the County Detention Facility. These funds are restricted for the benefit of the inmates as required by law.

**County Attorney Commissions Fund** - This fund accounts for commissions on settlement of cases handled by the County Attorney as provided by law. All disbursements are related to allowable expenses of the County Attorneys office.

**County Attorney Supplement Fund** - This fund has been set up as a special revenue fund for the supplement received from the State Comptroller for operating expenses as per HB 804.

**County Clerk Records Archives** - This fund is utilized to account for the receipts and disbursements related to a new County Clerk records archives program. Revenues in this account result from an assessment made for certain types of documents filed within the County Clerk Department. Proceeds will be used to scan and archive prior years documents within the County Clerk Department.

**County Clerk Records Management and Preservation Fund** - This fund is used to account for the receipts and disbursements relating to the County Clerk's records management and preservation program. Financing is received from fees assessed for recording documents in the County Clerks office.

**County Clerk Vital Statistics** - This fund was established to account for receipts and disbursements related to the County Clerk Vital Statistics Program. Revenue in the account results from fees assessed for certain documents filed within the County Clerk's office. Proceeds will be utilized to conduct the operations within the Vital Statistics Program.

**County Graffiti Eradication Fund** - This fund is used to account for the collection of court costs related to graffiti convictions. Expenditure of these funds is for the purpose of graffiti removal.



# Synopsis of Budgeted Funds

**County Law Library Fund** - This fund is utilized to account for receipts of law library fees and the disbursement relating to the maintenance and operations of the County Law Library.

**County Tourist Promotion Fund** - This fund is used solely for the purpose of accounting for receipts and expenditures related to the promotion of tourism in the County of El Paso. This fund receives its revenue from a portion of the hotel occupancy tax allocations.

**Court Reporter Service Fund** - This fund is used to account for fees collected relating to civil cases filed in the District and County Clerks offices. Disbursements relate to costs associated with court reporter services.

**Courthouse Security Fund** - This fund is utilized to account for fees provided by law charged for the filing of certain documents within the County and is restricted to expenditures of providing security of county facilities, mainly the County Courthouse.

**Debt Service Fund** - This fund is utilized to account for the accumulation of resources for the payment of general long-term debt principal and interest. The principal source of revenue for this fund is ad valor taxes.

**District Attorney 10% Drug Forfeiture Fund** - This fund accounts for funds obtained through criminal asset forfeitures by the District Attorney's office of which ten percent when elected and approved is required to be deposited into this special account for drug abuse treatment and prevention purposes.

**District Attorney Apportionment Fund** – This fund is used to account for receipts and disbursements relating to the District Attorney's apportionment supplement program. These State funds are reverted and utilized to supplement the pay of Assistant District Attorneys.

**District Attorney Food Stamp Fraud Account** – This fund is utilized to account for receipts and disbursements related to the food stamp fraud program. Revenues in this account are received from the State and are used to pay salaries and expenses related to the District Attorney's Office.

**District Attorney Special Account** – This fund was established to account for receipts and disbursements related to the District Attorney's discretionary account. Revenue from the account is a result of judgments awarding distribution of seizures from drug cases to multiple agencies. These funds are used at the discretion of the District Attorney to conduct operations of the office.

**Election Contract Services Fund** - This fund is utilized to account for the receipt of funds generated from billings made to other governmental agencies for conducting their elections. The proceeds from these billings are utilized to cover the costs of conducting these elections.

**Enterprise Fund** - This fund is used to account for operations that are financed and operated in a manner similar to private business enterprises, where the costs of providing services to the general public will be financed through user charges on a continuing basis. This fund specifically relates to the East Montana Water project.



# Synopsis of Budgeted Funds

**El Paso Housing Finance Corporation** – This fund was set up to account for receipts and disbursements related to operations of the El Paso Housing Finance Corporation. These funds result from application fees assessed to participants in this program. Proceeds are utilized to conduct operations of the El Paso Housing Finance Corporation.

**Fabens Airport Fund** - This fund is utilized to account for airport revenues generated from fees assessed to private operators. The expenditures relate to the operating costs associated with this airport.

**Family Protection Fund** – This fund accounts for receipts and disbursements related to the Family Protection Fund. Revenues in this account come from court costs for certain cases. Proceeds from this account will be utilized to fund the Shelter for Battered Women.

**General Fund** - The General Fund is used to account for all financial resources not required to be accounted for in another fund. The majority of current operating expenditures are financed with revenues received by this fund.

**Grants Fund**- This fund is used to account for specific grant revenue sources that are legally restricted to expenditures for specific purposes by Federal, State, or local contract.

**Justice Court Technology Fund** – The Justice Court Technology fund is used to account for the receipts and disbursements of funds directly related to this program. Revenues in this account are a result of court costs for applicable cases. Proceeds will be used for the purchase of technology equipment that will be utilized in the Justice Courts.

**Juvenile Probation Juror Donation Fund** - This fund is utilized to account for the receipt and expenditure of funds received from Juror donations. This is only one of various funds that jurors can donate their jury pay to. The funds in this account will be utilized to offset costs of juvenile care and services provided at the County's juvenile detention center.

**Juvenile Probation Special Revenue Fund** – This fund is a newly created fund beginning fiscal year 2004 as requested by the Juvenile Board for the operations of the Juvenile Probation Department.

**Juvenile Probation Supervision Fund** - This fund is utilized to account for the receipt and expenditure of funds received from juvenile probation supervision fees assessed to families who utilize these programs. The funds in this account will be utilized to offset costs of juvenile care and services provided at the County's juvenile detention center.

**Probate Travel Fund** – This fund is used to account for additional travel needs of the Probate Court staff, as per Government Code 51.704.

**Probate Judiciary Support Fund** - This fund is used to account for any additional court-related purposes of the Probate Court as per Government Code 25.00211.



# Synopsis of Budgeted Funds

**Project Care Gas and Electric Fund-** This fund was set up to account for receipts and disbursements related to the Project Care Gas and Electric Program. Revenues in this account are received from contributions and donations from the general public. Proceeds are utilized to cover utility costs for eligible clients.

**Records Management and Preservation Fund** - This fund is used to account for the receipts relating to fees assessed as court costs. Disbursements relate to the County's records management and preservation program, as mandated by Local Government Code.

**Road and Bridge Fund and Road and Bridge General and Administration** - These funds are utilized for the purpose of accounting for activities relating to the construction and maintenance of county roads. The principal sources of revenue for this fund are auto registration fees and automobile sales taxes.

**San Elizario Placita Fund** – This fund is derives its revenue from donations received from private individuals. The disbursements are related to the purchase of seating and lighting for the Placita.

**Sheriff Communication Improvement Fund** – This fund was established to account for the receipts and disbursements related to the County Sheriff Communication Improvement program. The revenue in this account results from contributions from the 911 Emergency Service program. Proceeds are utilized to make upgrades to the Sheriff's 911-dispatch unit, and for mobile units located in the vehicles.

**Sheriff's Law Enforcement Officers Special Education Fund** - This fund is used to account for receipts and disbursements relating to the continuing education of the Sheriff's officers. These funds are collected as part of assessed court costs.

**Special Revenue Funds** - Special Revenue funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specific purposes.

**Sportspark Fund** - This fund is utilized to account for the receipt and expenditure of funds received from player registration, food and beverage concessions and baseball and softball tournament fees. The recently purchased Sports Park will have its first full year of operations under County management during fiscal year 2003. This facility is home to four T-ball fields, six baseball fields and five volleyball courts.

**Strong Family Strong Future Fund** – This fund is used to account for receipts and disbursements related to the Strong Family Strong Future Program. Revenues in this account are received from contributions and donations from local businesses. The largest portions of receipts are from the County's Sheriff drug forfeitures funds. Proceeds are utilized to carry out the mission of strong families with the goal being to guide them towards a better future, both educational and financial.

**Tax Office Discretionary Fund** - This fund is utilized to account for the receipt of funds generated from the interest earned from the Tax Assessors vehicle inventory escrow account. The proceeds are used to conduct operations of the vehicle inventory tax division of the Tax Assessor Collectors office.



# Synopsis of Budgeted Funds

**Teen Court Fund** - This fund is utilized to account for the receipt of funds obtained from filing fees and donations from area businesses. The proceeds are thereby used to cover some operating costs of the teen court program and to provide limited scholarships for individuals in this program.

**Therapeutic Drug Court Fund** - This fund is utilized to account for the receipt and expenditure of funds received from Juror donations. This is only one of various funds that jurors can donate their jury pay to. The funds in this account will be utilized to offset costs of the Therapeutic Drug Court program.

**Tourist and Convention Fund** - This fund is used to account for the receipt of a portion of hotel occupancy taxes collected in the County. These funds are provided to the City of El Paso by inter-local agreement for tourism expenditures of the Tourist and Convention Bureau.

**ALL FUND TYPES  
OPERATING BUDGET SUMMARY  
WITH FISCAL YEAR 2002 ACTUALS**

The detail for changes between fiscal years is provided at the Fund Type level as well as in the Revenue and Expenditures Sections.

	FY 2002 Actuals	OPERATING BUDGETS		CHANGES	
		Total Budget FY 2003	Total Budget FY 2004	Amount	%
<b>Revenues (Sources):</b>					
Taxes	\$95,206,013	\$100,886,191	\$106,121,642	\$5,235,451	5.19%
Licenses and Permits	160,781	146,500	151,500	5,000	3.41%
Intergovernmental	17,720,142	31,270,354	2,257,072	(29,013,282)	-92.78%
Charges for Services	42,228,419	37,688,523	41,216,699	3,528,176	9.36%
Fines and Forfeits	4,868,073	4,914,000	5,613,200	699,200	14.23%
Interest	2,289,730	2,313,010	1,268,075	(1,044,935)	-45.18%
Miscellaneous Revenues	4,408,078	3,953,324	3,530,409	(422,915)	-10.70%
Other Financing Sources	93,124,441	15,047,690	17,974,729	2,927,039	19.45%
<b>Total Revenues and Other Financing Sources</b>	<b>260,005,677</b>	<b>196,219,592</b>	<b>178,133,326</b>	<b>(18,086,266)</b>	<b>-9.22%</b>
Beginning Fund Balances, Retained Earnings, Deferred Revenues and Carryover	71,279,026	125,699,582	113,447,623	(12,251,959)	-9.75%
<b>Total Available Resources</b>	<b>\$331,284,703</b>	<b>\$321,919,174</b>	<b>\$291,580,949</b>	<b>(\$30,338,225)</b>	<b>-9.42%</b>
<b>Appropriations/Expenditures (Uses):</b>					
General Government	\$23,727,205	\$33,690,440	\$37,103,903	\$3,413,463	10.13%
Administration of Justice	32,666,127	34,776,562	31,830,387	(2,946,175)	-8.47%
Public Safety	71,230,384	81,788,586	75,973,158	(5,815,428)	-7.11%
Health and Welfare	9,978,901	11,848,133	7,746,564	(4,101,569)	-34.62%
Community Services	632,913	237,405		(237,405)	-100.00%
Resource Development	1,604,774	1,354,949	1,116,949	(238,000)	-17.57%
Culture and Recreation	5,176,184	6,580,718	6,679,396	98,678	1.50%
Public Works	5,765,685	9,689,962	6,285,218	(3,404,744)	-35.14%
Capital Outlays	11,272,700	16,108,295	5,322,381	(10,785,914)	-66.96%
Debt Service and Enterprise:					
Principal	9,268,284	8,706,000	9,401,000	695,000	7.98%
Interest	7,399,725	6,968,940	6,510,828	(458,112)	-6.57%
Other Debt Related Costs:	417,206	10,425,317		(10,425,317)	-100.00%
Other Financing Uses	26,445,033	5,869,802	20,440,937	14,571,135	248.24%
<b>Total Appropriations/Expenditures and Other Financing Uses</b>	<b>205,585,121</b>	<b>228,045,109</b>	<b>208,410,721</b>	<b>(19,634,388)</b>	<b>-8.61%</b>
Encumbrances		3,539,992	3,170,684	(369,308)	-10.43%
Net Income	184,402				
Ending Fund Balances, Retained Earnings Deferred Revenues and Carryover	125,515,180	90,334,073	79,999,544	(10,334,529)	-11.44%
<b>Total Fund Balances, Retained Earnings Encumbrances, Deferred Revenue Net Income, and Carryover</b>	<b>125,699,582</b>	<b>93,874,065</b>	<b>83,170,228</b>	<b>10,703,837</b>	<b>11.40%</b>
<b>Total Appropriations/Expenditures, Fund Balances, Encumbrances, Retained Earnings, Deferred Revenue Net Income, and Carryover</b>	<b>\$331,284,703</b>	<b>\$321,919,174</b>	<b>\$291,580,949</b>	<b>(\$30,338,225)</b>	<b>-9.42%</b>



**ALL FUND TYPES  
OPERATING BUDGET SUMMARY  
BY FUND TYPE**

	General Fund	Special Revenue	Grants	Debt Service	Capital Projects	Enterprise Fund	Grand Totals
<b>Revenues (Sources):</b>							
Taxes	\$88,886,435	\$2,000,000		\$15,235,207			\$106,121,642
Licenses and Permits	151,500						151,500
Intergovernmental	1,642,762	552,737	\$61,573				2,257,072
Charges for Services	28,710,958	11,900,065				\$605,676	41,216,699
Fines and Forfeits	5,600,200	13,000					5,613,200
Interest	800,000	176,200			\$291,875		1,268,075
Miscellaneous Revenues	2,809,777	639,632	81,000				3,530,409
Other Financing Sources	6,974,000	10,269,911	690,818		40,000		17,974,729
<b>Total Revenues and Other Financing Sources</b>	<b>135,575,632</b>	<b>25,551,545</b>	<b>833,391</b>	<b>15,235,207</b>	<b>331,875</b>	<b>605,676</b>	<b>178,133,326</b>
Beginning Fund Balances, Retained Earnings, Deferred Revenues and Carryover	43,802,669	18,105,453	3,671,557	629,586	46,535,941	702,416	113,447,623
<b>Total Available Resources</b>	<b>\$179,378,301</b>	<b>\$43,656,998</b>	<b>\$4,504,948</b>	<b>\$15,864,793</b>	<b>\$46,867,816</b>	<b>\$1,308,092</b>	<b>\$291,580,949</b>
<b>Appropriations/Expenditures (Uses):</b>							
General Government	\$33,558,188	\$3,545,715					\$37,103,903
Administration of Justice	30,861,276	969,111					31,830,387
Public Safety	65,528,513	10,444,645					75,973,158
Health and Welfare	6,849,630	63,543	\$833,391				7,746,564
Resource Development	1,098,949	18,000					1,116,949
Culture and Recreation	2,963,549	3,715,847					6,679,396
Public Works		5,754,798				\$530,420	6,285,218
Capital Outlays	450,000	4,449,972			\$422,409		5,322,381
Debt Service and Enterprise:							
Principal				\$9,385,000		16,000	9,401,000
Interest				6,451,572		59,256	6,510,828
Other Financing Uses	13,075,413	7,365,524					20,440,937
<b>Total Appropriations/Expenditures and Other Financing Uses</b>	<b>154,385,518</b>	<b>36,327,155</b>	<b>833,391</b>	<b>15,836,572</b>	<b>422,409</b>	<b>605,676</b>	<b>208,410,721</b>
Encumbrances	1,389,096	897,691			883,897		3,170,684
Retained Earnings						702,416	702,416
Ending Fund Balances	23,603,687	6,432,152	3,671,557	28,221	45,561,510		79,297,128
<b>Total Fund Balances, Deferred Revenues Retained Earnings, Encumbrances and Carryover</b>	<b>24,992,783</b>	<b>7,329,843</b>	<b>3,671,557</b>	<b>28,221</b>	<b>46,445,407</b>	<b>702,416</b>	<b>83,170,228</b>
<b>Total Appropriations/Expenditures, Fund Balances, Encumbrances, Deferred Revenues, Retained Earnings and Carryover</b>	<b>\$179,378,301</b>	<b>\$43,656,998</b>	<b>\$4,504,948</b>	<b>\$15,864,793</b>	<b>\$46,867,816</b>	<b>\$1,308,092</b>	<b>\$291,580,949</b>

# Summary of Budgeted Interfund Transfers

Interfund transfers represent shifting of funds from one fund to another to serve as alternative sources of funding. The majority of transfers pertain to County matching of funds for Federal and State grants. As shown below, the most significant transfer out amount is the transfer from the General Fund to cover a transfer to the Health Fund for increases in premiums in fiscal year 2004, and also the transfer to the new Special Revenue account for Juvenile Probation, as requested by the Juvenile Board. Also included in the \$11 million transfer out is transfers for grant matching requirements in fiscal year 2004. The transfers in for these grants are budgeted as grants become awarded, which do not usually coincide to the beginning of the County's fiscal year. As can be seen by the detail below, there is only one grant, Nutrition, that coincides.

Fund	Index	Title	Amount
<b><u>TRANSFERS IN</u></b>			
Capital Projects	CPCNTYCAPIMP	County Capital Improvement Fund	\$40,000
General Fund	GADMINGF	General and Administrative	\$6,974,000
Grant Fund	NUTRITION04	Nutrition Program 2004	690,818
Special Revenue Fund	CNTYTPROM	County Tourist Promotion Fund	388,066
Special Revenue Fund	JUVPROBSR	Juvenile Probation Special Revenue Account	9,881,845
<b>Total Transfers In</b>			<b><u>\$17,974,729</u></b>
<b><u>TRANSFERS OUT</u></b>			
General Fund	GADMINGF	General and Administrative	\$11,245,003
General Fund	VARIOUS	For grants to be awarded during the year	\$791,956
General Fund	CHILDPROTEC	Child Protective Services Match	344,234
General Fund	RURALTRANSIT	General Assistance	3,402
General Fund	NUTRITION	Nutrition Program Match	690,818
Special Revenue Fund	AIRPORT	Fabens Airport Fund	12,500
Special Revenue Fund	ASCARATEIMPR	Ascarate Park Improvement Fund	1,400,000
Special Revenue Fund	COLISEUMSR	Coliseum Special Revenue Fund	388,066
Special Revenue Fund	COURTREPORT	Court Reporter Fund	154,000
Special Revenue Fund	GADMINRB	General and Administrative Road and Bridge Account	5,060,958
Special Revenue Fund	JPDSUPERVIS	Juvenile Probation Supervision	30,000
Special Revenue Fund	SECURITY	Courthouse Security Fund	320,000
<b>Total Transfers Out</b>			<b><u>\$20,440,937</u></b>





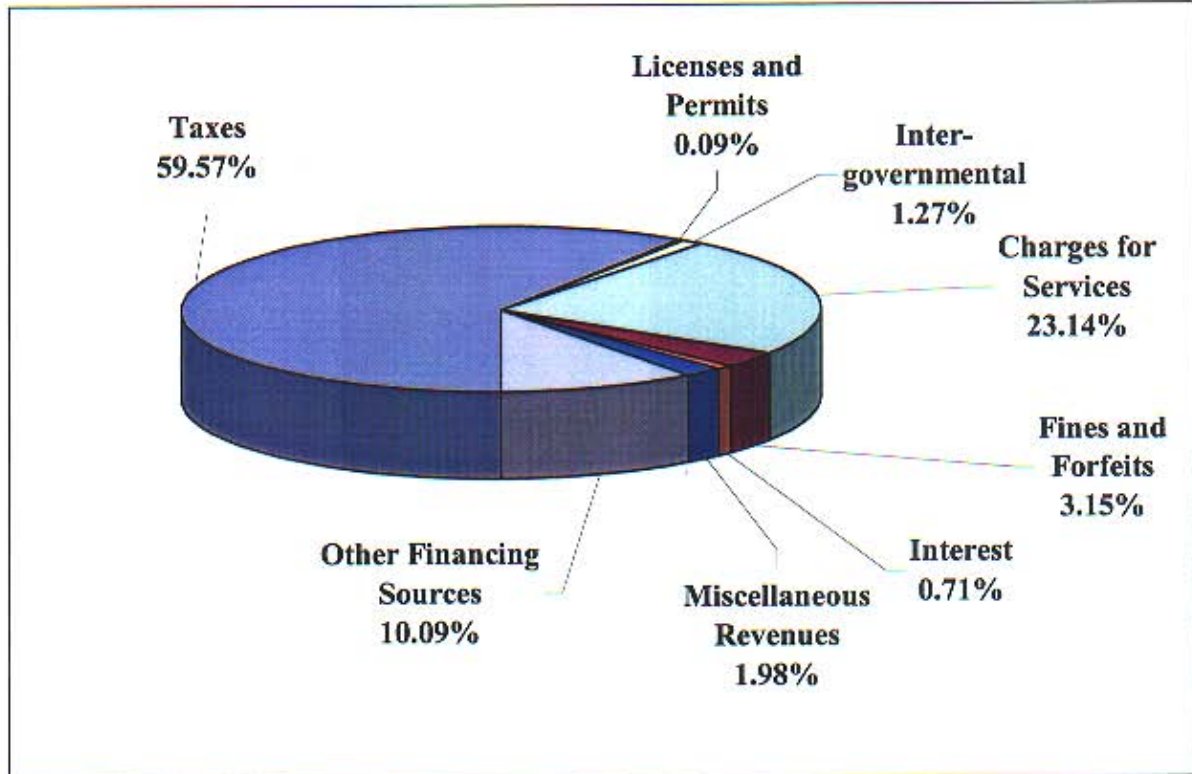
# REVENUES



**ALL FUND TYPES  
OPERATING BUDGET SUMMARY  
WITH FISCAL YEAR 2002 ACTUALS**

	OPERATING BUDGETS			CHANGES	
	FY 2002 Actuals	Total Budget FY 2003	Total Budget FY 2004	Amount	%
<b>Revenues (Sources):</b>					
Taxes	\$95,206,013	\$100,886,191	\$106,121,642	\$5,235,451	5.19%
Licenses and Permits	160,781	146,500	151,500	5,000	3.41%
Intergovernmental	17,720,142	31,270,354	2,257,072	(29,013,282)	-92.78%
Charges for Services	42,228,419	37,688,523	41,216,699	3,528,176	9.36%
Fines and Forfeits	4,868,073	4,914,000	5,613,200	699,200	14.23%
Interest	2,289,730	2,313,010	1,268,075	(1,044,935)	-45.18%
Miscellaneous Revenues	4,408,078	3,953,324	3,530,409	(422,915)	-10.70%
Other Financing Sources	93,124,441	15,047,690	17,974,729	2,927,039	19.45%
<b>Total Revenues and Other Financing Sources</b>	<b>260,005,677</b>	<b>196,219,592</b>	<b>178,133,326</b>	<b>(18,086,266)</b>	<b>-9.22%</b>
Beginning Fund Balances, Retained Earnings and Deferred Revenues and Carryover	71,279,026	125,699,582	113,447,623	(12,251,959)	-9.75%
<b>Total Available Resources</b>	<b>\$331,284,703</b>	<b>\$321,919,174</b>	<b>\$291,580,949</b>	<b>(\$30,338,225)</b>	<b>-9.42%</b>

**Fiscal Year 2004  
Revenues (Sources) – All Fund Types - \$178,133,326**



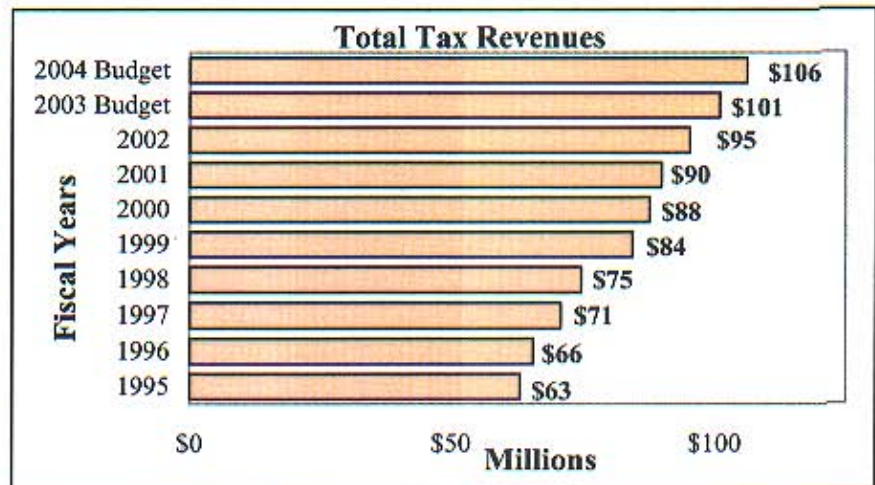


**SUMMARY OF REVENUES WITH  
SELECTED DEFINITIONS AND TRENDS-ALL FUNDS  
(FISCAL YEARS 1995-2002 ARE ACTUAL REVENUES, FISCAL YEARS  
2003 AND 2004 ARE BUDGETED REVENUE ESTIMATES)**

**Taxes**

Revenue Account Title	Actuals FY 2002	OPERATING BUDGETS		Changes		% of FY2004 Operating Budget
		FY 2003	FY 2004	Amounts	%	
Current Taxes	\$63,216,582	\$70,937,384	\$75,393,358	\$4,455,974	6.28%	
Delinquent Taxes	2,850,910	1,792,099	1,904,671	112,572	6.28%	
Penalties and Interest	1,243,584	746,708	793,613	46,905	6.28%	
Sales and use Tax	24,956,675	24,500,000	25,000,000	500,000	2.04%	
Bingo Tax	56,642	60,000	60,000			
State Mixed Beverage	986,630	950,000	970,000	20,000	2.11%	
Hotel Occupancy Taxes 1.25%	1,442,845	1,900,000	2,000,000	100,000	5.26%	
Hotel Occupancy Taxes 1%	257,340					
Co Hotel Occupancy Taxes	194,805					
<b>Totals</b>	<b>\$95,206,013</b>	<b>\$100,886,191</b>	<b>\$106,121,642</b>	<b>\$5,235,451</b>	<b>5.19%</b>	<b>36.41%</b>

Since fiscal year 1995, the County's total tax revenues have steadily increased due to the increases in property tax rates and property values. This is depicted on the chart below. These increases have been made in an effort for the County to maintain its current level of services as well as to fund new indebtedness for various projects such as the County jail annex, courthouse construction and the year 2000 computer upgrades. The amount budgeted for this item is dependent upon the actions of the Commissioners Court. The



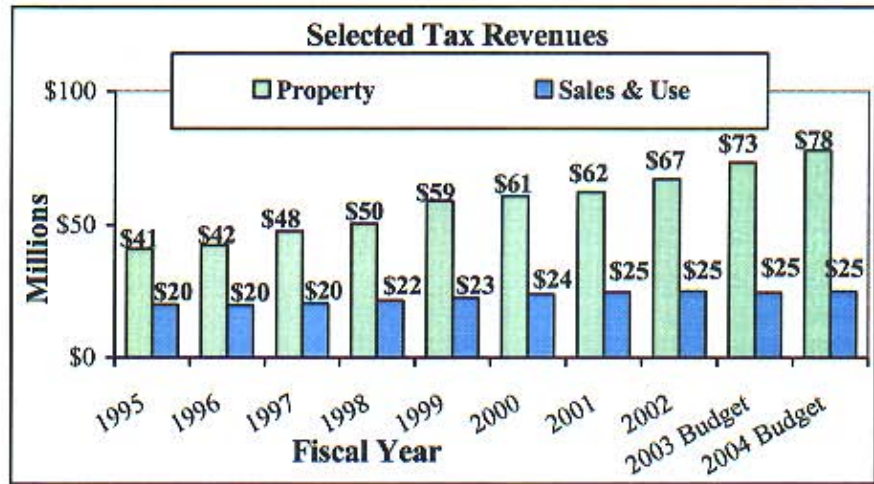
Commissioners Court adopted a property tax rate of \$0.410817 per \$100 assessed valuation for fiscal year 2004, which increased from the 2003 adopted tax rate of \$0.396610 per \$100 of assessed valuation to meet the growing needs of County operations. Due to the fact that the property tax rate rose by \$0.014207 cents or 3.58 percent and overall property values increased over last fiscal year by \$490,654,714 or 2.61 percent, the net increase in budgeted property tax revenues over the prior year is projected to approximate \$4,615,451, or 6.28%. Hotel occupancy taxes represent a two and one-half percent tax imposed on rental of hotel and motel rooms to individuals who are not a permanent resident of the hotel or motel. The County Tax Assessor Collector collects this tax. Other taxes collected relate to Bingo and State Mixed Beverage taxes imposed by the State and redistributed to the County.

Tax revenues budgeted for FY 2004 represent 36.41% of the total County budget and are a significant source of revenue for the County of El Paso and are comprised mainly of property and sales and use taxes. Based mostly on history and current economic influences, it is normally estimated that about 98.4% of property taxes levied will actually be collected. Property taxes reflect an upward trend, as can be seen on the next chart. Property taxes are levied each fiscal year at a rate prescribed by the Commissioners Court. Tax rates are determined by utilizing Truth in Taxation Guidelines of the State of Texas, which limits the maximum debt tax rate to cover Principal and interest payments each fiscal year. Truth in Taxation laws also set the guidelines for determining the effective and rollback tax rates. The maintenance and operations component of the tax rate is set at the discretion of the Commissioners Court with any rate above the rollback rate triggering a possible rollback election by the voters. As a matter of information, the City Tax Office collects property taxes for all taxing entities, including the County under contractual agreement.



**SUMMARY OF REVENUES WITH  
SELECTED DEFINITIONS AND TRENDS-ALL FUNDS  
(FISCAL YEARS 1995-2002 ARE ACTUAL REVENUES, FISCAL YEARS  
2003 AND 2004 ARE BUDGETED REVENUE ESTIMATES)**

Sales taxes represent a one half percent sales tax approved by the voters of the County of El Paso effective January 1, 1988 as an effort to reduce property taxes and more proportionately spread the burden of funding County government. Sales and Use tax generate the second largest amount of County revenue. This is the County's only substantial elastic revenue source. This tax is imposed on the value of taxable items sold and is collected by the State and

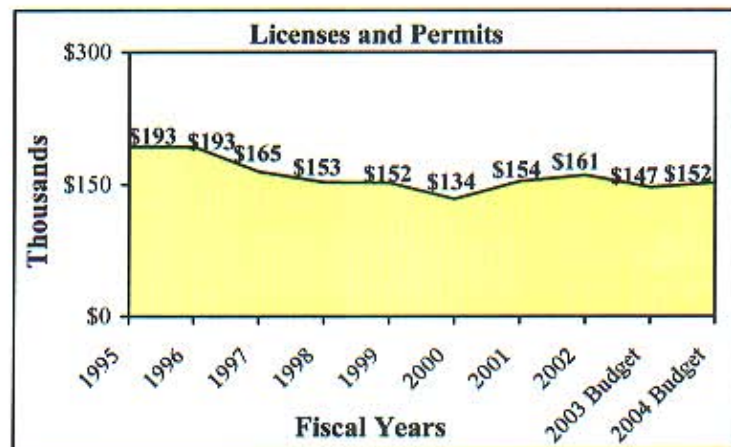


redistributed to the County. Currently, the County of El Paso, as well as other border agencies, are experiencing a stabilization of sales and use tax revenues. Based on actual collections beginning in fiscal year 1998, this tax appears to be trending slightly upwards. Sales and use tax revenues are tied to the border economy of El Paso and it is anticipated that this revenue will remain stable. Although, the tragic events that occurred on September 11, 2001 were anticipated to cause a slight decrease last fiscal year, the County of El Paso was not impacted greatly due to the conservative budgeting of estimated revenues for this line item.

**Licenses and Permits**

Revenue Account Title	Actuals	OPERATING BUDGETS		Changes		% of FY2004 Operating Budget
	FY 2002	FY 2003	FY 2004	Amounts	%	
Alcoholic Beverages	\$113,721	\$100,000	\$105,000	\$5,000	5.00%	
Occupational Licenses	40,560	40,000	40,000			
Bail Bond Permits	6,500	6,500	6,500			
<b>Totals</b>	<b>\$160,781</b>	<b>\$146,500</b>	<b>\$151,500</b>	<b>\$5,000</b>	<b>3.41%</b>	<b>0.05%</b>

This revenue source, licenses and permits, represents less than 1% of the County's overall budget. It is used to account for businesses dealing with alcoholic beverages, occupational licenses for coin operated amusement machines within the County and for bail bond permits. The \$5,000 increase estimated for fiscal year 2004, relates specifically to alcoholic beverage licenses based on historical trends. The County Tax-Assessor Collector collects occupational license fees. Bail Bond permits are imposed to obtain a license to act as a bail bondsman in any Court of the County. The County has had some decreases in licenses in past years, except for fiscal year 2001 and 2002 where



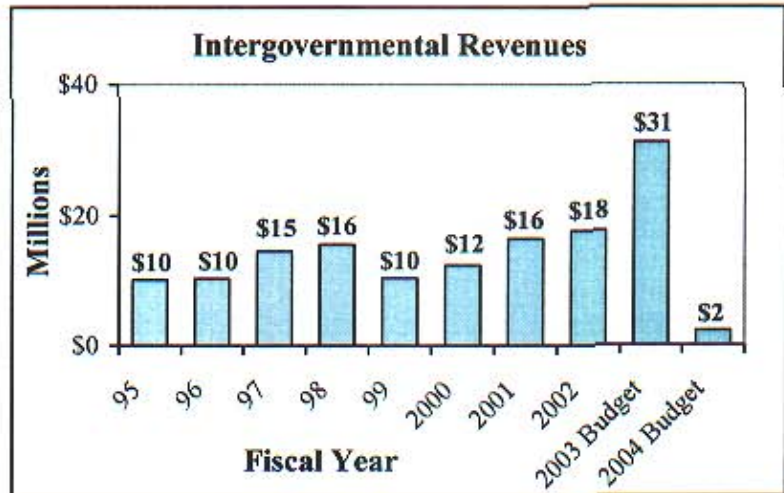


**SUMMARY OF REVENUES WITH  
SELECTED DEFINITIONS AND TRENDS-ALL FUNDS  
(FISCAL YEARS 1995-2002 ARE ACTUAL REVENUES, FISCAL YEARS  
2003 AND 2004 ARE BUDGETED REVENUE ESTIMATES)**

the County experienced increases in Alcoholic beverage licenses and bail bond permits issued. No significant changes are anticipated in this category in the near future.

**Intergovernmental**

The majority of intergovernmental revenues relate to grants and represents about .77% of the total budget for fiscal year 2004. The County has experienced a continued trend of increased grant funding from Federal, State and other agencies. This source of revenue was fairly level in the early half of the decade, but has increased over the past several years, with the awarding of additional grants. In fiscal year 1996, the County experienced a funding loss to the County Detoxification Program resulting in closure of that program as well as funding reductions to the Nutrition Program. Currently, the County's largest awarding agencies are the Office of National Drug Control Policy and the Texas Criminal Justice Division. The major decrease in the fiscal year 2004 intergovernmental budgeted revenues relates to accounting treatment of grants on a contract basis rather than on a fiscal year basis. Many grants, which will be awarded during fiscal year 2004, will be fully budgeted during fiscal year 2004 rather than being partially budgeted in the beginning. It is not anticipated that this change will impact the actual revenue picture in the future. The sharp drop is only attributable to this method of budgeting grants. The other intergovernmental revenues relate to miscellaneous fees or reimbursements from other agencies not classified as grants.



The major decrease in the fiscal year 2004 intergovernmental budgeted revenues relates to accounting treatment of grants on a contract basis rather than on a fiscal year basis. Many grants, which will be awarded during fiscal year 2004, will be fully budgeted during fiscal year 2004 rather than being partially budgeted in the beginning. It is not anticipated that this change will impact the actual revenue picture in the future. The sharp drop is only attributable to this method of budgeting grants. The other intergovernmental revenues relate to miscellaneous fees or reimbursements from other agencies not classified as grants.

Revenue Account Title	Actuals FY 2002	OPERATING BUDGETS		Changes	
		FY 2003	FY 2004	Amounts	%
Federal Grant	\$4,298,699	\$7,642,304		(\$7,642,304)	-100.00%
Federal Revenues			\$76,000	76,000	100.00%
State Grant	9,605,355	19,982,217		(19,982,217)	-100.00%
State Agency	213,251	426,950	86,950	(340,000)	-79.63%
C.A. Teen Court	4,335	4,000		(4,000)	-100.00%
Congregate Meals	457,247	289,000		(289,000)	-100.00%
Contribution -City	549,201	550,878	61,573	(489,305)	-88.82%
Criminal Alien Housing	32,187				
Detention Home Rental-EPPD	32,994	32,000	32,000		
Food Stamp Fraud			57,800	57,800	100.00%
Gross Waight Axel	7,710	4,000	4,000		
Home Bound Meals -Tittle 111	258,965	260,000		(260,000)	-100.00%
Judiciary Support Government Code	68,961	27,114	155,000	127,886	471.66%
Lateral Road	30,785	30,000	30,000		
Reimbursement -A.G. Child Support	178,812	150,000	25,000	(125,000)	-83.33%
Reimbursement -City	289,632	182,000	47,000	(135,000)	-74.18%
Reimbursement -Co. Archives	63,038	65,000	63,000	(2,000)	-3.08%
Reimbursement -Elections		222,016	150,000	(72,016)	-32.44%
Reimbursement -Federal School	118,213	110,000	110,000		
Reimbursement -Indigent Defense	205,009		276,499	276,499	100.00%
Reimbursement -Inmate Transportation	106,174	50,000	75,000	25,000	50.00%
Reimbursement -Legal Fees	255,899	255,000	255,000		



**SUMMARY OF REVENUES WITH  
SELECTED DEFINITIONS AND TRENDS-ALL FUNDS  
(FISCAL YEARS 1995-2002 ARE ACTUAL REVENUES, FISCAL YEARS  
2003 AND 2004 ARE BUDGETED REVENUE ESTIMATES)**

**Intergovernmental, Cont'd**

Revenue Account Title	Actuals FY 2002	OPERATING BUDGETS		Changes		% of FY2004 Operating Budget
		FY 2003	FY 2004	Amounts	%	
Reimbursement -R.E. Thomason	355,679	377,991	498,263	120,272	31.82%	
Reimbursement -Salaries	268,879	264,350	172,987	(91,363)	-34.56%	
Reimbursement -State Witness Claims	104,686	50,000	75,000	25,000	50.00%	
Reimbursements -Tobacco Settlements	30,749					
Reimbursements -Utilities	7,441	5,000	6,000	1,000	20.00%	
U.S.D.A. Cash	176,241	290,534		(290,534)	-100.00%	
Totals	<u>\$17,720,142</u>	<u>\$31,270,354</u>	<u>\$2,257,072</u>	<u>(\$29,013,282)</u>	<u>-92.78%</u>	<u>0.77%</u>

**Charges for Services**

Revenue Account Title	Actuals FY 2002	OPERATING BUDGETS		Changes	
		FY 2003	FY 2004	Amounts	%
Alternative Dispute Resolution	\$116,022	\$121,906	\$120,000	(\$1,906)	-1.56%
Ascarate Swimming Pool	56,660	45,000	60,000	15,000	33.33%
Ascarate Traffic Control	142,065	125,000	135,000	10,000	8.00%
Auto Registration Fee	360,000	360,000	360,000		
Auto Sales Tax	2,880,404	2,500,000	2,800,000	300,000	12.00%
C.A.T.S. Fees	837				
Canutillo Swimming Pool	11,066	10,000		(10,000)	-100.00%
Coliseum Concessions	178,988	155,000	155,000		
Coliseum Food Concessions	48,554	40,000	20,000	(20,000)	-50.00%
Coliseum Parking	62,534	60,000	60,000		
Coliseum Rental	136,030	125,000	95,000	(30,000)	-24.00%
Coliseum Security	2,360	2,000	2,000		
Coliseum Ticket Master	55,741	50,000	40,000	(10,000)	-20.00%
Commissary Concession	397,634				
Consolidated Data Processing	15,570	10,000	10,000		
Constable No. 1	86,279	65,000	75,000	10,000	15.38%
Constable No. 2	36,615	34,500	36,000	1,500	4.35%
Constable No. 3	35,839	34,000	32,000	(2,000)	-5.88%
Constable No. 4	48,065	47,500	50,000	2,500	5.26%
Constable No. 5	36,297	33,000	35,000	2,000	6.06%
Constable No. 6	12,380	6,000	40,000	34,000	566.67%
Constable No. 7	13,687	11,500	25,000	13,500	117.39%
County Attorney Commissions	63,626	80,000	80,000		
County Attorney Summon Fees	1,784		10,000	10,000	100.00%
County Clerk Fees	2,535,301	2,450,000	2,600,000	150,000	6.12%
County Service Evaluation	347,500	350,000	350,000		
County Sheriff Fees	921,119	850,000	900,000	50,000	5.88%
County Tax Collector	2,024,854	1,750,000	1,900,000	150,000	8.57%
Court Reporter Fees	135,885	120,000	130,000	10,000	8.33%
Courthouse Cafeteria	22,817	22,000	12,000	(10,000)	-45.45%
Courthouse Security	284,507	263,000	280,000	17,000	6.46%
Criminal Alien Housing	1,888,990				
Criminal Prosecution	108,403	100,000	105,000	5,000	5.00%
Daily Parking Fees	232,841	220,000	240,000	20,000	9.09%



**SUMMARY OF REVENUES WITH  
SELECTED DEFINITIONS AND TRENDS-ALL FUNDS  
(FISCAL YEARS 1995-2002 ARE ACTUAL REVENUES, FISCAL YEARS  
2003 AND 2004 ARE BUDGETED REVENUE ESTIMATES)**

**Charges for Services, Cont'd**

Revenue Account Title	Actuals FY 2002	OPERATING BUDGETS		Changes		% of FY2004 Operating Budget
		FY 2003	FY 2004	Amounts	%	
District Clerk Fees	906,149	850,000	919,219	69,219	8.14%	
Driving Golf Range	38,444	30,000	20,000	(10,000)	-33.33%	
DRO Filing Fees	337,513	300,000	350,000	50,000	16.67%	
El Paso Bar Attorney	180,600	175,000	150,000	(25,000)	-14.29%	
Equestrian Center Rental	4,160	3,000	3,000			
Extra Auto Registration	4,487,150	4,300,000	4,300,000			
Extradition Prisoner	4,522	5,500	500	(5,000)	-90.91%	
Fabens SwimmingPool	10,887	10,000		(10,000)	-100.00%	
Federal Prisoner	15,978,856	15,284,823	16,342,958	1,058,135	6.92%	
Gallegos Park Rental	1,643	1,000	1,000			
Golf Car Fees	232,457	190,000	230,000	40,000	21.05%	
Golf Course Food Concession	29,433	25,000	40,000	15,000	60.00%	
Graffiti Eradication	194	175	400	225	128.57%	
Green Fees	496,613	450,000	475,000	25,000	5.56%	
Jury Fees	27,762	25,000	27,000	2,000	8.00%	
Justice of the Peace No. 1	25,698	20,000	25,423	5,423	27.12%	
Jusrice of the Peace No. 2	38,288	35,000	43,288	8,288	23.68%	
Justice of the Peace No. 3	30,150	28,000	42,824	14,824	52.94%	
Justice of the Peace No. 4	42,112	42,500	45,096	2,596	6.11%	
Justice of the Peace No. 5	19,936	17,500	27,549	10,049	57.42%	
Justice of the Peace No. 6	80,857	80,000	136,834	56,834	71.04%	
Justice of the Peace No.7	22,095	20,000	30,532	10,532	52.66%	
Law Library Fees	404,681	360,000	370,000	10,000	2.78%	
Medical Examiner Fees	7,218	5,000	10,000	5,000	100.00%	
Monthly Parking Fees	293,134	255,500	280,000	24,500	9.59%	
Pavillion Rental	300					
Prisoner Maintenance	2,207,511	2,100,000	2,500,000	400,000	19.05%	
Pro-Shop Sales			20,000	20,000	100.00%	
Probate Court Fees	6,591	5,000	7,000	2,000	40.00%	
Program Participants	639,079	626,200	605,676	(20,524)	-3.28%	
Protective Order Applications	9,325	9,000	5,000	(4,000)	-44.44%	
Records Archives Fees			675,000	675,000	100.00%	
Records Management	735,310	675,000	745,000	70,000	10.37%	
Rental Court Morgue	28,007	48,000	48,000			
Sewage Inspactions Fees	96,910	88,500	65,000	(23,500)	-26.55%	
Special Probate Court	7,120	6,000	6,000			
Sports Park Fee / Rent	213,849	481,000	250,000	(231,000)	-48.02%	
Sporks Park	160,966	165,939	400,000	234,061	141.05%	
State A.G. Child Support	888,843	750,000	1,000,000	250,000	33.33%	
Teen Court Filing Fee	1,181	480	2,400	1,920	400.00%	
Vital Statistics Fee			80,000	80,000	100.00%	
Weekender Prisoner	10,209	5,000	5,000			
Western Payland	221,412	175,000	175,000			
Totals	\$42,228,419	\$37,688,523	\$41,216,699	\$3,528,176	9.36%	14.14%



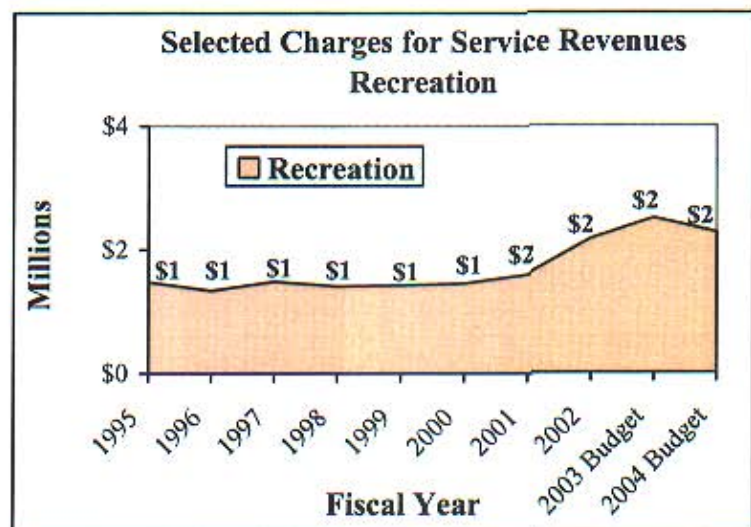
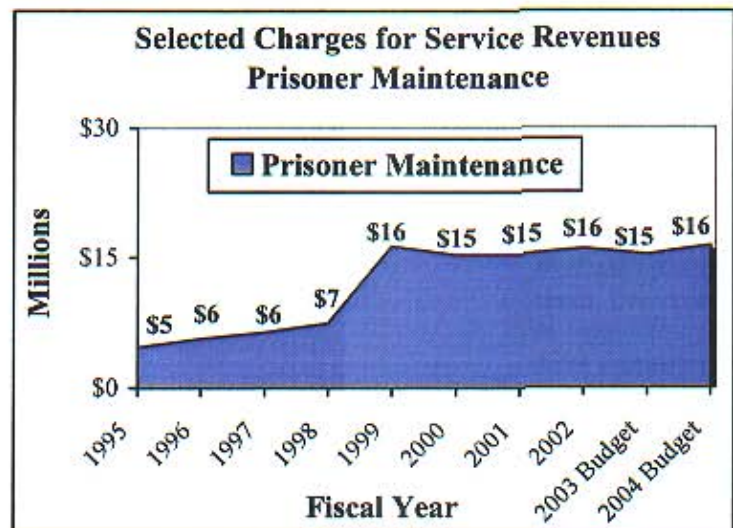
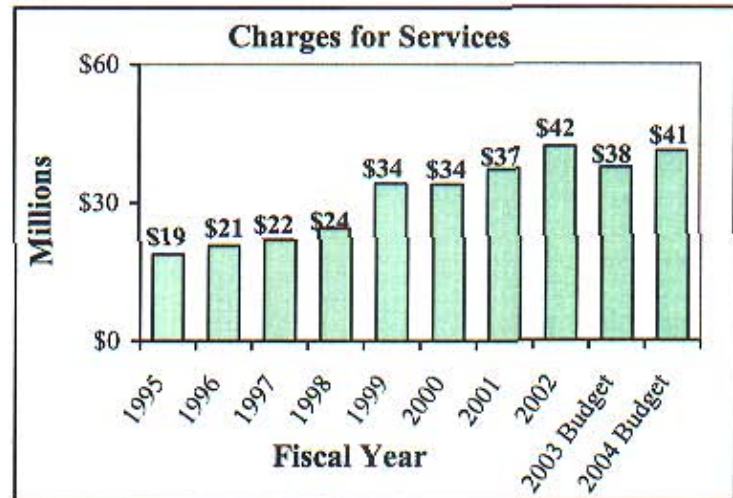
**SUMMARY OF REVENUES WITH  
SELECTED DEFINITIONS AND TRENDS-ALL FUNDS  
(FISCAL YEARS 1995-2002 ARE ACTUAL REVENUES, FISCAL YEARS  
2003 AND 2004 ARE BUDGETED REVENUE ESTIMATES)**

**Charges for Services, Cont'd**

**Charges for services** relates to services fees charged by the various departments and elected officials of the County. Overall, the County has experienced a slight increase in fee revenues beginning in fiscal year 1996 with minimal fluctuations up to fiscal year 1999, as shown on the chart to the right. Departmental and judicial fees saw a slight decrease in fiscal year 1995 but rebounded in 1996. Auto related charges have had an upward trend due specifically to increases in this license fees imposed by the Commissioners Court. The Court increases or decreases this fee from year to year causing the instability. Otherwise, the category is budgeted based on historical trends, state mandates, and court action and appears to be steadily increasing.

The largest component in this category relates to projected revenues from housing prisoners in the El Paso County Detention facilities on behalf of other agencies for which the County of El Paso is not financially responsible. In fiscal year 1994, the State opened newly constructed jails; as a result, one revenue source, which amounted to approximately one-third of fiscal year 1994's prisoner maintenance revenue titled Paper Ready Inmates-State came to a halt. Thus, this is no longer considered a significant revenue source. Charges for services represents 14.14% of the overall County budget for fiscal year 2004, and exhibited a moderate increase over fiscal year 2003 of \$3,528,176, or 9.36%. This increase relates to County imposed fees, vehicle sales tax fees, and other fees of elected officials throughout the County. Overall, this source of revenue is based on historical activity and the jail population trends. The jail capacity increased further in 1999 with the completion of a new jail annex, which is evinced by the highest prisoner revenues in the County's history.

Recreational revenues are based on various fees charged at County facilities, which include parks and pools, a golf course, and the coliseum, and are based on established rates set by the Court as deemed appropriate. This revenue source has remained level as the Commissioners Court has put emphasis on





**SUMMARY OF REVENUES WITH  
SELECTED DEFINITIONS AND TRENDS-ALL FUNDS  
(FISCAL YEARS 1995-2002 ARE ACTUAL REVENUES, FISCAL YEARS  
2003 AND 2004 ARE BUDGETED REVENUE ESTIMATES)**

**Charges for Services, Cont'd**

keeping costs to the public at minimal levels. In fiscal year 1996, the Court approved some increase in various golf course fees, which caused a slight increase in actual revenues. In fiscal year 2001, Commissioners Court approved increases, once again, in golf course and pool fees. Beginning in fiscal year 1999, the Commissioners Court established a park improvement fund, whereby all revenues generated by the park go into this improvement fund for future investments into the park. The slight downward trend in 1996 can be attributed to lost revenues due to inactivity of the County Coliseum caused by some difficulties relating to bringing professional ice hockey to El Paso and assignment of various revenues previously collected by the County.

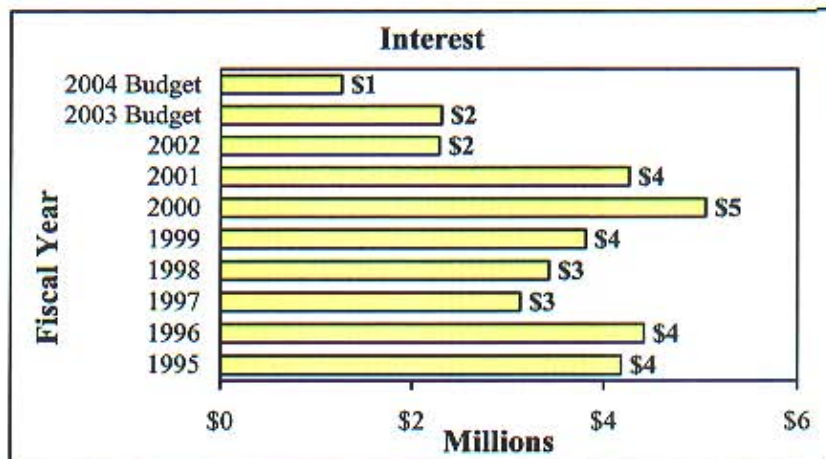
The other category within charges for services relates mainly to miscellaneous fees imposed through the judiciary or by departments due to changes in state laws unrelated to the other previously defined categories. Most of these fees are projected to remain stable and do not significantly impact the budget. One large increase in revenues in this area for fiscal year 2003 for the newly created Sportspark facility.

Parking fees relate to charges to the general public and County employees for use of the County Parking Facility, which was put into operation in fiscal year 1990. Revenues of the facility have trended up from 1993 due to increased usage of the facility other than by jurors who are given free access to the facility when summoned for jury duty and not empanelled by the Courts of the County. The parking facility has experienced a stable stream of usage since 1994, which is anticipated to increase only slightly for next fiscal year.

**Interest**

Revenue Account Title	Actuals FY 2002	OPERATING BUDGETS			Changes		% of FY 2004 Operating Budget
		FY 2003	FY 2004	Amounts	%		
Interest Earning Investments	\$2,217,038	\$2,261,810	\$762,875	(\$1,498,935)	-66.27%		
Interest Earning -N.O.W.	72,692	51,200	505,200	454,000	886.72%		
<b>Totals</b>	<b>\$2,289,730</b>	<b>\$2,313,010</b>	<b>\$1,268,075</b>	<b>(\$1,044,935)</b>	<b>-45.18%</b>	<b>0.44%</b>	

**Interest** revenue is the result of aggressive investment of the County's public funds in a variety of investment options as authorized by law and represents .44% of the total budget for fiscal year 2004. This revenue source is projected at \$1,044,935 less than fiscal year 2003 and is mainly in response to future projections of the national economy, low interest rates as a result of federal monetary policy, but for the most part, a decline in working capital available for investment anticipated in fiscal year 2004. In previous years, the County has made conservative estimates, especially in light of the unforeseen future of interest rates.

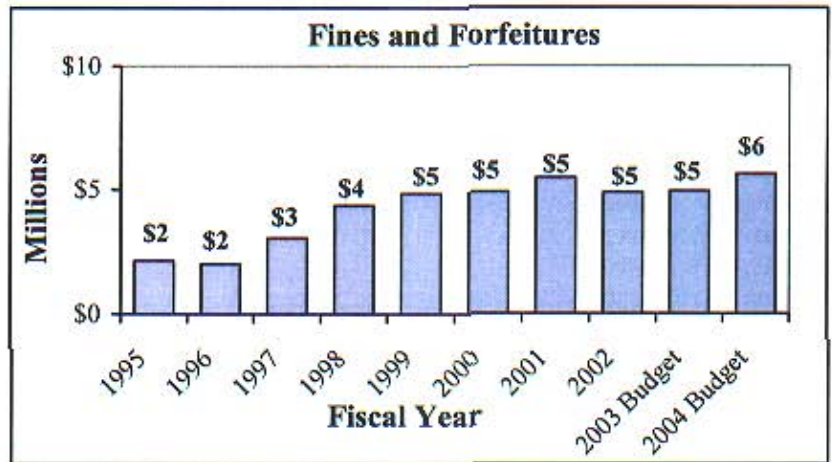




**SUMMARY OF REVENUES WITH  
SELECTED DEFINITIONS AND TRENDS-ALL FUNDS  
(FISCAL YEARS 1995-2002 ARE ACTUAL REVENUES, FISCAL YEARS  
2003 AND 2004 ARE BUDGETED REVENUE ESTIMATES)**

**Fines and Forfeitures**

This category of revenue, **finances and forfeitures**, relates to funds generated by various elected officials relating to the judicial process within the County and is conservatively expected to increase \$699,200 or 14.23%. The County's revenue significantly increased beginning in fiscal year 1997 and progressively trended up through fiscal year 2001. This upward trend is due most significantly to the efforts of County officials in the collection of outstanding bond forfeitures. Additional gains are anticipated from collaborative efforts to collect on outstanding fines, fees and bond forfeitures by various

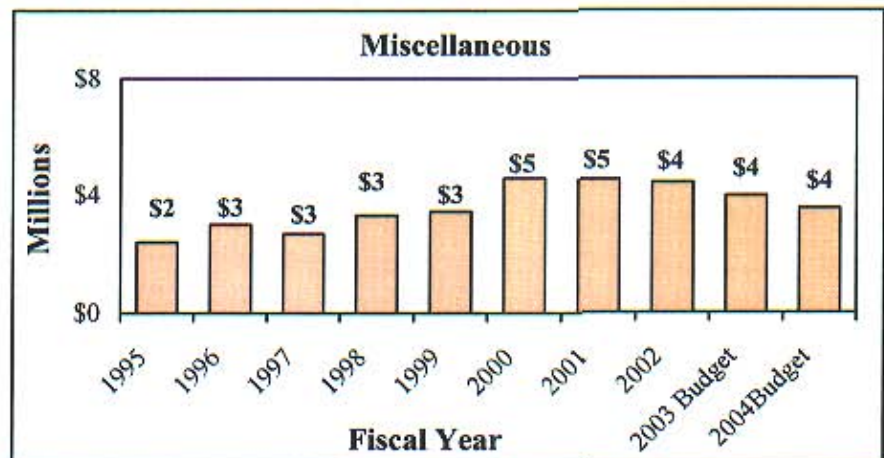


departments and elected officials. Some of those involved in this effort include, Constables and their deputies, Sheriff Deputy Warrant Officers, the County Clerk's Collection Department, the County Attorney's Office, and all District, County and Justice of the Peace Courts. As a component of the overall budget, this represents 1.93%.

Revenue Account Title	Actuals FY 2002	OPERATING BUDGETS		Changes		% of FY2004 Operating Budget
		FY 2003	FY 2004	Amounts	%	
Child Safety Fees	\$20,686	\$20,000	\$25,000	\$5,000	25.00%	
County Attorney Bond	701,586	600,000	1,000,000	400,000	66.67%	
County Traffic Fees	77,963	75,000	70,000	(5,000)	-6.67%	
Fines and Forfeitures	4,038,367	4,200,000	4,500,000	300,000	7.14%	
Juror Fines	2,730		3,000	3,000	100.00%	
Library Fines	2,621	2,000	2,200	200	10.00%	
Motor Carrier Overweight	6,886	6,000	2,000	(4,000)	-66.67%	
State Drug Forfeitures	17,234	11,000	11,000			
<b>Totals</b>	<b>\$4,868,073</b>	<b>\$4,914,000</b>	<b>\$5,613,200</b>	<b>\$699,200</b>	<b>14.23%</b>	<b>1.93%</b>

**Miscellaneous Revenues**

**Miscellaneous revenues** relate to those considered as non-recurring and not classified in any of the other major categories as defined, and comprises 1.21% of the total budget for fiscal year 2004. Miscellaneous revenues fluctuate from year to year mainly because of the nature of such revenues. This classification is budgeted conservatively based on historical trends. Phone commissions have seen an increase since fiscal year 1993 mainly due to new long distance vendor contracts with the





**SUMMARY OF REVENUES WITH  
SELECTED DEFINITIONS AND TRENDS-ALL FUNDS  
(FISCAL YEARS 1995-2002 ARE ACTUAL REVENUES, FISCAL YEARS  
2003 AND 2004 ARE BUDGETED REVENUE ESTIMATES)**

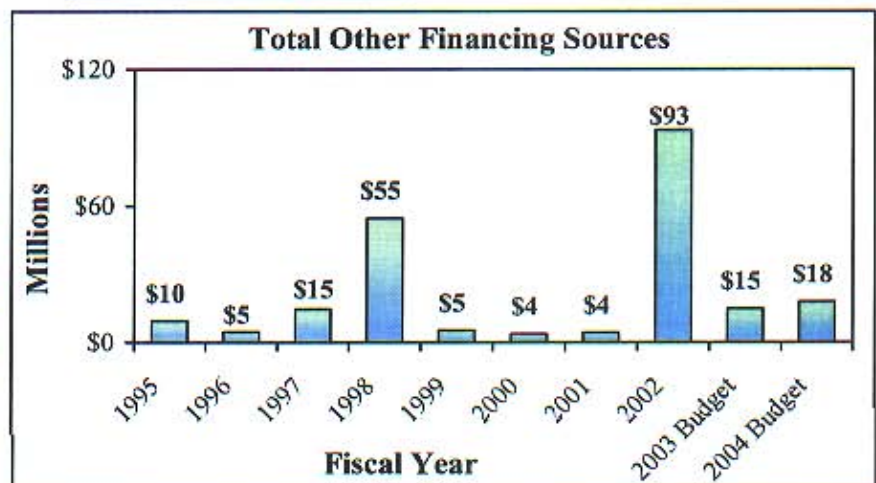
**Miscellaneous Revenues, Cont'd**

vendor giving the County more commissions on pay telephones located in County facilities such as the courthouse and detention facilities.

Revenue Account Title	ACTUALS			OPERATING BUDGETS		% of FY2004 Operating Budget
	FY 2002	FY 2003	FY 2004	Amounts	%	
Allright Parking	\$56,995	\$95,000	\$72,000	(\$23,000)	-24.21%	
C-1 Program Income	51,209	88,610	60,000	(28,610)	-32.29%	
Commissary Concession		300,000	375,000	75,000	25.00%	
Contribution -Local			22,758	22,758	100.00%	
Contributions -Donations	5,500		17,824	17,824	100.00%	
Contributions -Other	96,873	39,225		(39,225)	-100.00%	
Foundation Funding	38,798	25,000		(25,000)	-100.00%	
Indirect Services	615,326	577,897	420,995	(156,902)	-27.15%	
Jury Donation	2,972	2,850	2,550	(300)	-10.53%	
Juvenile Probation	173	145,000	220,000	75,000	51.72%	
Loan Processing Fees	1,673					
Phone Commissions -Long Distance	977,797	1,000,000	950,000	(50,000)	-5.00%	
Phone Commissions -Local	704,638	750,000	550,000	(200,000)	-26.67%	
Program Income	81,981	20,775	20,000	(775)	-3.73%	
Program Income -Transportation		2,793	1,000	(1,793)	-64.20%	
Program Participants	42,007					
Property Sales	27,950					
Purchasing Stock Sales	129,404	120,000	100,000	(20,000)	-16.67%	
Reimbursement -DA Longevity			58,282	58,282	100.00%	
Reimbursements Miscellaneous	631,811	35,000	35,000			
State Service Fees	173,448	172,500	162,500	(10,000)	-5.80%	
Transfers-In Grants	(4,000)					
Time Payments Fee 10%	21,079	20,500	20,500			
Time Payment Fee 40%	83,736	82,000	82,000			
Unclassified Revenue	668,708	476,174	360,000	(116,174)	-24.40%	
<b>Totals</b>	<b>4,408,078</b>	<b>\$3,953,324</b>	<b>\$3,530,409</b>	<b>(\$422,915)</b>	<b>-10.70%</b>	<b>1.21%</b>

**Other Financing Sources**

As reflected on the graph to the right, fiscal year 1998 saw a large increase in other financing sources. This was due to the receipt of bond proceeds from Certificates of Obligation issued to finance various capital projects, including a Countywide hardware and software upgrade. The same is true for fiscal year 2002 where bonds were issued to meet some of the needs of the County, such as renovations for the County Coliseum, a new elections system for voters, and the construction of a Fabens Port of Entry. The





**SUMMARY OF REVENUES WITH  
SELECTED DEFINITIONS AND TRENDS-ALL FUNDS  
(FISCAL YEARS 1995-2002 ARE ACTUAL REVENUES, FISCAL YEARS  
2003 AND 2004 ARE BUDGETED REVENUE ESTIMATES)**

**Other Financing Sources, Cont'd**

remaining sources relate to two refunding bond issues to take advantage of lower interest rates and transfers between funds of the County, such as from excess grant match refunds to the general fund and transfers in from the Road and Bridge Fund to the general fund for the policing of County roads. This category is budgeted higher for fiscal year 2004 by \$2,927,039, or 19.45%, specifically for transfers to the General Fund from the Road and Bridge fund for the policing of County Roads, transfers from the Special Revenue fund to the General fund for court reporter and courthouse security fees and the transfer for the Nutrition program for fiscal year 2004.

Revenue Account Title	Actuals FY 2002	OPERATING BUDGETS		Changes		% of FY2004 Operating Budget
		FY 2003	FY 2004	Amounts	%	
Accrued Interest Bonds		\$18,573		(\$18,573)	-100.00%	
Gain/Loss Defeasance of Bonds						
Proceeds of Bonds Sold	\$64,775,818					
Proceeds of Bonds Sold -Premium	878,618	342,733		(342,733)	-100.00%	
Refinancing Proceeds	22,375,624	9,805,000		(9,805,000)	-100.00%	
Transfers In	1,448,214	584,000	\$12,029,911	11,445,911	1959.92%	
Transfers In-Court Reporter Fees	120,000	120,000	154,000	34,000	28.33%	
Transfers In-Excess	425,007	100,000	100,000			
Transfers In-Grants	3,101,160	4,077,384	690,818	(3,386,566)	-83.06%	
Transfers In-Roads and Bridge			5,000,000	5,000,000	100.00%	
	<u>\$93,124,441</u>	<u>\$15,047,690</u>	<u>\$17,974,729</u>	<u>\$2,927,039</u>	19.45%	<b>6.16%</b>

**Total Revenues and Fund Balances**

Revenue Account Title	Actuals FY 2002	OPERATING BUDGETS		Changes		% of FY2004 Operating Budget
		FY 2003	FY 2004	Amounts	%	
Grand Totals	\$260,005,677	\$196,219,592	\$178,133,326	(\$18,086,266)	-9.22%	
Beginning Fund Balances, Deferred Revenues and Retained Earnings	71,279,026	125,699,582	113,447,623	(12,251,959)	-9.75%	<b>38.91%</b>
Totals	<u>\$331,284,703</u>	<u>\$321,919,174</u>	<u>\$291,580,949</u>	<u>(\$30,338,225)</u>	-9.42%	

**Total Revenues**

The County Auditor estimates and certifies all revenues for the County of El Paso and provides the estimates to the Commissioners Court. Budgeted revenues are based on current trends while taking into consideration recent historical trends and local economic factors. The County continually monitors revenue collections throughout the fiscal year to ensure that the revenue estimates are being realized. For fiscal year 2004, total estimated revenues from all sources decreased from \$196,219,592 in 2003, to \$178,133,326, or 9.22%. Closer analyses of the components of major class grouping of revenues reveals increases in taxes, licenses and permits, charges for services, fines and forfeits and other financing sources. Concurrently, the budget declined in the areas of intergovernmental, interest earnings and miscellaneous revenues. The most significant change and the majority of this reduction is due to grants and the fact that they are not budgeted in the beginning of fiscal year, but rather when awarded.

**Fund Balances**

**Fund balance** represents accumulated funds estimated to be available on the first day of the fiscal year that may be used to cover future appropriations. In many cases, designation of fund balance represents funds designated for a

**SUMMARY OF REVENUES WITH  
SELECTED DEFINITIONS AND TRENDS-ALL FUNDS  
(FISCAL YEARS 1995-2002 ARE ACTUAL REVENUES, FISCAL YEARS  
2003 AND 2004 ARE BUDGETED REVENUE ESTIMATES)**

**Fund Balances, Cont'd**

specific purpose for which the amount was not exactly known during the budget process and may be estimated by the County Auditor. As a result of the County's annual financial audit, fund balances are subsequently included in the budget for expenditure in the new fiscal year along with other revenue estimations. This category represents 38.91% of the total source of County funding and decreased \$12.2 million or 9.75%. This change is attributed to multiple factors such as an increased usage of designated fund balance reserves as funds became available within the Debt Service and Special Revenue Funds. Typically, fund balance is utilized to cover expenditures and other uses appropriated in excess of estimated revenues. The increase within the Debt Service Fund represents additional funds available from interest earnings as well as excess sales and use taxes, transferred in the prior fiscal year from the General Fund. On the other hand, utilization of fund balance reserves declined within the General Fund. The General Fund declined mainly due to the Commissioners Court identifying one-time funding transfers from the Road and Bridge and Park Improvement funds totaling \$5,000,000 and \$1,400,000 respectively. The remaining difference was the culmination of new growth in various revenues and the impacts of budgetary cuts imposed by the Commissioners court early in the budgetary cycle.



# **EXPENDITURES**

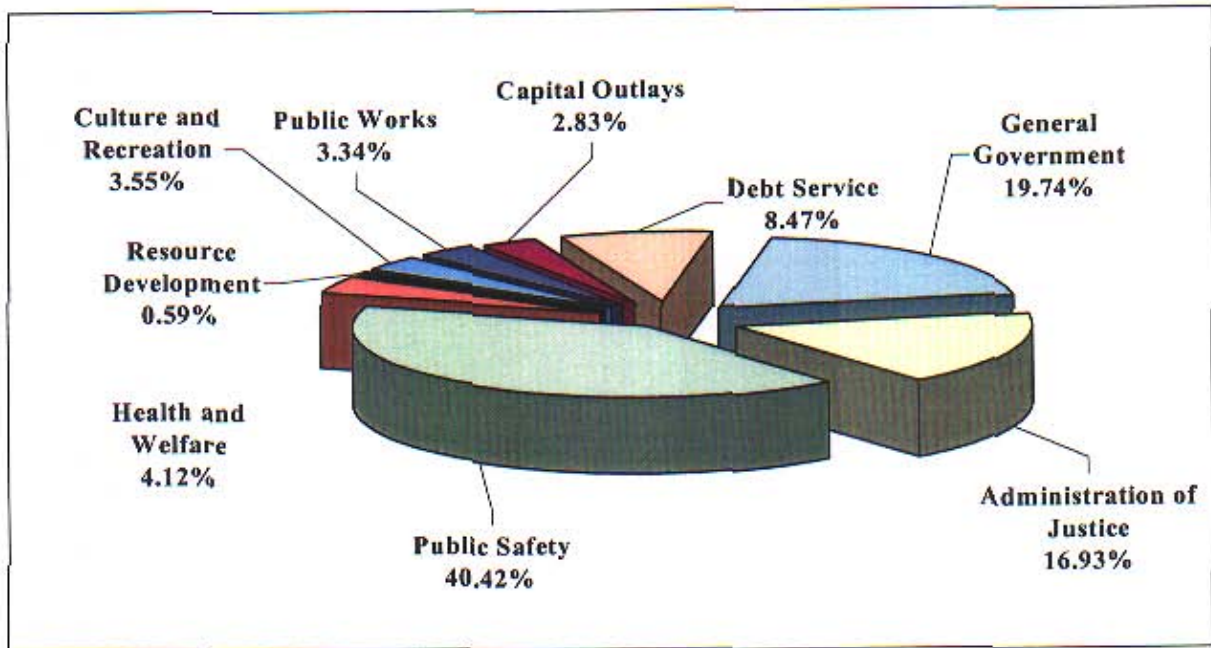
**ALL FUND TYPES  
OPERATING BUDGET SUMMARY  
WITH FISCAL YEAR 2002 ACTUALS**

	FY 2002 Actuals	OPERATING BUDGETS		CHANGES	
		Total Budget FY 2003	Total Budget FY 2004	Amount	%
<b>Appropriations/Expenditures (Uses):</b>					
General Government	\$23,727,205	\$33,690,440	\$37,103,903	\$3,413,463	10.13%
Administration of Justice	32,666,127	34,776,562	31,830,387	(2,946,175)	-8.47%
Public Safety	71,230,384	81,788,586	75,973,158	(5,815,428)	-7.11%
Health and Welfare	9,978,901	11,848,133	7,746,564	(4,101,569)	-34.62%
Community Services	632,913	237,405			-100.00%
Resource Development	1,604,774	1,354,949	1,116,949	(238,000)	-17.57%
Culture and Recreation	5,176,184	6,580,718	6,679,396	98,678	1.50%
Public Works	5,765,685	9,689,962	6,285,218	(3,404,744)	-35.14%
Capital Outlays	11,272,700	16,108,295	5,322,381	(10,785,914)	-66.96%
Debt Service and Enterprise:					
Principal	9,268,284	8,706,000	9,401,000	695,000	7.98%
Interest	7,399,725	6,968,940	6,510,828	(458,112)	-6.57%
Other Debt Related Costs:	417,206	10,425,317		(10,425,317)	-100.00%
Other Financing Uses	26,445,033	5,869,802	20,440,937	14,571,135	248.24%
<b>Total Appropriations/Expenditures and Other Financing Uses</b>	<u>205,585,121</u>	<u>228,045,109</u>	<u>208,410,721</u>	<u>(19,634,388)</u>	<u>-8.61%</u>
Encumbrances		3,539,992	3,170,684	(369,308)	-10.43%
Net Income	184,402			-	
Ending Fund Balances, Deferred Revenues and Carryover	<u>125,515,180</u>	<u>90,334,073</u>	<u>79,999,544</u>	<u>(10,334,529)</u>	<u>-11.44%</u>
<b>Total Fund Balances, Deferred Revenues, Retained Earnings, Encumbrances, Net Income and Carryover</b>	<u>125,699,582</u>	<u>93,874,065</u>	<u>83,170,228</u>	<u>(10,703,837)</u>	<u>-11.40%</u>
<b>Total Appropriations/Expenditures, Fund Balances, Encumbrances, Deferred Revenues, Retained Earnings and Carryover</b>	<u>\$331,284,703</u>	<u>\$321,919,174</u>	<u>\$291,580,949</u>	<u>(\$30,338,225)</u>	<u>-9.42%</u>



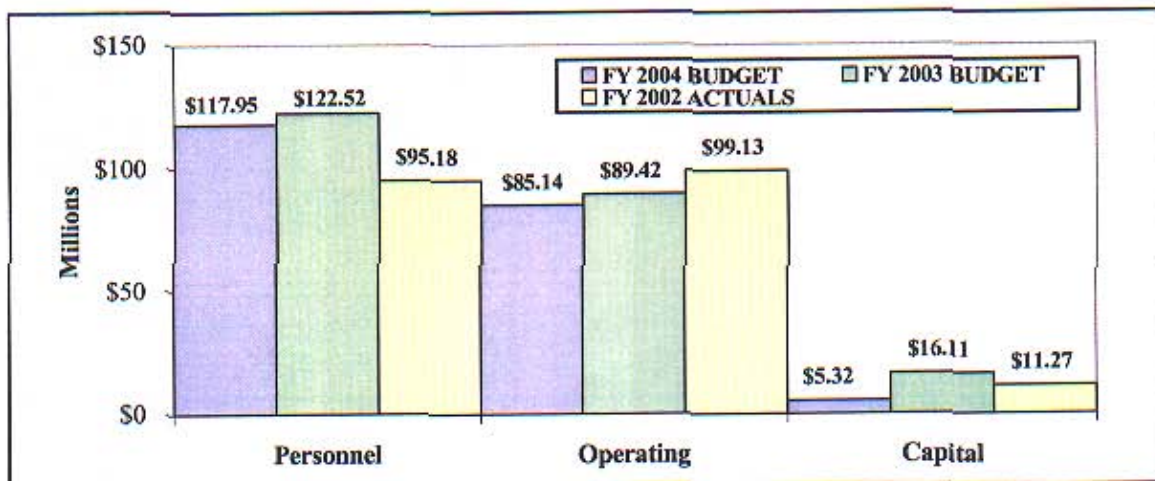
# ALL FUND TYPES OPERATING BUDGET SUMMARY

**Fiscal Year 2004  
Appropriations (Uses) – All Fund Types - \$208,410,721**



## SUMMARY FOR FISCAL YEAR 2004 BY CHARACTER

Character	OPERATING BUDGETS			Changes	
	FY 2002 Actuals	FY 2003	FY 2004	Amount	%
Personnel	\$95,182,598	\$122,520,698	\$117,952,123	(\$4,568,575)	-3.73%
Operating	99,129,823	89,416,116	85,136,217	(4,279,899)	-4.79%
Capital	11,272,700	16,108,295	5,322,381	(10,785,914)	-66.96%
<b>Total Budgets and Actuals</b>	<b>\$205,585,121</b>	<b>\$228,045,109</b>	<b>\$208,410,721</b>	<b>(\$19,634,388)</b>	<b>-8.61%</b>



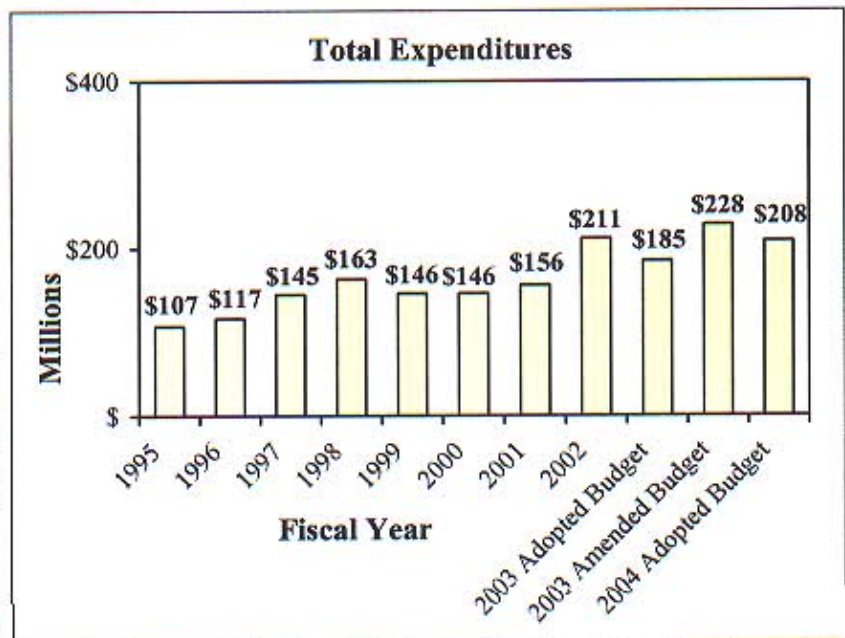


**HISTORICAL EXPENDITURE TRENDS  
BY PROGRAM-ALL FUNDS  
(FISCAL YEARS 1995-2002 ARE ACTUAL EXPENDITURES  
FISCAL YEARS 2003 AND 2004 ARE BUDGETED APPROPRIATIONS)**

**AMOUNTS IN THOUSANDS**

Program	Actuals							Budgets		
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
General Government	\$15,497	\$15,972	\$17,292	\$18,130	\$25,325	\$13,940	\$17,445	\$29,653	\$33,690	\$37,104
Administration of Justice	16,119	18,441	21,085	19,441	20,994	22,978	27,055	32,666	\$34,777	\$31,831
Public Safety	32,427	33,352	35,135	43,221	47,986	52,762	57,720	71,230	\$81,789	\$75,973
Health and Welfare	7,476	9,134	7,269	8,820	8,077	8,805	9,262	9,979	\$11,848	\$7,746
Community Services	3,968	1,624	849	552	486	611	1,614	633	\$237	
Resource Development	1,623	1,810	1,854	1,694	1,334	2,852	2,130	1,605	\$1,355	\$1,117
Culture and Recreation	2,379	2,203	2,683	2,850	3,055	3,811	4,217	5,149	\$6,581	\$6,679
Public Works	2,461	2,948	3,182	3,154	3,328	4,670	5,513	5,766	\$9,690	\$6,285
Capital Outlays	7,055	11,180	36,028	20,446	12,641	14,538	9,907	11,273	\$16,108	\$5,322
Debt Service										
Principal	6,965	5,928	6,383	6,774	8,930	11,185	11,165	9,268	\$8,706	\$9,401
Interest and other costs	6,648	7,810	7,258	7,159	8,193	5,952	5,360	7,817	\$17,394	\$6,511
Other Uses	4,378	6,278	5,886	30,944	5,823	4,082	4,648	26,445	\$5,870	\$20,441
<b>Total Expenditures</b>	<b>\$106,996</b>	<b>\$116,680</b>	<b>\$144,904</b>	<b>\$163,185</b>	<b>\$146,172</b>	<b>\$146,186</b>	<b>\$156,036</b>	<b>\$211,484</b>	<b>\$228,045</b>	<b>\$208,410</b>

Total expenditures for the County of El Paso have had steady growth over the years. This growth has related to operational expenditures due to contractual increases relating to sheriff deputies covered by a collective bargaining agreement for salary increases and operational cost increases such as utilities and general inflationary factors. A significant increase in 1997, which caused the trend to rise, was related to the cycle of capital project construction costs and fluctuations in principal and interest payments on bonded indebtedness. A large portion of the increase in 1998 is attributable to the increase in debt related payments in relation to a \$26 million dollar refunding bond issue. Other significant increases resulted in the Public Safety function in direct relation to the opening and staffing of the Jail Annex. The most notable increase in fiscal year 2002 is in the Debt Service Fund for the issuance of debt to fund new capital projects such as renovations for the Coliseum, the construction of a Fabens Port of Entry, and the purchase of a new elections system for voters. As a matter of information, the County, as a means of saving appropriations, appropriates salary Cost of Living Allowances and steps for County employees in the General and Administrative salary reserve account, and is transferred when needed. This provides a more accurate estimate of the funding actually required for a department, factoring in the effect of yearly attrition. This reduces the County's exposure to possible appropriation transfers by departments to non-salary accounts with Commissioners Court approval. In fiscal





**HISTORICAL EXPENDITURE TRENDS  
BY PROGRAM-ALL FUNDS  
(FISCAL YEARS 1995-2002 ARE ACTUAL EXPENDITURES  
FISCAL YEARS 2003 AND 2004 ARE BUDGETED APPROPRIATIONS)**

year 2003, the County realized a budgetary savings of 21.17 % of the original appropriations for salary increases of \$5,081,243 in the General Fund. For changes at each fund level, please refer to the individual funds.

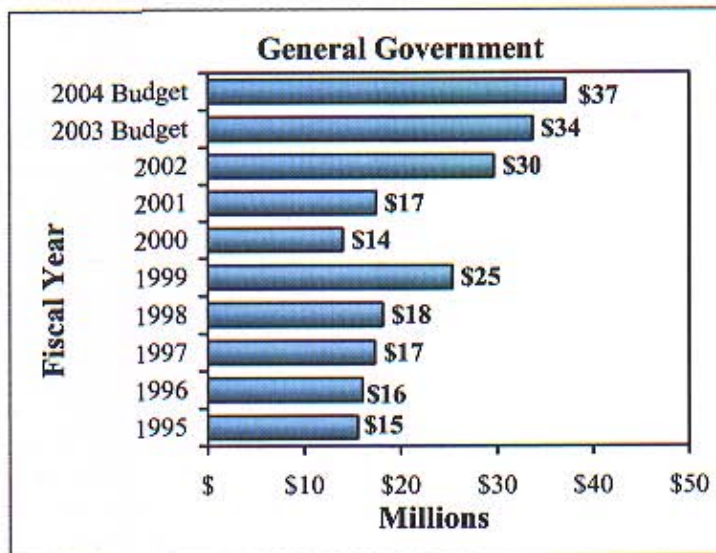
**General Government**

FY 2002 Actuals	OPERATING BUDGETS		CHANGES		% of the FY2004 Operating Budget
	Total Budget FY 2003	Total Budget FY 2004	Amount	%	

Appropriations:  
Expenditures/Uses  
General Government

	\$23,727,205	\$33,690,440	\$37,103,903	\$3,413,463	10.13%	12.73%
--	--------------	--------------	--------------	-------------	--------	--------

The **General Government** component of the County's budget relates to departments, which are generally administrative in nature. For example, the County Judge and County Commissioners are funded within this function, as they are the administrative body of the County. They are responsible for making financial and other decisions, which impact the



residents of the County of El Paso. Other departments that fall within this category, to name a few, are the County Auditor, the General and Administrative account, County and District Clerk, Information Technology Department and the Tax Office. A trend upwards can be seen in FY98 and FY99 as the Commissioners Court funded general salary increases by placing the appropriations in the General and Administrative account and transferring the necessary funds to departments if and when needed. This same approach was used in budgeting salary increases in fiscal years 2002 and 2003. The general and administrative index of the general fund fluctuated over the years as it is used as a catch-all account at the discretion of the Commissioners Court. This account is utilized for payments to other agencies for a variety of services, such as the Central

Appraisal District, tax collection by the City of El Paso, contributions by the County to its self-funded health, life and dental insurance fund, and various contingency expenditures, which fluctuate from year to year. The Commissioners Court increased its budgeted contingency funds, which are utilized in the event that a major unforeseen need arises requiring funding. The major decrease in fiscal year 2000 is mostly due to an adjustment for the accrual of contingent liabilities. A global perspective of the 2004 budget depict that General Government appropriations represent \$37.1 million, or 12.73% of the total budget of \$291,580,949. Overall, expenditures of departments within this classification reflect some increases with the most notable of these being related directly in the area of General and Administrative expenses for a Countywide Cost of Living Allowance of 2% and reserves for legal contingencies. In addition, new accounts in support of legislative changes for the County Clerk's office resulted in the creation of new funds for a total of \$779,601. Although not reflected in the 2004 budget above, in support of the 3% budget cut mandated by the Court for FY04, the Court imposed a 1.25% percent pay cut on themselves and numerous other precinct officers, whose salaries are set statutorily on an annual basis by the Court. As a means of further controlling expenditure trends, the Court also reduced its fiscal year 2004 work schedule, thus impacting all County employees, by 2 days as a cost saving measure.



**HISTORICAL EXPENDITURE TRENDS  
BY PROGRAM-ALL FUNDS  
(FISCAL YEARS 1995-2002 ARE ACTUAL EXPENDITURES  
FISCAL YEARS 2003 AND 2004 ARE BUDGETED APPROPRIATIONS)**

**Administration of Justice**

FY 2002 Actuals	OPERATING BUDGETS		CHANGES		% of the FY2004 Operating Budget
	Total Budget FY 2003	Total Budget FY 2004	Amount	%	

Appropriations:  
Expenditures/Uses  
Administration of Justice

	\$32,666,127	\$34,776,562	\$31,830,384	(\$2,946,178)	-8.47%	10.92%
--	--------------	--------------	--------------	---------------	--------	--------

**Administration of Justice** is the basic reason for County government and has grown steadily since the early 1990's.

These increases have related to nominal yearly adjustments as those given to other departments within the County, with the exception of legal fees of the Council of Judges Administration, which increased at a higher rate. The fluctuations are also related to increases in the judiciary, such as new courts being funded in the early 1990's and again in 1996 with the new 383rd and 384th District Courts being approved by the State legislature. Additionally, over the past several years two County Courts at Law and two State District Courts have been established within the County. Moreover, two County Criminal Courts at Law were partially funded for fiscal



year 2002, and fully funded in 2003. Other changes that have taken place which have effected expenditures and budgeted appropriations are the increased staffing levels in related support offices such as the County and District Attorney's and the Public Defender's offices, whose departments work in direct relation with the Judiciary. With a moderate decrease of \$2,946,178, or 8.47% under the prior year, *Administration of Justice* accounts for 10.92% of the total budget for fiscal year 2004. A significant cause for this reduction is the impact of grants classified in this category that are funded as contracts are awarded and funds are certified. Not taking into account the impact of grants, this program saw some increases in personnel for the District Attorney and Courts, as well as in the Special Revenue funds, for newly budgeted funds previously categorized as Agency funds.

**Public Safety**

FY 2002 Actuals	OPERATING BUDGETS		CHANGES		% of the FY2004 Operating Budget
	Total Budget FY 2003	Total Budget FY 2004	Amount	%	

Appropriations:  
Expenditures/Uses  
Public Safety

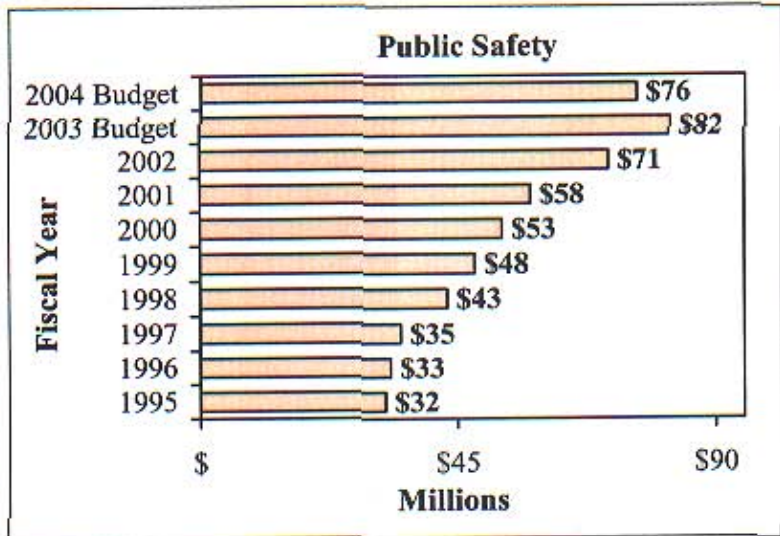
	\$71,230,384	\$81,788,586	\$75,973,158	(\$5,815,428)	-7.11%	26.06%
--	--------------	--------------	--------------	---------------	--------	--------



## HISTORICAL EXPENDITURE TRENDS BY PROGRAM-ALL FUNDS

**(FISCAL YEARS 1995-2002 ARE ACTUAL EXPENDITURES  
FISCAL YEARS 2003 AND 2004 ARE BUDGETED APPROPRIATIONS)**

In regards to **Public Safety**, beginning in the late 1980's the County entered into a collective bargaining contract with the El Paso County Sheriff deputies for salary and benefit compensation which represents much of the trend increase in this area. Additionally, over the years, detention officers were added to the collective bargaining contract, as well as a civilian employee career ladder being approved by the Commissioners Court. A large portion of the increase over the past several years occurred within the County Sheriff Jail Annex index. The Jail Annex located in east El Paso began its first full year of operation during fiscal year 1998 and was fully staffed and operational for most of the fiscal year. The County of El Paso



constructed the Jail Annex in an effort to relieve overcrowding in the downtown detention facility. Fiscal year 2000 felt the full impact of both detention facilities operating at near capacity for the entire fiscal year. Other factors for the increase in Public Safety expenditures relate to growth in the area of the Juvenile Probation Department. Increases in juvenile crime and additional State mandates have required staffing and operational increases over the years. As evidenced on the graph, future expenditures for public safety are expected to continue to increase over the next several years. (Taking into account the difference of 2002 actuals and 2004 budget with proposed increases in grants for next fiscal year). During fiscal year 2000, the Juvenile Probation department finalized two expansion projects, one being the post adjudication facility, which houses additional juvenile offenders and secondly, the expansion of the Juvenile Administration building. The 2004 budget reflects a decrease from 2003, as a result of grants, but is also due to the transfer of appropriations for Juvenile Probation into Special Revenues, as requested by the Juvenile Board.

### Health and Welfare

FY 2002 Actuals	OPERATING BUDGETS		CHANGES		% of the FY2004 Operating Budget
	Total Budget FY 2003	Total Budget FY 2004	Amount	%	

Appropriations:  
Expenditures/Uses  
Health and Welfare

\$9,978,901	\$11,848,133	\$7,746,564	(\$4,101,569)	-34.62%	2.66%
-------------	--------------	-------------	---------------	---------	-------

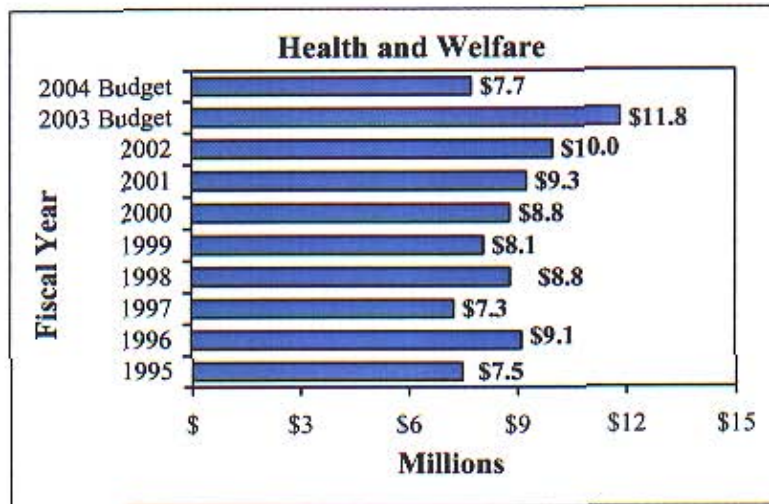
The bulk of the changes in **Health and Welfare** relates to fluctuations within health related grant activities. With the completion of the County Morgue in fiscal year 1993, the County has seen costs trending upwards, with slight fluctuations. The costs related to the medical examiners office had posted significant increases as operations had become established. In fiscal year 1998, the County funded increases in mental health costs and its contribution to the Child Welfare Program. Also, the County of El Paso, R.E. Thomason (Hospital District) and the City of El Paso, have jointly participated with monetary commitments of certain public health and welfare programs such as on-site sewage inspections, public health and dental facilities, air pollution, water pollution, mosquito and animal control functions. As a result of a new funding ratio approved in the past several years, the County's contribution for fiscal year 2004 has decreased for the fiscal year 2004 budget, which explains part of the decrease from the 2003 budget. The overall intent of the Court remains to identify state mandates of indigent health and to evaluate the adequacy of present Health District



## HISTORICAL EXPENDITURE TRENDS BY PROGRAM-ALL FUNDS

**(FISCAL YEARS 1995-2002 ARE ACTUAL EXPENDITURES  
FISCAL YEARS 2003 AND 2004 ARE BUDGETED APPROPRIATIONS)**

programs. The fiscal year 2004 budget in this category also reflects decreases for across the board cuts mandated by the Court. Those departments affected in this program include General Assistance, which provides rental and utility payment assistance to those less fortunate, the Veterans Assistance and Child Welfare Board programs, and Medical Examiner's Office to name a few.



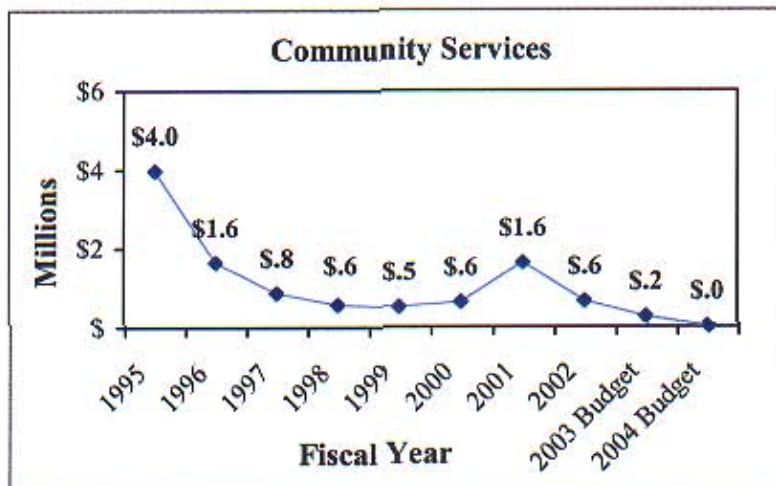
### Community Services

FY 2002 Actuals	OPERATING BUDGETS		CHANGES		% of the FY2004 Operating Budget
	Total Budget FY 2003	Total Budget FY 2004	Amount	%	

**Appropriations:  
Expenditures/Uses  
Community Services**

\$632,913	\$237,405	-	(\$237,405)	-100.00%	0.00%
-----------	-----------	---	-------------	----------	-------

The area of **Community Services** relates directly to grant funded activities over the years. In more recent years the focal point has been on improving the outlying areas within the County of El Paso with necessities such as transportation and community centers. In recent fiscal years, funding mainly relates to the Rural Transit program, which provides transportation for residents in several rural areas of the County. The fiscal year 2004 budget will be amended as State and Federal grant awards are received by the County.





**HISTORICAL EXPENDITURE TRENDS  
BY PROGRAM-ALL FUNDS  
(FISCAL YEARS 1995-2002 ARE ACTUAL EXPENDITURES  
FISCAL YEARS 2003 AND 2004 ARE BUDGETED APPROPRIATIONS)**

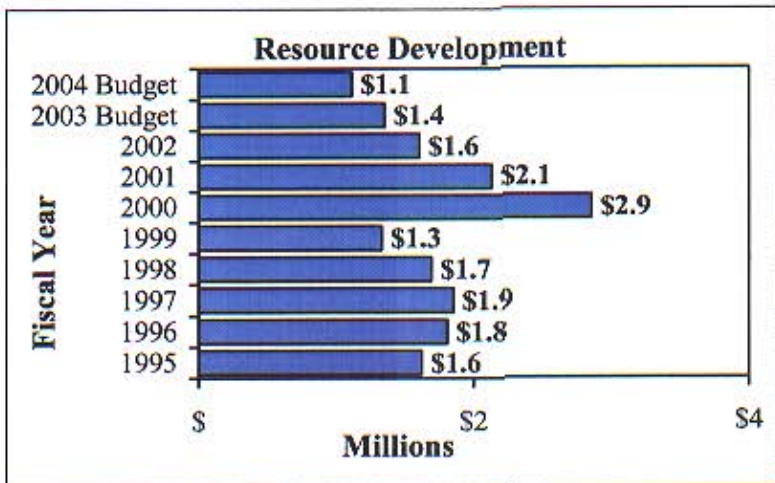
**Resource Development**

FY 2002 Actuals	OPERATING BUDGETS		CHANGES		% of the FY2004 Operating Budget
	Total Budget FY 2003	Total Budget FY 2004	Amount	%	

Appropriations:  
Expenditures/Uses  
Resource Development

\$1,604,774	\$1,354,949	\$1,116,949	(\$238,000)	-17.57%	0.38%
-------------	-------------	-------------	-------------	---------	-------

The downward slope in the area of **Resource Development** in 1998 and 1999 is mainly the result of an inter-local agreement between the City of El Paso and the County of El Paso whereby the City took total operational control of the Tourist and Convention Bureau and Civic Center. Personnel and all operating activities were transferred to the City. The County in turn provided hotel occupancy tax funding to the City of El Paso on a monthly basis. The increase in fiscal year 2000 is attributable to two main areas. First, the Commissioners Court created a new planning and development department. Secondly, most of the increase



is due to a modification to the interlocal agreement with the City of El Paso, which increased the funding ratio of hotel/motel tax collections allocated to the City by one quarter of a percent. This interlocal agreement was terminated in fiscal year 2002. For fiscal year 2004, this category decreased by \$238,000 and is attributable to the transfer of positions from the Planning and Development Department to the Road and Bridge department for positions that qualify for this type of funding in Special Revenue. This was offset by an increase in the Special Revenue fund for a new fund set up for the El Paso Housing Finance Corporation.

**Culture and Recreation**

FY 2002 Actuals	OPERATING BUDGETS		CHANGES		% of the FY2004 Operating Budget
	Total Budget FY 2003	Total Budget FY 2004	Amount	%	

Appropriations:  
Expenditures/Uses  
Culture and Recreation

\$5,176,184	\$6,580,718	6,679,396.00	\$98,678	1.50%	2.29%
-------------	-------------	--------------	----------	-------	-------

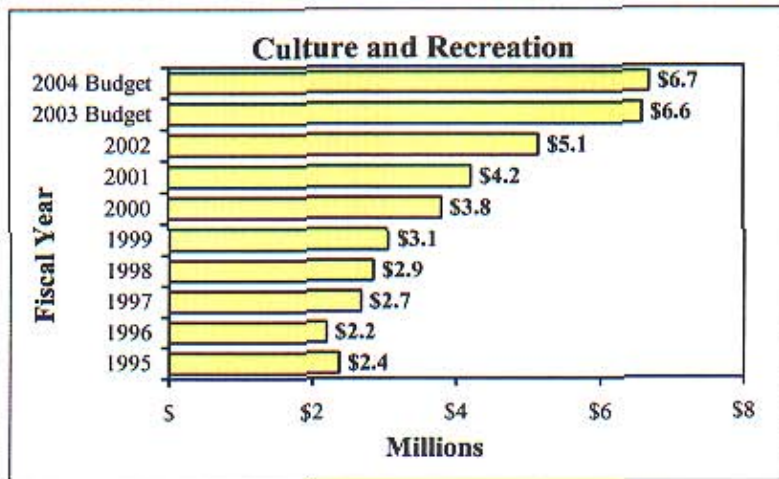
Factors contributing to the upward slope in **Culture and Recreation** since fiscal year 1994 relate to general increases and additional budgets being established relating to new restrictive sources of funding classified mostly in the Special Revenue Fund. One of the other significant increases to culture and recreation for fiscal years 2001, 2002 and 2003 are



## HISTORICAL EXPENDITURE TRENDS BY PROGRAM-ALL FUNDS

**(FISCAL YEARS 1995-2002 ARE ACTUAL EXPENDITURES  
FISCAL YEARS 2003 AND 2004 ARE BUDGETED APPROPRIATIONS)**

related to the Coliseum Tourist Promotion fund. The main reason for such a significant increase since fiscal year 1999, is the establishment of the Ascarate Park Improvement fund. All revenues generated from the park are being designated for reinvestment into the park to accomplish upgrades to the park grounds to include the lake, trails, playgrounds and ballfields. The operations of the County Park have continued its build-up with additional funding for Fiscal Year 2004, which remain to be appropriated from within the General Fund. The significant increase in 2003 is attributable to Sportspark facility being established by Commissioners Court for recreational activities for the youth. This area comprises 2.29% of the overall budget for fiscal year 2004, and increased by \$98,678 over 2003. This is the result of grants not set up until awarded in 2004, and decreases in appropriations for the Swimming Pools, Rural Parks Department, and the Ascarate Park operating budgets as a result of the budget cut mandated by Commissioners, offset by an increase in the Special Revenue Fund, for additional revenues available in the County Tourist Promotion and Coliseum budgets over prior years.



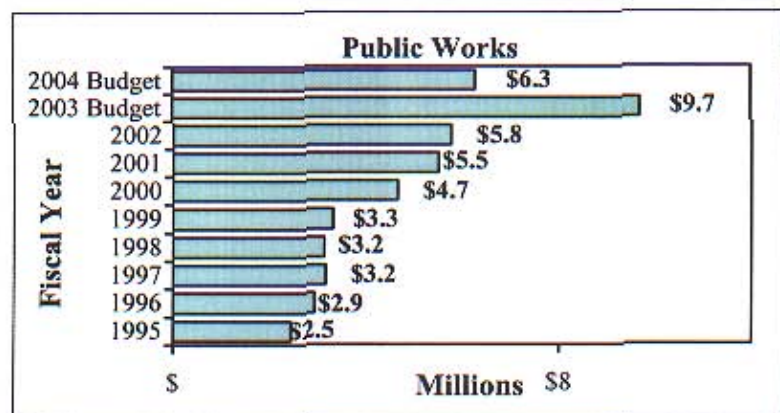
### Public Works

FY 2002 Actuals	OPERATING BUDGETS		CHANGES		% of the FY2004 Operating Budget
	Total Budget FY 2003	Total Budget FY 2004	Amount	%	

**Appropriations:  
Expenditures/Uses  
Public Works**

\$5,765,685	\$9,689,962	\$6,285,218	(\$3,404,744)	-35.14%	2.16%
-------------	-------------	-------------	---------------	---------	-------

In the **Public Works** program, these expenditures are mainly infrastructure-related expenditures for roads and bridges incurred by the Roads and Bridges Department. The Roads and Bridge Director is responsible for planning, engineering, building and maintaining all County public roads and bridges. In recent years, the Roads and Bridges Department has focused on replacement of some of its heavy-duty equipment and has put more emphasis on new roadways and roadway improvements. This area also includes the East Montana Water Project, a County Water Utility System comprised of seven small water systems providing water in rural areas of East El Paso. The County purchased existing water systems, made major improvements, and is paying for the operation and maintenance of the water facilities. The goal of the project is to develop one main water facility servicing the entire East Montana area and to contract out for facility operations. At 2.16% of the overall budget for FY 2004, the Public Works budget reflects a





**HISTORICAL EXPENDITURE TRENDS  
BY PROGRAM-ALL FUNDS  
(FISCAL YEARS 1995-2002 ARE ACTUAL EXPENDITURES  
FISCAL YEARS 2003 AND 2004 ARE BUDGETED APPROPRIATIONS)**

decrease of \$3,404,744, mainly attributable to grants not yet set up for the construction of water and drainage lines in the colonias, and minimal decreases in the East Montana Water Project for less water hookups. The significant increase in the 2003 budget is for the new construction projects for the Road and Bridge department and East Montana water project.

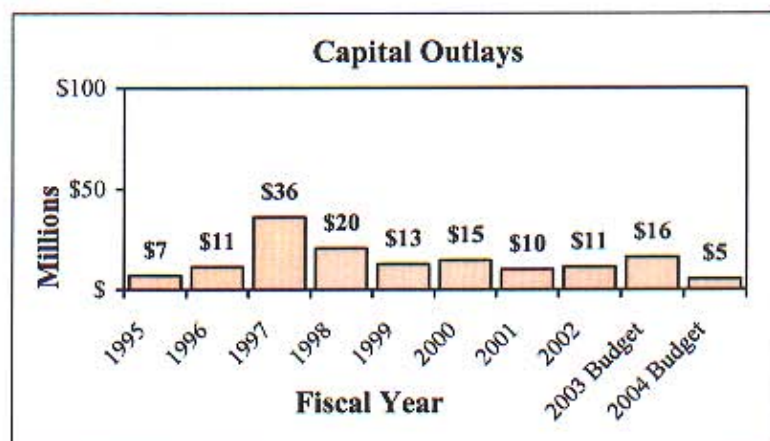
**Capital Outlays**

FY 2002 Actuals	OPERATING BUDGETS		CHANGES		% of the FY2004 Operating Budget
	Total Budget FY 2003	Total Budget FY 2004	Amount	%	

Appropriations:  
Expenditures/Uses  
Capital Outlays

	\$11,272,700	\$16,108,295	\$5,322,381	(\$10,785,914)	-66.96%	1.83%
--	--------------	--------------	-------------	----------------	---------	-------

**Capital Outlays** is used to account for major expenditures to acquire furnishings and equipment and major capital expenditures. The peak in 1997 reflects the completion of a variety of County projects including the County Courthouse Building followed by new projects such as the Jail Annex and Module projects, which were completed during fiscal years 1997 and 1998. The County of El Paso budgets capital projects on a very limited basis and has only in the past three years allowed significant departmental capital expenditures such as in fiscal year 1994 when the County issued \$3,210,000 in Certificates of Obligation for the purpose of capital equipment and improvements at the departmental level. In fiscal year 1998 the County issued \$22,645,000 towards addressing capital needs for the County which included addressing the year 2000 computer issue while simultaneously moving from the costly mainframe environment to the more efficient client server environment. This capital issue also included funding for the build out of the remaining floors of the Courthouse and major improvements to the County Coliseum. For fiscal years 2001 and 2002, Commissioners Court committed \$1,000,000 from the general fund to be used for equipment replacement needs and new departmental capital outlays. The large increase in budget for 2003 was for planned expenditures for new debt issued during fiscal year 2002 in the amount of \$64,519,757 for various capital projects, such as the purchase of a time and attendance program to automate timesheets for payroll and to track performance measures, the purchase of a Sports park facility, renovations for various parks in the County, and the construction of a Fabens Port of Entry to name a few. For fiscal year 2004, this category declined by \$10,785,914, from fiscal year 2003, or 66.96 percent. The main reason for this decline is within the Capital Projects fund for no new bonds issued to meet capital needs of departments, and no new construction projects planned for the future. Due to budgetary constraints in fiscal year 2003 and again in 2004, the Court funded departmental capital needs from existing County capital funds remaining from prior contributions from the General Fund (\$1 million in 2001 and 2002).





**HISTORICAL EXPENDITURE TRENDS  
BY PROGRAM-ALL FUNDS  
(FISCAL YEARS 1995-2002 ARE ACTUAL EXPENDITURES  
FISCAL YEARS 2003 AND 2004 ARE BUDGETED APPROPRIATIONS)**

**Debt Service**

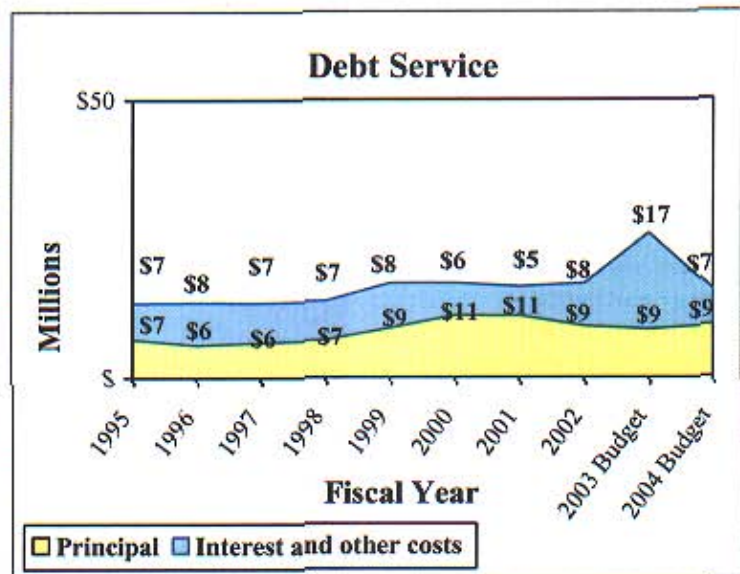
FY 2002 Actuals	OPERATING BUDGETS		CHANGES		% of the FY2004 Operating Budget
	Total Budget FY 2003	Total Budget FY 2004	Amount	%	

**Appropriations:  
Expenditures/Uses**

**Debt Service:**

Principal	\$9,268,284	\$8,706,000	\$9,401,000	\$695,000	7.98%	
Interest	7,399,725	6,968,940	6,510,828	(458,112)	-6.57%	
Other Debt Related Costs	417,206	10,425,317	-	(10,425,317)	-100.00%	
	<u>\$11,272,700</u>	<u>\$16,108,295</u>	<u>\$5,322,381</u>	<u>(\$10,785,914)</u>	<u>-66.96%</u>	1.83%

**Debt Service** is utilized for the repayment of outstanding obligations of the County relating to bonds issued over the years for approved capital projects. Fluctuations over the years are attributable to the timing of debt repayments based on the County's current indebtedness. The schedule of debt service principal and interest requirements in the debt service section of this report reflects a downward trend, which could subsequently change due to debt restructuring or refunding in the future. The main source of repayment of the County's bonded indebtedness is ad valorem property taxes, which by law is the priority of using property tax monies collected and is a primary factor in calculating the County's ad valorem property tax rate each year.



**Other Financing Uses**

FY 2002 Actuals	OPERATING BUDGETS		CHANGES		% of the FY2004 Operating Budget
	Total Budget FY 2003	Total Budget FY 2004	Amount	%	

**Appropriations:**

**Expenditures/Uses**

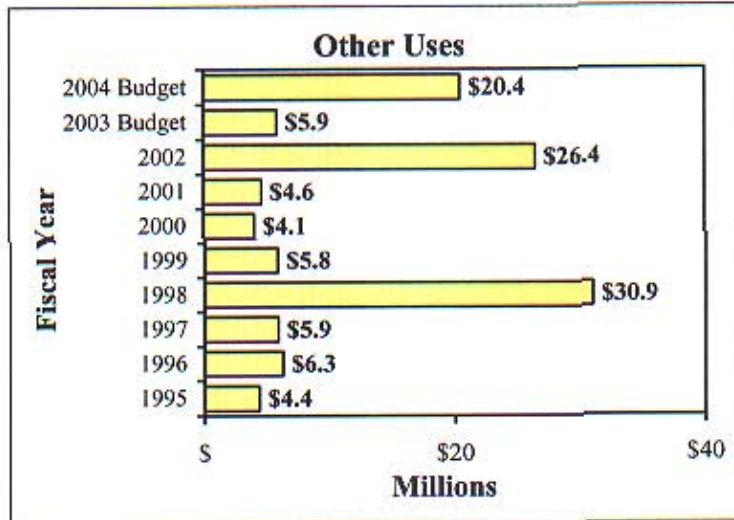
Other Financing Uses	<u>\$26,445,033</u>	<u>\$5,869,802</u>	<u>\$20,440,937</u>	<u>\$14,571,135</u>	248.24%	7.01%
----------------------	---------------------	--------------------	---------------------	---------------------	---------	-------



**HISTORICAL EXPENDITURE TRENDS  
BY PROGRAM-ALL FUNDS**

**(FISCAL YEARS 1995-2002 ARE ACTUAL EXPENDITURES  
FISCAL YEARS 2003 AND 2004 ARE BUDGETED APPROPRIATIONS)**

**Other Uses** relate to transfers of funds to other funds and/or payments not considered operating expenditures such as defeasance or refunding of bond issues, which occurred between fiscal years 1994 and 1998. The County, upon recommendations of its financial advisor, took advantage of lower interest rate financing and refunded various long-term obligations which were accruing interest at a significantly higher interest rate for a net future saving to the taxpayers of El Paso County. Normally, other uses relate to grant match transfers to various grants representing the County's funding portion in order to obtain State or Federal funding. Additionally, the large decrease from 2002 to 2003 is due to no debt issuance in 2003. For



For fiscal year 2004, increases in this category were attributable to the General and Special Revenue Funds for transfers out. Within the General Fund, a transfer out was set up for the new Juvenile Probation Special Revenue account as requested by the Juvenile Board, and for transfers to the Health and Life Fund based on actuarial determinations of health premium increases. Special Revenues saw an increase as well for a one-time transfer out of the Road and Bridge fund into the General Fund for the policing of County roads.

# **GENERAL FUND**



**GENERAL FUND TYPE  
OPERATING BUDGET COMPARISON  
WITH FY 2002 ACTUALS**

**CHANGES IN OPERATING BUDGETS BETWEEN FISCAL YEARS**

	OPERATING BUDGETS			CHANGES	
	FY 2002 Actuals	Total Budget FY 2003	Total Budget FY 2004	Amount	%
<b>Revenues (Sources):</b>					
Taxes	\$78,080,203	\$83,498,581	\$88,886,435	\$5,387,854	6.45%
Licenses and Permits	160,781	146,500	151,500	5,000	3.41%
Intergovernmental	1,960,517	1,496,991	1,642,762	145,771	9.74%
Charges for Services	30,498,241	26,588,823	28,710,958	2,122,135	7.98%
Fines and Forfeits	4,845,378	4,897,000	5,600,200	703,200	14.36%
Interest	1,271,052	1,150,000	800,000	(350,000)	-30.43%
Miscellaneous Revenues	3,775,306	3,252,897	2,809,777	(443,120)	-13.62%
Other Financing Sources	815,137	504,000	6,974,000	6,470,000	1283.73%
<b>Total Revenues and Other Financing Sources</b>	<b>121,406,615</b>	<b>121,534,792</b>	<b>135,575,632</b>	<b>14,040,840</b>	<b>11.55%</b>
Beginning Fund Balances	52,344,636	45,759,020	43,802,669	(1,956,351)	-4.28%
<b>Total Available Resources</b>	<b>\$173,751,251</b>	<b>\$167,293,812</b>	<b>\$179,378,301</b>	<b>\$12,084,489</b>	<b>7.22%</b>

**TAXES**

When comparing the 2003 and 2004 budgets, there are some significant differences. The line item for Taxes was budgeted at a higher amount for increases of 2.61% in property values resulting from new construction, both residential and commercial. More significantly, the tax rate for fiscal year 2004 increased from \$0.361434 to \$0.410817 per \$100 of assessed property value. In addition, the Sales and Use Taxes line item was budgeted at \$500,000 more based on historical trend data.

**LICENSES AND PERMITS**

Licenses and Permits were budgeted with a \$5,000 projected increase in receipts for alcoholic beverage licenses.

**INTERGOVERNMENTAL REVENUES**

Intergovernmental Revenues were projected higher for next fiscal year mainly based on a new reimbursement from the state as a result of Senate Bill 7, for the reimbursement of costs from the Public Defender's Office for indigent defense.

**CHARGES FOR SERVICES**

The main contributor to the increase in Charges for Services is for reimbursement from the U. S. Marshal's for the housing of federal prisoners in the County Jails. Historically, receipts relating to reimbursement for the housing of prisoners have met and exceeded the revenue estimate budgeted for this line item.

**GENERAL FUND TYPE  
OPERATING BUDGET COMPARISON  
WITH FY 2002 ACTUALS**

	FY 2002 Actuals	Total Budget FY 2003	Total Budget FY 2004	Amount	%
<b>Revenues (Sources):</b>					
Fines and Forfeits	\$4,845,378	\$4,897,000	\$5,600,200	\$703,200	14.36%
Interest	1,271,052	1,150,000	800,000	(350,000)	-30.43%
Miscellaneous Revenues	3,775,306	3,252,897	2,809,777	(443,120)	-13.62%
Other Financing Sources	\$815,137	\$504,000	\$6,974,000	\$6,470,000	1283.73%

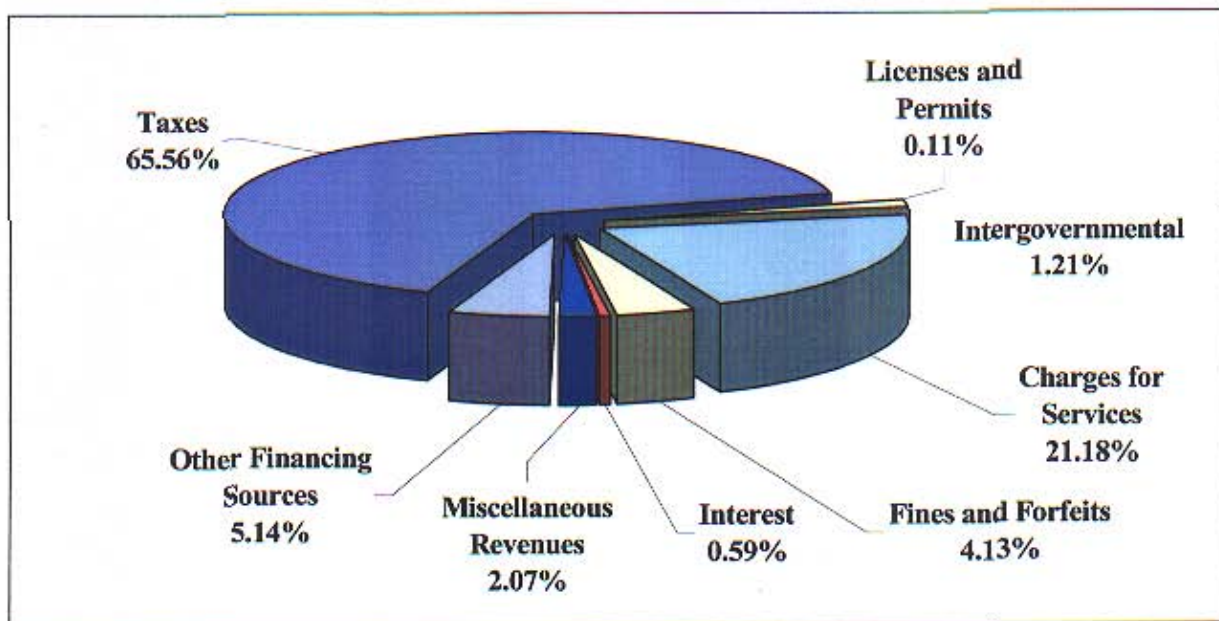
**FINES AND FORFEITS**

Fines and Forfeits were budgeted higher for fiscal year 2004 due to additional funds anticipated for new pilot programs approved by the Commissioners Court, such as the warrant pilot program with the Constables and J.P.'s implemented to enforce fees for outstanding warrants. The aggressive collection efforts by various offices in the County, namely the County Clerk's and County Attorney's Offices' have contributed to increases in the past.

**INTEREST, MISCELLANEOUS REVENUES AND OTHER FINANCING SOURCES**

Lastly, the line item for Interest was decreased by \$350,000 due to a less favorable economic outlook, specifically lower interest rates, than in prior fiscal years, Miscellaneous Revenues were decreased mostly due to projected decrease in long distance and local phone commission revenues, while Other Financing Sources were budgeted higher based on one time transfers in from two special revenue accounts, \$1.4 million from the Ascarate Improvement Fund and \$5.0 million from the Road and Bridge fund, as approved by the Commissioners Court to help fund County operations for fiscal year 2004.

**Fiscal Year 2004 Budget  
Revenues (Sources) – General Fund Type - \$135,575,632**



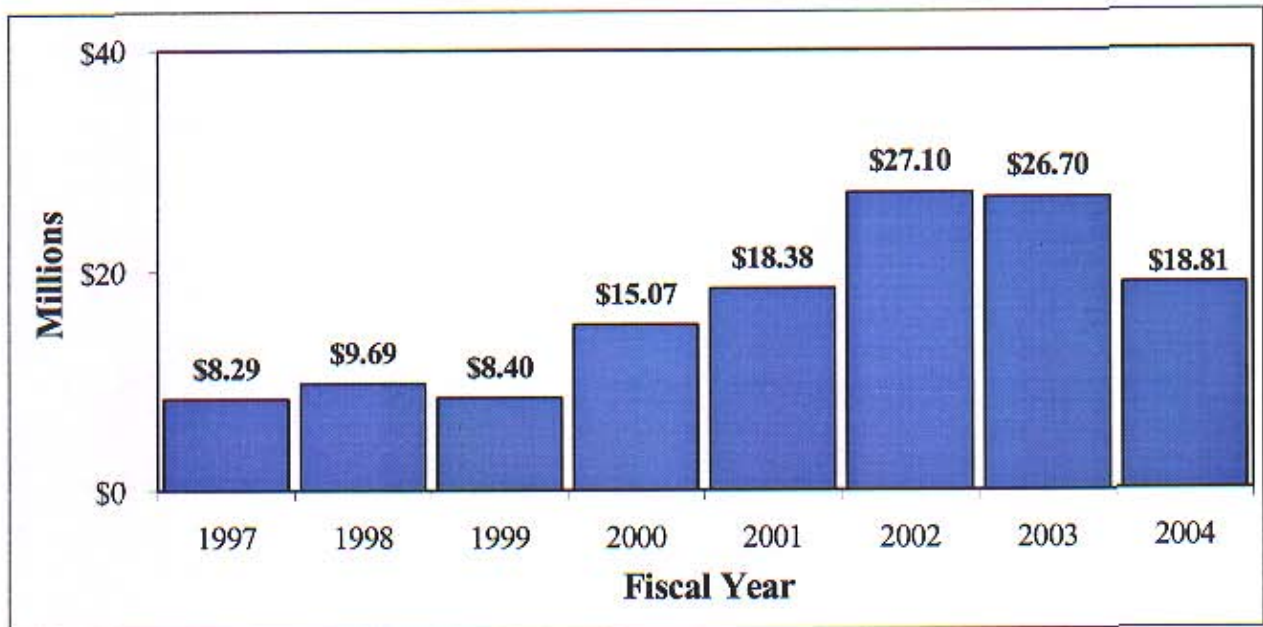
As can be seen in the pie chart above, Tax revenues, consisting of Property Taxes, Sales and Use Taxes, Bingo Tax and State Mixed Beverage Taxes account for 65.56% of General Fund Revenues. The next material item to the General fund is Charges for Services. As mentioned before, the largest item under Charges for Services is the revenue from the U.S. Marshal's Office for the housing of federal prisoners.



## GENERAL FUND TYPE FUND BALANCE COMPARISON

As can be seen in the bar graph below, since 1997 the Commissioners Court has consistently designated a portion of the fund balance reserves to balance the operating budget, with a downward trend beginning in fiscal year 2003. In fiscal year 2003, Commissioners Court used \$26,726,320 to balance the budget. For fiscal year 2004, the Commissioners Court used \$18,809,886 of fund balance, with a property tax rate increase from \$.396610 to \$.410817 per \$100 of property valuation. This downward trend is due to Commissioner's acknowledgement that in future years further property tax rate increases may be inevitable, in order to maintain adequate reserves in the event of unforeseen emergencies.

### YEARLY COMPARISON OF FUND BALANCE UTILIZED TO BALANCE THE GENERAL FUND BUDGET



**GENERAL FUND TYPE  
OPERATING BUDGET COMPARISON  
WITH FY 2002 ACTUALS**

**CHANGES IN OPERATING BUDGETS BETWEEN FISCAL YEARS**

	OPERATING BUDGETS			CHANGES	
	FY 2002 Actuals	Total Budget FY 2003	Total Budget FY 2004	Amount	%
<b>Appropriations/Expenditures (Uses):</b>					
General Government	\$21,955,004	\$30,924,326	\$33,558,188	\$2,633,862	8.52%
Administration of Justice	27,615,985	30,075,217	30,861,276	786,059	2.61%
Public Safety	63,871,341	70,950,081	65,528,513	(5,421,568)	-7.64%
Health and Welfare	6,708,910	7,262,876	6,849,630	(413,246)	-5.69%
Resource Development	1,162,320	1,354,949	1,098,949	(256,000)	-18.89%
Culture and Recreation	3,183,422	3,011,384	2,963,549	(47,835)	-1.59%
Capital Outlays	58,968	93,067	450,000	356,933	383.52%
Other Financing Uses	3,436,281	4,589,212	13,075,413	8,486,201	184.92%
<b>Total</b>					
<b>Appropriations/Expenditures and Other Financing Uses</b>	127,992,231	148,261,112	154,385,518	6,124,406	4.13%
Encumbrances		1,930,745	1,389,096	(541,649)	-28.05%
Ending Fund Balances	45,759,020	17,101,955	23,603,687	6,501,732	38.02%
<b>Total</b>					
<b>Appropriations/Expenditures, Other Financing Uses and Fund Balances</b>	\$173,751,251	\$167,293,812	\$179,378,301	\$12,084,489	7.22%

**GENERAL GOVERNMENT**

Overall there was a \$2.6 million dollar increase between fiscal years 2003 and 2004. The most significant of these increases was to establish a reserve under a General and Administrative account for pending legal contingencies and to establish a reserve for a 2% across the board Cost of Living Allowance for County employees. The reserves for COLA will be transferred via a budgetary amendment during the fiscal year to individual departments that are not able to cover increased salary expenses through attrition.

**ADMINISTRATION OF JUSTICE**

The increase of \$786,059 in the Administration of Justice program is mainly attributable to the creation of new positions, such as in the District Attorney's Office and within the Council of Judges Courts.

**PUBLIC SAFETY**

Although increased projections in expenditures are forecasted for the Constables and Sheriff's department, the Juvenile Probation department is primarily responsible for the \$5 million dollar decrease in this program. Beginning in fiscal year 2004, the Juvenile Probation Department has been set up as a Special Revenue Fund as requested by the Juvenile Board.



**GENERAL FUND TYPE  
OPERATING BUDGET COMPARISON  
WITH FY 2002 ACTUALS**

**HEALTH AND WELFARE**

During fiscal year 2002, a new agreement was signed between the County and the City and a new funding ratio was established on how health costs would be split. This resulted in a lower amount that needed to be budgeted for this purpose. This decrease in Health and Welfare is also attributable to lower appropriations for support assistance in the General Assistance program and de-funding several programs such as Project Amistad and the Shelter for Battered Women.

	OPERATING BUDGETS			CHANGES	
	FY 2002 Actuals	Total Budget FY 2003	Total Budget FY 2004	Amount	%
<b>Appropriations/Expenditures (Uses):</b>					
Health and Welfare	\$6,708,910	\$7,262,876	\$6,849,630	(\$413,246)	-5.69%
Resource Development	1,162,320	1,354,949	1,098,949	(256,000)	-18.89%
Culture and Recreation	3,183,422	3,011,384	2,963,549	(47,835)	-1.59%
Capital Outlays	58,968	93,067	450,000	356,933	383.52%
Other Financing Uses	\$3,436,281	\$4,589,212	\$13,075,413	\$8,486,201	184.92%

**RESOURCE DEVELOPMENT**

The decrease in the budget for fiscal year 2004 for Resource Development is for positions that were transferred from the Planning and Development department to the General and Administrative Road and Bridge fund. These positions were approved by the Commissioners Court to be funded from this Special Revenue source, since they qualify under a function of this funding source and would equate to less funds absorbed in the General Fund.

**CULTURE AND RECREATION**

For fiscal year 2004, the decrease of \$47,835 is mainly attributable to decreases in appropriations for the Swimming Pools, Rural Parks Department and the Ascarate Park operating budgets as a result of the mandated 3% budget cuts proposed by the Commissioners Court.

**CAPITAL OUTLAYS**

For the past several years, the Commissioners Court has opted to fund equipment needs for County departments under the Capital Projects fund. One exception to this would be for the contingency of \$450,000 that is set aside under the General and Administrative account to meet any unexpected needs of the County.

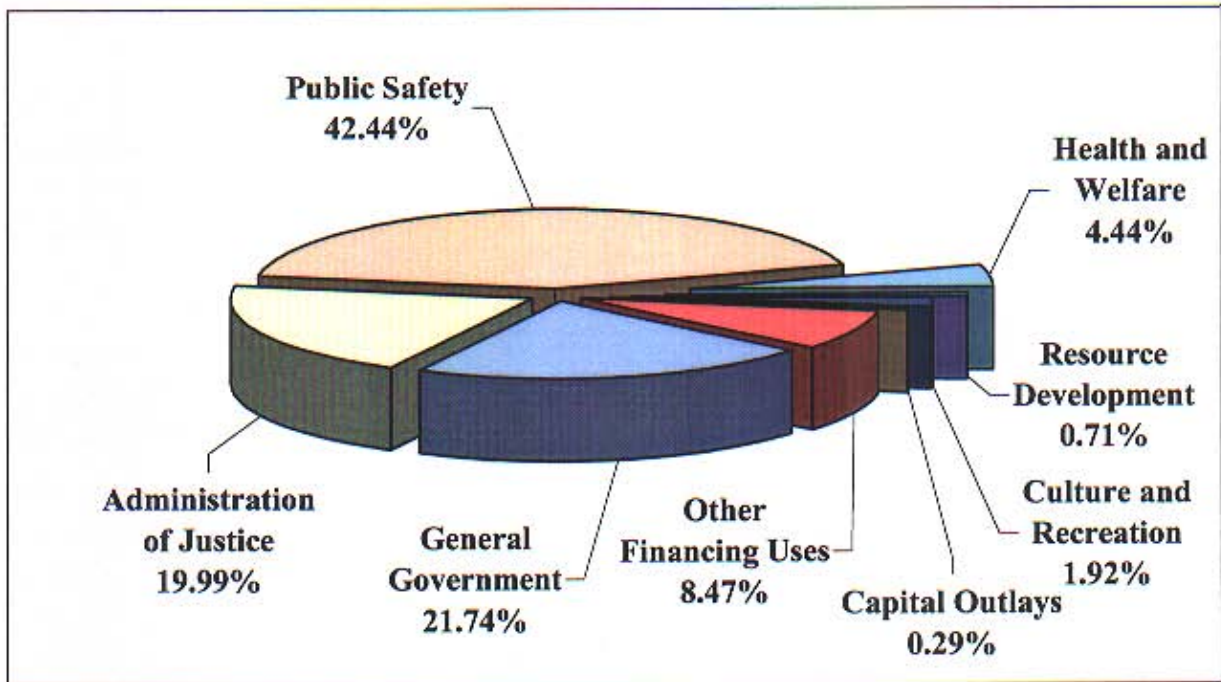
**OTHER FINANCING USES**

Of the total \$8,846,201 increase in Other Financing Uses, \$9,881,845 represents a new transfer out to a Special Revenue Fund for the Juvenile Probation department operations, which is offset by decreases in the Health and Life Fund transfer to account for projected premiums for County employees, and by various grant match decreases such as the Nutrition program grant match.

## GENERAL FUND TYPE OPERATING BUDGET FY 2004

The pie chart below provides for your information, the various appropriations for the General Fund Type and their percentage of the total.

### Fiscal Year 2004 Budget Appropriations (Uses) – General Fund Type - \$154,385,518

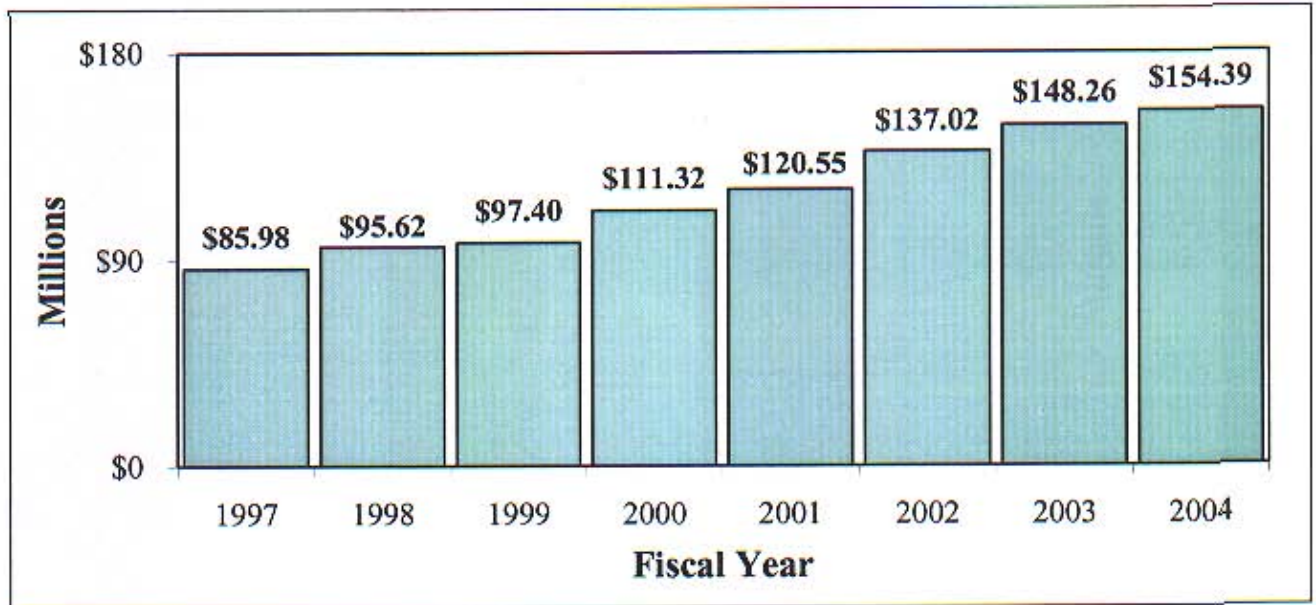




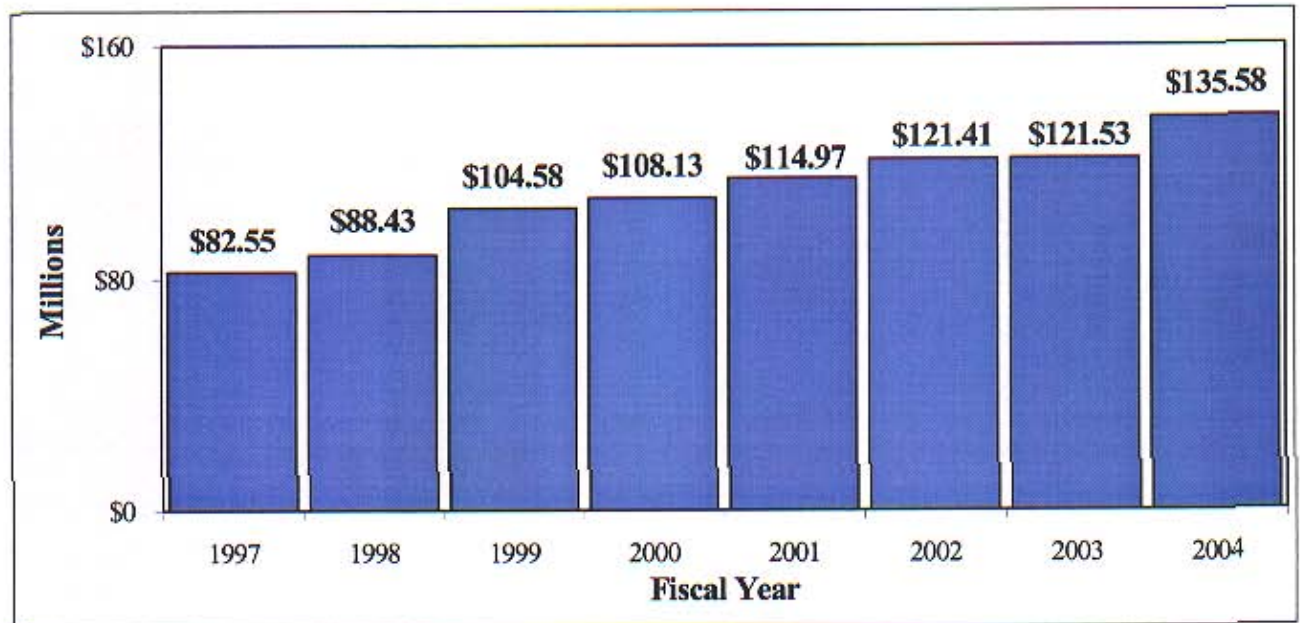
## GENERAL FUND TYPE OPERATING BUDGET COMPARISON WITH FY 2002 ACTUALS

The following tables provide information regarding the General Fund Type overall budget, and actual revenues/expenditures since 1997.

### General Fund Type – Budget Trends



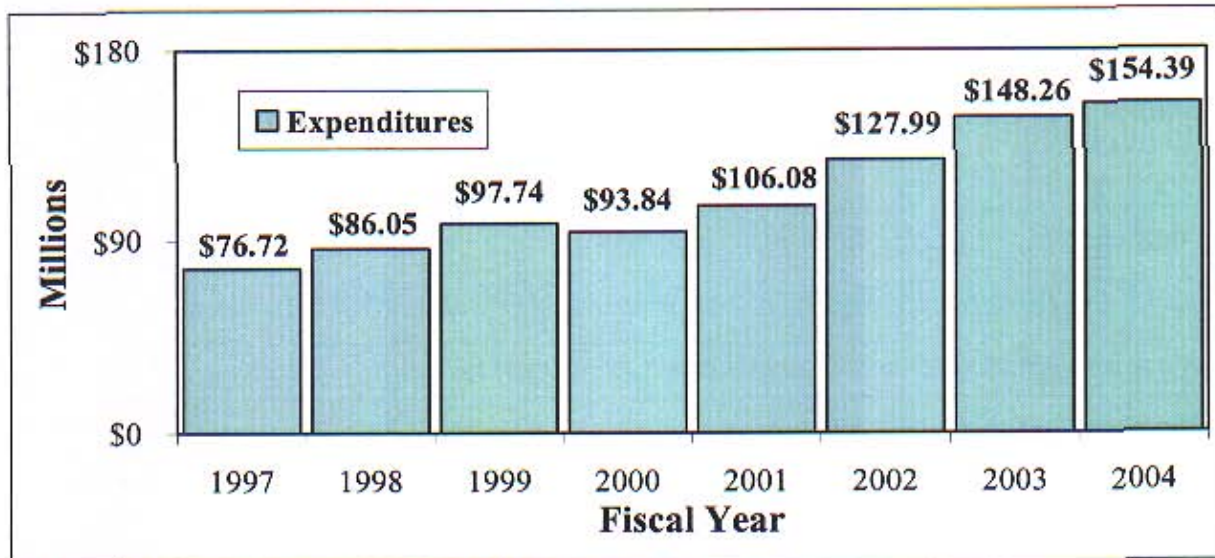
### General Fund Type-Revenue Trends



\*Fiscal Year 2003 and 2004 are Budgets, 1997-2002 are Actuals

**GENERAL FUND TYPE  
OPERATING BUDGET COMPARISON  
WITH FY 2002 ACTUALS**

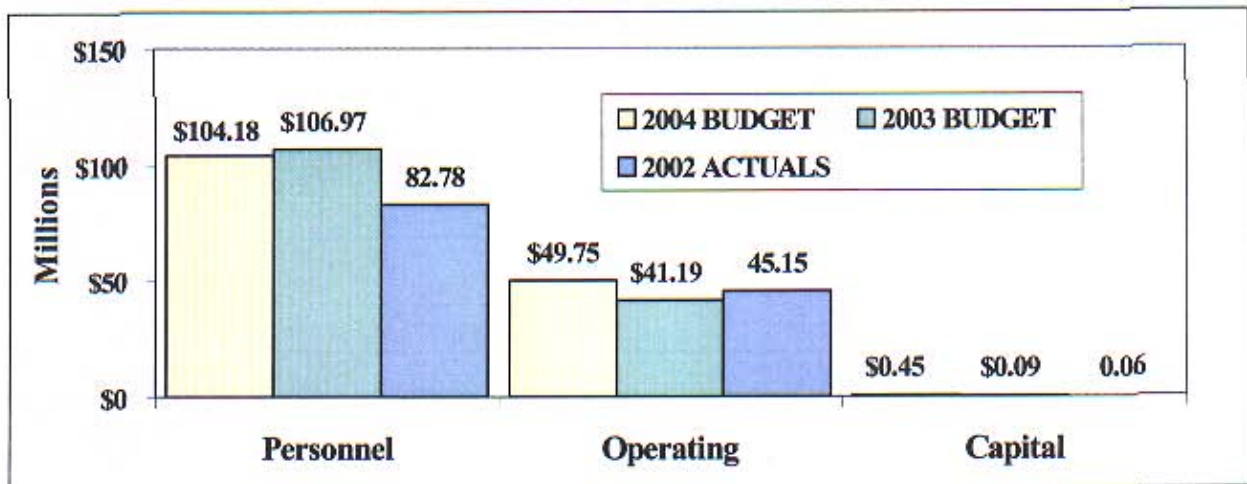
**Expenditures (Uses):  
General Fund Type – Expenditure Trends**



\*FY 2003 and 2004 are Budgets, 1997-2002 are Actuals

**SUMMARY FOR FISCAL YEAR 2004  
BY CHARACTER**

Character	FY 2002	OPERATING BUDGETS		Changes	
	Actuals	FY 2003	FY 2004	Amount	%
Personnel	\$82,779,681	\$106,974,086	\$104,184,141	(\$2,789,945)	-2.61%
Operating	45,153,582	41,193,959	49,751,377	8,557,418	20.77%
Capital	58,968	93,067	450,000	356,933	383.52%
<b>Total Budgets and Actuals</b>	<b>\$127,992,231</b>	<b>\$148,261,112</b>	<b>\$154,385,518</b>	<b>\$6,124,406</b>	<b>4.13%</b>





# **GENERAL GOVERNMENT**

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
GENERAL FUND TYPE GENERAL GOVERNMENT  
WITH COMPARATIVE BUDGETS BY DEPARTMENT**

Page No.	Department	2002 Actuals	2003 Budget	2004 Budget	Percent Change
100	Commissioner Precinct No. 1	\$131,695	\$148,637	\$143,281	-3.60%
103	Commissioner Precinct No. 2	142,130	145,365	131,346	-9.64%
105	Commissioner Precinct No. 3	147,887	158,600	151,483	-4.49%
107	Commissioner Precinct No. 4	106,896	107,598	103,697	-3.63%
109	Commissioners Court Services Office	169,592	86,973	62,509	-28.13%
111	Communications Center	248,545	267,608	254,784	-4.79%
113	Community Services		145,258	201,842	38.95%
115	County Auditor	2,562,868	2,687,131	2,630,270	-2.12%
119	County Clerk	1,386,140	1,464,855	1,461,737	-0.21%
122	County Clerk Criminal Fee Collections	256,444	335,199	457,908	36.61%
124	County Judge	358,629	298,330	282,836	-5.19%
127	County Solid Waste Disposal	544,278	581,008	564,061	-2.92%
128	District Clerk	2,837,057	2,940,091	3,005,507	2.22%
130	Domestic Relations Office	939,630	1,037,024	1,023,634	-1.29%
132	Elections	706,492	849,837	912,916	7.42%
134	Facilities Management	2,325,703	2,371,779	2,344,003	-1.17%
136	General and Administrative Account	233,869	7,979,714	11,196,640	40.31%
137	Grant Matches	3,436,281	4,589,212	13,075,413	184.92%
138	Human Resources	536,563	675,934	642,580	-4.93%
141	Information Technology Department	4,766,640	5,034,407	4,804,209	-4.57%
146	Landmark Building Maintenance	85,808	75,910		-100.00%
147	Parking Garage Maint. and Operations	113,032	149,421	145,596	-2.56%
148	Purchasing	1,148,053	1,073,785	1,045,915	-2.60%
151	Risk Pool Board Operations	8,127	8,800	7,080	-19.55%
152	Tax Office	2,171,424	2,324,612	2,434,354	4.72%
156	Tax Office Renovations	33,601			
	<b>Totals</b>	<b>\$25,397,384</b>	<b>\$35,537,088</b>	<b>\$47,083,601</b>	<b>32.49%</b>

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY BY  
CHARACTER-GENERAL FUND TYPE  
GENERAL GOVERNMENT**

Character	2002 Actuals	2003 Budget	2004 Budget	Percent Change
Personnel	\$11,390,498	\$19,234,963	\$20,568,573	6.93%
Operating	14,000,786	16,278,575	26,065,028	60.12%
Capital	6,100	23,550	450,000	1810.83%
<b>Totals</b>	<b>\$25,397,384</b>	<b>\$35,537,088</b>	<b>\$47,083,601</b>	<b>32.49%</b>



# **COMMISSIONER PRECINCT NO. 1**

---

## **MISSION STATEMENT**

To adequately represent the County by making well thought-out decisions and enacting initiatives that are innovative and progressive to the future of its constituents. The importance of providing leadership and a vision to the men, women, and children of the community with their well being in mind is what drives County government, as well as the want to improve and maintain a high quality of life.

## **DEPARTMENT DESCRIPTION AND RESPONSIBILITIES**

The County Commissioner exercises power over County business as provided by the Texas Constitution, Article V, Section 18 and the Local Government Code, involving the establishment and maintenance of a courthouse and jail, the building and maintenance of roads and bridges, the safekeeping of all citizen's records, letting of contracts in the name of the County, providing law enforcement through the County Sheriff, administering public welfare and health services, operating County parks, providing elections, setting the County tax rate, issuing bonds and adopting the overall operating budget.

## **GOALS AND OBJECTIVES**

- Goal 1:** To be accessible to the constituents of El Paso County.
- Goal 2:** To provide answers to the questions people have about processes that are conducted and policies that are implemented within El Paso County.
- Goal 3:** To be knowledgeable in the workings of all departments in the County.
- Goal 4:** To organize information regarding ongoing programs of the County that benefits the community and to meet with the directors of such programs to insure the needs of the County is being met.
- Goal 5:** To serve as role model to the community in terms of civic engagement and establish a high standard for leadership in the community.
- Objective 1:** To maintain an "open door" policy for the public.
- Objective 2:** To work as a team with other members of Commissioners Court in order to, not only, represent individual precincts, but the County as a whole.
- Objective 3:** To have a good working relationship with County departments in order to work together on projects resulting in the good of the people.
- Objective 4:** To maintain the schedule of the commissioner in order to allow an adequate system of meeting with the individuals from various programs.

## **FISCAL YEAR 2003 ACCOMPLISHMENTS**

- Spear headed the effort to acquire the Sports Park with the vision of making it into a regional Sports Park that will rejuvenate the economy of El Paso by bringing into El Paso various teams to participate in tournaments, while at the same time serving as an amenity to El Paso residents.
- The office of County Commissioners Scruggs continues to have an open door policy for all constituents.

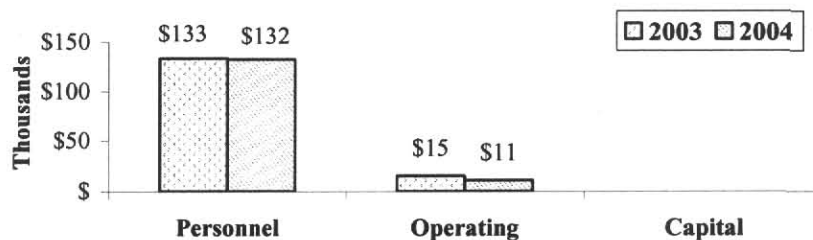
# COMMISSIONER PRECINCT NO. 1

## FISCAL YEAR 2003 ACCOMPLISHMENTS, CONT'D.

- Served as County representative on the animal shelter project management committee in building a new facility for the animals and pets of the El Paso County community. This committee secured land acquisitions for the new facility, helped in the drafting of architectural drawings of the facility, offered recommendations to the authoritative bodies of government in the selection of the contract and executed terms specified in the Animal Shelter Inter-Local agreement between the City of El Paso and the County of El Paso.
- Represented El Paso in a spectrum of ways at conferences for the National Association of Counties.
- Supported E-Government and the many conveniences provided by placing a number of El Paso County services on line for the County community to access.
- Recognized numerous outstanding individuals of the El Paso community who serve as role models to people of all ages.
- Became actively involved in the Rio Grande Council of Governments in having Commissioner Scruggs inducted as the president of the Council of Governments for the 2003-2004 term.
- Answered the questions of various constituents, including but not limited to those in government, constituents throughout precinct, and various organizations within the County in need of information in order to carry out the nature of their work.

<b>FINANCIAL TRENDS</b>				
	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>Percentage</b>
<b>Category</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>
				<b>in</b>
				<b>Budget</b>
Personnel	\$120,615	\$133,237	\$132,191	-0.79%
Operating	11,080	15,400	11,090	-27.99%
Capital				
	<u>\$131,695</u>	<u>\$148,637</u>	<u>\$143,281</u>	-3.60%

**2003 and 2004 Budgets**





# COMMISSIONER PRECINCT NO. 1

## WORK PROGRAM TRENDS

Department Activity	2002 Estimated	2003 Actuals	2004 Projected
<b>Outputs</b>			
Calls received	1,496	1,496	1,541
Speeches/presentations given	109	269	277
Meetings/functions attended	311	300	309
Pieces of mail received	3,378	3,378	3,479
Constituent contacts made	353	353	364
Letters/memos written	269	269	277
<b>Efficiency Indicators</b>			
No. of meetings attended /week	6	6	6
No. of speeches/presentations/week	2	5	5
No. of calls answered/FTE (non-official)	55	135	139
<b>Effectiveness Indicators</b>			
Agenda items sponsored	77	80	82
Referrals made to departments	50	50	52
Committees/boards on which Commissioners serves	16	5	5

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	2	3	3
Part-time employees			
Totals	2	3	3

## AUTHORIZED POSITIONS DETAIL

Comm. Crt. Admin. Assistant	2	County Commissioner	1
-----------------------------	---	---------------------	---

# COMMISSIONER PRECINCT NO. 2

## MISSION STATEMENT

To provide a safe and healthy quality of life that enables people to thrive and reach their potential by the efficient, effective and equitable operation of government.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

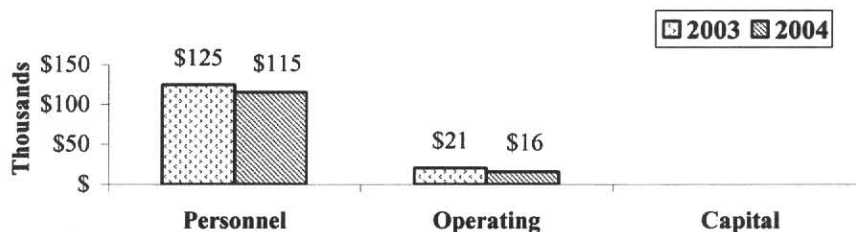
The County Commissioner exercises power over County business as provided by the Texas Constitution, Article V, Section 18 and the Local Government Code, involving the establishment and maintenance of a courthouse and jail, the building and maintenance of roads and bridges, the safekeeping of all citizen's records, letting of contracts in the name of the County, providing law enforcement through the County Sheriff, administering public welfare and health services, operating County parks, providing elections, setting the County tax rate, issuing bonds, and adopting the overall County operating budget.

## GOALS AND OBJECTIVES

- Goal 1:** To provide friendly, prompt service to the general public.
- Goal 2:** To continue the stand against excessive spending, waste and duplication of effort.
- Goal 3:** To support effort for consolidation whenever possible.
- Objective 1:** To work as a team with other members of Commissioners Court in order to not only represent individual precincts, but the County as a whole.
- Objective 2:** To maintain an "open door" policy for the public.

<b>FINANCIAL TRENDS</b>				
	2002	2003	2004	Percentage
Category	Actuals	Budget	Budget	Change in Budget
Personnel	\$128,502	\$124,685	\$115,416	-7.43%
Operating	13,628	20,680	15,930	-22.97%
Capital				
	<u>\$142,130</u>	<u>\$145,365</u>	<u>\$131,346</u>	<u>-9.64%</u>

**2003 and 2004 Budgets**





## COMMISSIONER PRECINCT NO. 2

### WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
	Actuals	Estimated Not Available	Projected

### STAFFING TRENDS

Authorized Positions	2002	Fiscal Year	
		2003	2004
Full-time employees	3	3	3
Part-time employees			
Totals	3	3	3

### AUTHORIZED POSITIONS DETAIL

Comm. Crt. Administrative Assistant	1	County Commissioner	1
Admin. Assist. II	1		

See Personnel changes for this department in Appendix A.

During budget hearings on May 13, 2003, Commissioners Court approved the re-titling of one Commissioners Court Administrative Assistant to Administrative Assistant II in compliance with a court ordered three percent current year budget reduction.

# COMMISSIONER PRECINCT NO. 3

## MISSION STATEMENT

To provide friendly, prompt service to the citizens and employees of El Paso County in order to maintain an effective and equitable operation of government.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The County Commissioner exercises power over County business as provided by the Texas Constitution, Article V, Section 18 and the Local Government Code, involving the establishment and maintenance of a courthouse and jail, the building and maintenance of roads and bridges, the safekeeping of all citizen's records, letting of contracts in the name of the County, providing law enforcement through the County Sheriff, administering public welfare and health services, operating County parks, providing elections, setting the County tax rate, issuing bonds and adopting the overall County operating budget.

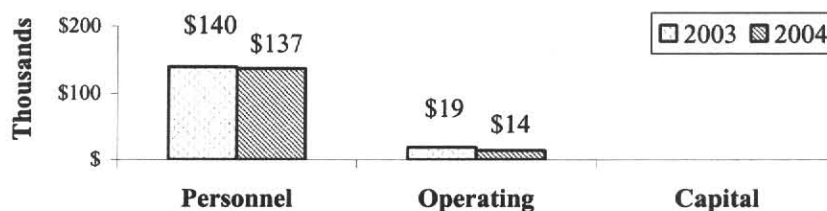
## GOALS AND OBJECTIVES

- Goal 1:** To provide friendly, prompt service to the general public.
- Goal 2:** To continue the stand against excessive spending, waste and duplication of effort.
- Goal 3:** To support effort for consolidation whenever possible.
- Objective 1:** To work as a team with other members of Commissioners Court in order to not only represent individual precincts, but the County as a whole.
- Objective 2:** To maintain an "open door" policy for the public.

### FINANCIAL TRENDS

Category	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel	\$129,455	\$139,700	\$137,164	-1.82%
Operating	18,432	18,900	14,319	-24.24%
Capital				
	\$147,887	\$158,600	\$151,483	-4.49%

### 2003 and 2004 Budgets





# COMMISSIONER PRECINCT NO. 3

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Estimated	2004 Projected
<b>Outputs</b>			
Calls received	N/A	2,962	3,051
Letters/memos written	N/A	485	500
Speeches/presentations given	N/A	246	253
Constituents contacts made	486	724	746
Pieces of mail received	N/A	4,182	4,307
Meetings/functions	325	461	475
<b>Efficiency Indicators</b>			
No. of meetings attended/week	6	9	9
No. of speeches/presentation/week	N/A	5	5
No. of calls answered/FTE (non-official)	N/A	1,481	1,525
<b>Effectiveness Indicators</b>			
Agenda items sponsored	N/A	244	251
Referrals made to departments	N/A	281	289
Committees/board served on	N/A	7	7

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	3	3	3
Part-time employees			
Totals	3	3	3

## AUTHORIZED POSITIONS DETAIL

Comm. Crt. Admin Assistant	2	County Commissioner	1
----------------------------	---	---------------------	---

# COMMISSIONER PRECINCT NO. 4

## MISSION STATEMENT

To provide friendly, prompt service to the citizens and employees of El Paso County in order to maintain an effective and equitable operation of government.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The County Commissioner exercises power over County business as provided by the Texas Constitution, Article V, Section 18 and the Local Government Code, involving the establishment and maintenance of a courthouse and jail, the building and maintenance of roads and bridges, the safekeeping of all citizen's records, letting of contracts in the name of the County, providing law enforcement through the County Sheriff, administering public welfare and health services, operating County parks, providing elections, setting the County tax rate, issuing bonds and adopting the overall County operating budget.

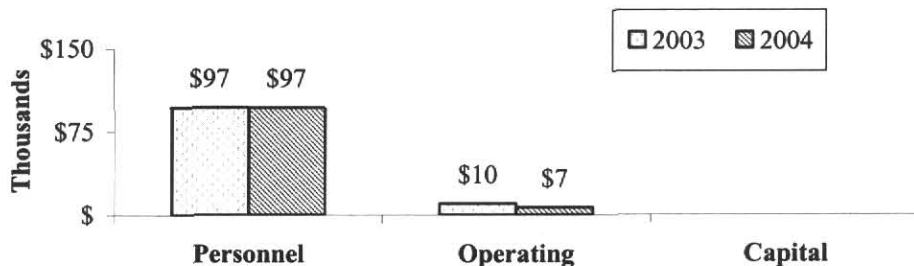
## GOALS AND OBJECTIVES

- Goal 1:** To maintain a stand against non-mandated spending, waste and duplication of efforts.
- Goal 2:** To support efforts for consolidation whenever possible.
- Goal 3:** To provide friendly, prompt service to the citizens and employees of the County.
- Objective 1:** To represent fairly the Community of El Paso County.
- Objective 2:** To maintain an "open door" policy to the public.

### FINANCIAL TRENDS

Category	2002 Actuals	2003 Budget	2004 Budget	Change in Budget
Personnel	\$99,450	\$97,186	\$96,881	-0.31%
Operating	7,446	10,412	6,816	-34.54%
Capital	\$106,896	\$107,598	\$103,697	-3.63%

**2003 and 2004 Budgets**





# COMMISSIONER PRECINCT NO. 4

## WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
	Estimated	Actuals	Projected
Telephone calls received	5,223	2,351	2,422
Speeches/presentations	37	35	36
Letters/memos written	230	102	105
Meeting/functions	521	83	85
Mail received	4,390	932	960
Constituent contacts	2,124	887	914
Courthouse tours	19	11	11
<b>Efficiency Indicators</b>			
No. of meetings attended/week	10	2	2
No. of speeches/presentations/we	1	1	1
No. of calls answered/FTE (non-official)	5,223	2,351	2,422
<b>Effectiveness Indicators</b>			
Agenda items sponsored	52	42	43
Committees/boards served	27	14	14
Special projects completed	33	11	11
Constituent problems resolved	111	27	28

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	2	2	2
Part-time employees			
Totals	2	2	2

## AUTHORIZED POSITIONS DETAIL

Commissioners Court Admin. Assistant	1	County Commissioner	1
--------------------------------------	---	---------------------	---

# COMMISSIONERS COURT SERVICES OFFICE

## MISSION STATEMENT

To make sure the message on the programs and services provided by the County to improve the quality of life for all El Paso County residents is properly disseminated, through the media and other information publications. By keeping the doors of communication open between Commissioners Court and the Community it serves, an effective and efficient County government can provide its families with a safe and healthy quality of life that enables them to reach their potential.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Commissioners Court Services Office assists the Court in communicating its interests to the public. Duties include issuing press releases, responding to routine media inquiries and those related to emergency situations, assisting departments in promoting their services to the community and in identifying grants to enhance programs and services.

## GOALS AND OBJECTIVES

- Goal 1:** To improve the County's image and help improve the quality of life for all El Paso County families.
- Goal 2:** To keep the doors of communication open with the media and the community the County serves.
- Objective 1:** To make sure El Paso families are provided with the information they need and deserve to access the services, programs, activities and projects available to them through the development and distribution of press releases, public service announcements, and stories drafted for the County's Web Page.
- Objective 2:** To continue with the publication of brochures, flyers, newsletters and other information sources in English and Spanish.
- Objective 3:** To encourage employee initiative and responsibility by informing employees about County projects through Internet newsletter.

## FISCAL YEAR 2003 ACCOMPLISHMENTS

- Organization of the POW/MIA flag raising ceremony, and National Family Week.
- Participation in the Domestic Relations Office 1<sup>st</sup> year anniversary and CHIP Telethon.
- Informed County employees of the courthouse developments, awards given to employees and departments, grants received, programs being developed, projects completed, changes and celebrations.

### FINANCIAL TRENDS

Category	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel	\$158,201	\$77,673	\$57,109	-26.48%
Operating	11,391	9,300	5,400	-41.94%
Capital				
	<u>\$169,592</u>	<u>\$86,973</u>	<u>\$62,509</u>	-28.13%



# COMMISSIONERS COURT SERVICES OFFICE

## WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
	Estimated	Actuals	Projected
<b>Outputs</b>			
Press Releases	70	342	352
Public service announcements	N/A	247	254
County web page stories	50	165	170
Letter to veterans/military	N/A	40	41
Design of dept brochures/letters	5	6	6
Biographies developed	N/A	2	2
Photos/interviews	N/A	97	100
County events and meetings	N/A	50	52
<b>Efficiency Indicators</b>			
Cost per communication	N/A	\$88	\$87
No. of meetings attended/week	N/A	1	1
Cost of public service announcements	Free	Free	Free
<b>Effectiveness:</b>			
No. of publications of "The Window"	N/A	2	2
No. of publications of "This Week"	N/A	16	16
No. TV talks shows	N/A	42	43
Design/development of newsletters	50	4	4
Estimated total audience	N/A	300,000	400,000

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	3	1	1
Part-time employees			
Totals	3	1	1

## AUTHORIZED POSITIONS DETAIL

Media Relations Coordinator 1

# COMMUNICATIONS CENTER

## MISSION STATEMENT

The communications department is dedicated to providing the best telecommunications and information service to the public and El Paso County Departments in order to allow County Government to conduct its daily business in the most efficient manner. We are committed to the values of integrity, courtesy and competency in our dealings with the public and the departments we provide services to. We recognize the need for change when necessary and will remain progressive by implementing the most current technology, while always considering cost effective and cost saving methods.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Communication Center provides telephone service and maintenance to El Paso County departments. The main PBX switch located at the County Courthouse, provides telecommunications service to the County Courthouse, County Jail, MDR building and Tax office. An additional PBX switch located at the Leo Samaniego Law Enforcement Complex, 12501 Montana, is also maintained by the Communications Department. The Communications Department maintains other smaller key systems at locations from Vinton to Fabens. The Communications Department switchboard operator/clerical assistant also provides general information to the public and billing to County departments for local and long distance telecommunications service. All of the responsibilities mentioned are handled by a staff of five County employees. The Communications Department is on call for the County Jail and the Jail Annex.

## GOAL AND OBJECTIVES

- Goal 1:** To continuously improve the telecommunications and information service in order to allow County government to conduct its business in the most efficient and cost effective manner.
- Objective 1:** To improve call handling, by having calls routed quickly and accordingly.
- Objective 2:** To maintain customer service quality.
- Objective 3:** To complete all work orders.

## FISCAL YEAR 2003 ACCOMPLISHMENTS

- Provided connections for voice and data services to temporary location for the First Earned Income Credit Tax Preparations.
- Provided 20 lines for the El Paso County sponsored telethon for Children Health Insurance Program (CHIPS) registration.
- Implemented a new voicemail system to Call Pilot Desktop Messaging.

<b>FINANCIAL TRENDS</b>				
	2002	2003	2004	Percentage
Character	Actuals	Budget	Budget	Change in Budget
Personnel	\$214,739	\$230,729	\$229,633	-0.48%
Operating	33,806	36,879	25,151	-31.80%
Capital				
	<u>\$248,545</u>	<u>\$267,608</u>	<u>\$254,784</u>	-4.79%



# COMMUNICATIONS CENTER

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
Telephone main switch	1,527	1,820	1,820
Trunks on main switch	115	115	115
Telephones in jail annex	220	197	197
Trunks on annex switch	24	24	24
Automated attendants	18	29	29
<b>Service/repair requests:</b>			
Requests new hardware install	N/A	111	114
Requests hardware replacement	N/A	81	83
Service change requests	N/A	806	830
Requests temp service	N/A	56	58
Reports requested true system	N/A	474	488
Total Service requests	N/A	1,528	1,574
<b>Misc. services</b>			
Ionex service	N/A	41	42
<b>Miscellaneous Services:</b>			
Resetting passwords	N/A	902	929
No. of calls handled	N/A	151,032	155,563
<b>Efficiency indicators</b>			
<b>No. service/repairs requests:</b>			
per FTE/day (1 FTE)	N/A	6	6
No. of calls handled/FTE/day	N/A	290	299
No. of calls handled/day	N/A	581	598
Percent of service requests completed	N/A	100%	100%

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	5	5	5
Part-time employees			
Totals	5	5	5

## AUTHORIZED POSITIONS DETAIL

Communication Technician II	1	Administrative Assist. I	1
Communications Manager	1	Switch Oper/Clerical Asst.	1
Communications Director	1		

See Personnel Changes for this department in Appendix A.

During budget hearings, Commissioners Court approved the re-titling of one Senior Clerk to Administrative Assistant I with a corresponding decrease in their maintenance and repair account for no overall increase in their budget. During the fiscal year, Commissioners Court also approved the re-titling of one Communications Technician II, to Communications Manager as approved by Civil Service, based on a newly created job description on April 1<sup>st</sup>, 2003 with no financial impact on the budget.

# **COMMUNITY SERVICES**

---

## **MISSION STATEMENT**

To provide a safe and healthy quality of life that enables people to thrive and reach their potential through the efficient and effective use of County Community and Social Service Programs.

## **DEPARTMENT DESCRIPTION AND RESPONSIBILITIES**

Family and Community Services is comprised of the Child Welfare Board, County Law Library, County Community Centers, General Assistance, Nutrition, Library and Veterans Services. These programs provide a range of services that support, nurture and enlighten people in our County and promote a safe and healthy quality of life. Family and Community Services monitors contract compliance for community service programs with external organizations and serves as the Commissioners Court point of contact for an array of health and human services issues within the community.

## **GOALS AND OBJECTIVES**

- Goal 1:** To provide high quality social and community services.
- Goal 2:** To meet all contractual obligations with third party funding sources.
- Goal 3:** To maximize its human resources by on-going training of all personnel.
- Goal 4:** To support programs in the development of strategic partnerships with community organizations that extend County resources and promote County programs and services.
- Objective 1:** To provide timely review of eligibility and/or applications for service.
- Objective 2:** To provide available resources to support, nurture and inform people in our County.
- Objective 3:** To process all contracts through Commissioners Court in a timely manner with all appropriate legal and fiscal review.
- Objective 4:** To maximize available resources through efficient contract management.
- Objective 5:** To ensure compliance with all local, state, federal policies, and procedures.
- Objective 6:** To promote participation in all available internal training opportunities with a focus on using technological resources.
- Objective 7:** To coordinate with social services agencies serving seniors in developing a strategic plan for long-term care services.
- Objective 8:** To work with agencies that serve the children of El Paso County to promote an integrated system of care for children with serious emotional disturbances.
- Objective 9:** To work with social service agencies to ensure an understanding of available County services.

## **FISCAL YEAR 2003 ACCOMPLISHMENTS**

- The City-County Program partnered with the City of El Paso, The El Paso Community Mental Health and Mental Retardation Center and Bienivivir Services to screen homebound meal participants at risk for the onset of a mental illness through project focus, a federally funded program. This program provides the community the opportunity to increase services to a particularly vulnerable population.



# COMMUNITY SERVICES

## FISCAL YEAR 2003 ACCOMPLISHMENTS, CONT'D

- The City-County Nutrition Program staff was pleased to participate in numerous Successful Aging through Long Term Strategies Alliance (SALSA) sponsored professional training events. This helps increase the level of professionalism and help staff continue to promote successful aging strategies.

### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage
				Change in Budget
Personnel		\$137,558	\$192,889	40.22%
Operating		\$7,700	8,953	16.27%
Capital				
		<u>\$145,258</u>	<u>\$201,842</u>	38.95%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Estimated	2004 Projected
<b>Outputs</b>			
No. of congregate meals served	304,623	287,127	295,741
No. of home delivered meals	201,425	254,132	261,756
No. of families helped			
with Earned Income Credit returns	N/A	5,100	5,253
No. of Earned Income Credit elect-filings	N/A	3,400	3,502
<b>Effectiveness Indicators</b>			
No. of families reached			
National Family Week	N/A	3,000	3,090
No. of strategic partnerships	N/A	20	21

### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees		1	3
Part-time employees			
Totals		<u>1</u>	<u>3</u>

### AUTHORIZED POSITIONS DETAIL

Dir of Family & Comm. Services	1	Strong Families/Future Coord	1
Project Specialist	1		

See Personnel Changes for this department in Appendix A.

During the fiscal year, Commissioners Court approved transferring the Economic Development Coordinator and the Project Specialist from the Planning and Development Department to support the Strong Family/Strong Future Initiative for the Court. The Economic Development Coordinator title was changed in support of this function to the Strong Families/Strong Future Coordinator, with no impact to the budget.

# **COUNTY AUDITOR**

---

## **MISSION STATEMENT**

To provide timely, accurate, and meaningful financial information on the fiscal affairs of County Government, provide ancillary support to the Commissioners Court, officials, department heads, and the public with the highest level of professionalism and integrity with emphasis on financial accountability for the use of public funds while fulfilling statutory authority and responsibilities conferred on the County Auditor.

## **DEPARTMENT DESCRIPTION AND RESPONSIBILITIES**

The County Auditor is the Chief Financial Officer of the County and is appointed for a two-year term by the fifteen State District Judges in El Paso County. The County Auditor answers to the Council of Judges that is comprised of fifteen State District Judges, seven County Court at Law Judges and a Probate Judge. Duties of the County Auditor include prescribing the accounting and payroll systems, financial management and reporting, budgeting, accounts payable, financial accounting, cash management, treasury functions, payroll, internal auditing, and the safeguarding of assets of El Paso County. The Auditor oversees all receipts and disbursements of the County and ensures that payments are made in strict compliance with budget limits. As Budget Officer for the County of El Paso, the Auditor estimates all revenues and prepares the annual operating budget. The Auditor also monitors all financial activities for compliance with County policies, as well as Federal and State laws and regulations.

## **GOALS AND OBJECTIVES**

- Goal 1:** To provide timely and accurate financial data, maintain and upgrade financial software and implement procedural changes that will result in greater efficiency in operations.
- Goal 2:** To continue to improve the County's financial position and continue to develop long range plans.
- Goal 3:** To further enhance staff abilities by continuing education and training
- Goal 4:** To continue to develop the department website to be a more comprehensive resource to the Citizens and employees of the County.
- Objective 1:** To assist with the development of the budget, continually monitor revenues and expenditure trends and work with various County offices in the development of various financial plans.
- Objective 2:** To maintain a professional staff and provide quality professional training that will result in enhancing efficiencies and overall quality of service to the public and County department.
- Objective 3:** To further develop audit programs that are designed to safeguard the assets of the County and further strengthen internal controls.
- Objective 4:** To minimize idle cash on hand to produce accurate, timely and meaningful financial reports on the results of operations of the County.
- Objective 5:** To make every effort to produce accurate, timely and meaningful financial reports on the results of operations of the County.
- Objective 6:** To review procedures on a regular basis in an effort to identify opportunities to automate payment and receipting processing.



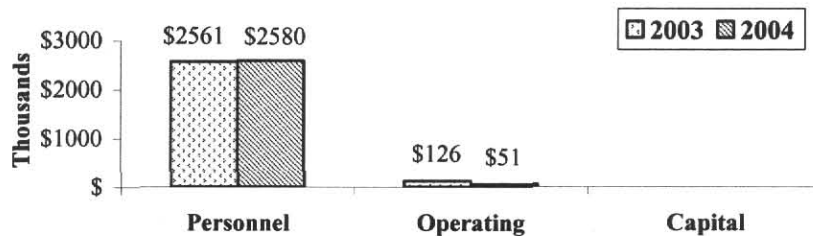
# COUNTY AUDITOR

## FISCAL YEAR 2003 ACCOMPLISHMENTS

- Financial monthly reports are now available through the intranet reducing the number of copies from 40 per month to three.
- Faxes are now sent via e-mail system to save on paper and streamline operations.
- Manual check process automated using EXCEL, so check is automatically generated.
- New Travel Reimbursement form available on County Web Site.

FINANCIAL TRENDS				
Category	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel	\$2,427,174	\$2,561,437	\$2,579,570	0.71%
Operating	135,694	125,694	50,700	-59.66%
Capital				
	<u>\$2,562,868</u>	<u>\$2,687,131</u>	<u>\$2,630,270</u>	-2.12%

### 2003 and 2004 Budgets



WORK PROGRAM TRENDS			
Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
Number of Payroll Transactions			
Checks Issued	21,713	6,258	6,446
Direct Deposit Advices	41,321	65,600	67,568
Accounts Payable Transactions			
Checks Issued	35,583	36,811	38,000
Financial Reports Issued			
Interim Monthly Reports	12	12	12
Quarterly Reports	4	4	4
Annual Reports	3	3	3
Budget Changes	30	27	27

# COUNTY AUDITOR

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
Training:			
Auditor Staff Development	39	18	5
Audits Conducted	276	425	438
Document Lines Scanned	131,134	149,521	154,007
Grants administered	169	174	179
<b>Effectiveness Indicator</b>			
Financial Position:			
Fund Balance Goal Achieved (5-15%)	17.16%	14.40%	11.28%

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	50	51	51
Part-time employees	3	1	1
<b>Totals</b>	<b>53</b>	<b>52</b>	<b>52</b>

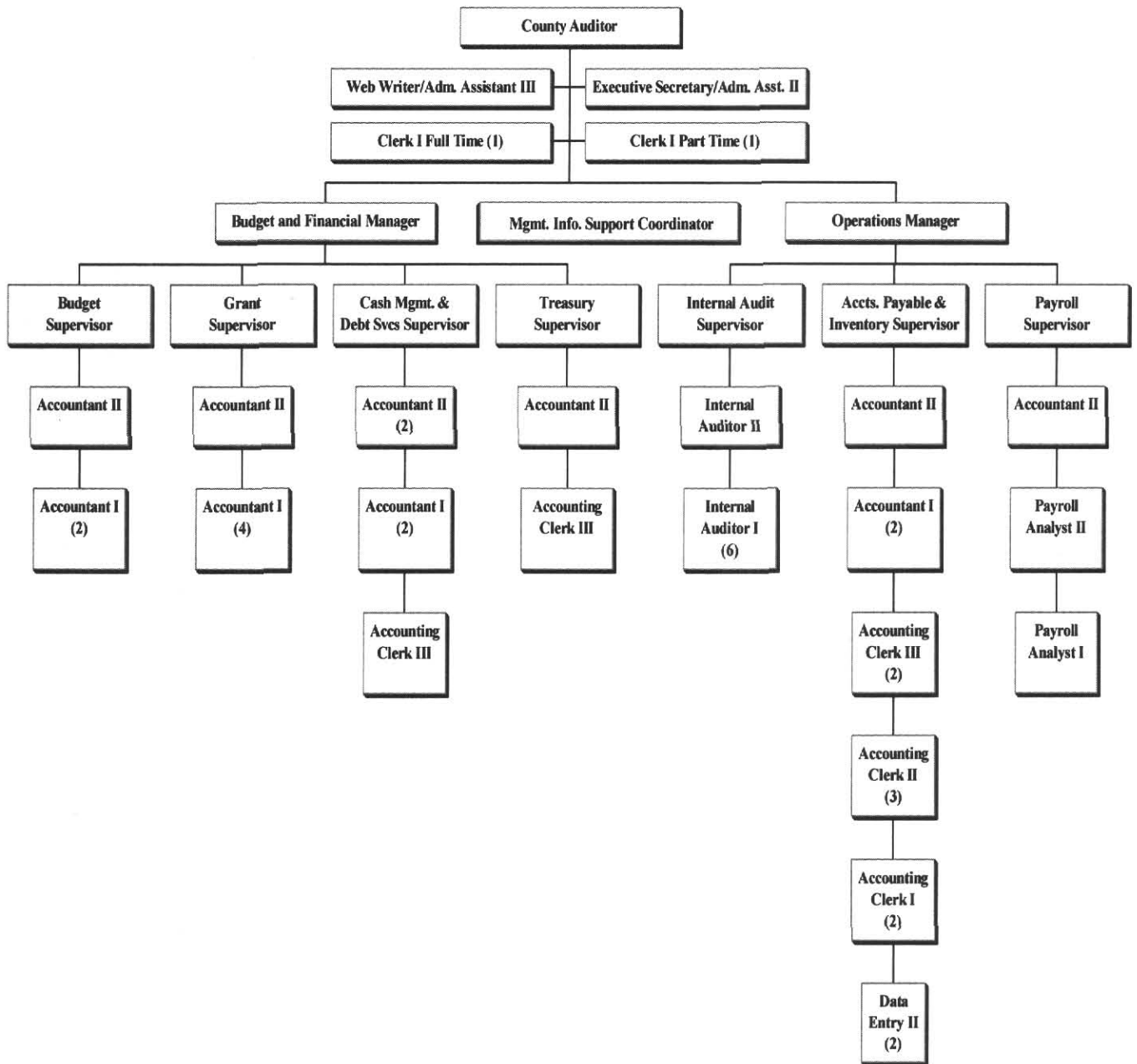
## AUTHORIZED POSITIONS DETAIL

Accountant I	10	Data Entry Clerk II	2
Accountant II	6	Exec. Secretary/ Adm. Assistant II	1
Accounting Clerk I	2	Grant Supervisor	1
Accounting Clerk II	3	Internal Audit Supervisor	1
Accounting Clerk III	4	Internal Auditor I	6
A/P and Inventory Supervisor	1	Internal Auditor II	1
Adm. Assistant III-Web Writer	1	Mgmt. Info/Support Coordinator	1
Budget and Financial Manager	1	Operations Manager	1
Budget Supervisor	1	Payroll Accountant II	1
Cash Management and Debt Service Supervisor	1	Payroll Analyst I	1
Clerk I Part-time	1	Payroll Analyst II	1
Clerk I	1	Payroll Supervisor	1
County Auditor	1	Treasury Supervisor	1



# COUNTY AUDITOR

## DEPARTMENTAL ORGANIZATION



# **COUNTY CLERK**

---

## **MISSION STATEMENT**

To record, safeguard and retrieve documents in our custody in an organized, accurate and reliable manner, so that we can provide satisfactory services to the public and various agencies.

## **DEPARTMENT DESCRIPTION AND RESPONSIBILITIES**

The Office of the County Clerk is the official repository for documents that pertain to:

1. The meetings and business of Commissioners Court;
2. Ownership of property within the County (deed records);
3. Proceedings, dispositions and collections of monies relevant to cases in the County Courts at Law;
4. Vital statistics, e.g., preparing formal and informal marriage applications and issuing licenses, the recording of birth /death certificates/marriage licenses, and the issuing of certified copies of the same;
5. The Probate Clerk of the County including the filing of will probate, guardianships, small estates, mental health, will files for safekeeping, trust/custodial accounts, registry court funds and civil cash bonds;
6. Business ownership within the County (assumed names).

The County Clerk's office is responsible for filing documents, indexing them for retrieval, transcribing and editing the contents, and safeguarding the information for use by those authorized in the general public and other County departments and agencies.

## **GOALS AND OBJECTIVES**

- Goal 1:** To reduce the processing for customer requests, and reduce long lines and customer waiting time.
- Goal 2:** To reduce the processing time a document spends from its initial filing, through processing to its permanently being filed in the court jacket.
- Goal 3:** To reduce the time necessary to file, record (film, scan, edit) and mail documents to customers based on the number of documents filed and staff availability.
- Goal 4:** To reduce the processing time of a County Court at Law case jacket and documents from initial filing to case closure. To improve service and reduce waiting time for the public and agencies in processing of disposition requests (NCIS, handgun requests, background checks for INS, DPS, law enforcement and other law and legal agencies).
- Goal 5:** To improve financial management through long and short term investment strategies.
- Objective 1:** To reduce processing time for customer requests through the innovative use of technology and software development time.
- Objective 2:** To reduce time necessary to file, record and mail documents through department re-organization and efficiently mailing of documents after the imaging process is complete.
- Objective 3:** To reduce time to process a County Court at Law case jacket by introducing scanning and bar coding of documents and jackets.
- Objective 4:** To improve funds management by integrating more financial institutions and diverse investment strategies into the clerk's investment plans and policies.



# COUNTY CLERK

## FINANCIAL TRENDS

Category	2002	2003	2004	Percentage
	Actuals	Budget	Budget	Change in Budget
Personnel	\$1,314,569	\$1,386,520	\$1,394,724	0.59%
Operating	71,571	78,335	67,013	-14.45%
Capital				
	<u>\$1,386,140</u>	<u>\$1,464,855</u>	<u>\$1,461,737</u>	-0.21%

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Vitals:</b>			
Birth certificates copies	54,249	52,964	54,553
Birth state copies	1,330	1,277	1,315
Death certificates	6,474	6,544	6,740
Death certificates 2nd copy	23,361	25,543	26,309
Marriage license	6,646	6,597	6,795
Marriage license copies	7,813	8,294	8,543
Revenue/vitals	\$795,383	\$1,031,032	\$1,061,963
<b>Misc. documents:</b>			
Beer & wine	189	155	160
Assumed names	7,534	7,799	8,033
Cattle branding	36	33	34
Commissioners Court copies	11	25	26
Sewage	306	375	386
Misc. documents	N/A	79,912	82,309
Revenue/misc. documents	\$142,462	\$406,009	\$418,189
<b>Court documents:</b>			
Civil cases	953	4,437	4,570
Criminal cases	19,866	25,933	26,711
Court document revenue	N/A	\$547,651	\$564,081
<b>Other:</b>			
No. of deed records	104,185	119,390	122,972
No. of probate	2,342	2,257	2,325
<b>Efficiency Indicators</b>			
No. of vital documents/FTE	11,097	11,246	11,583
No. of misc. documents/FTE	1,468	16,054	16,536
No. of cases handled per FTE	2,602	2,169	2,234
No. of documents/FTE Probate	468	451	465
No. of documents/FTE Deed	13,891	15,919	16,396
<b>Vitals:</b>			
Cost per document/vital	N/A	\$2.24	\$2.31
<b>Misc documents:</b>			
Cost per document/misc.	N/A	\$1.46	\$1.42

Continued on next page.

# COUNTY CLERK

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Efficiency Indicators</b>			
<b>Court documents:</b>			
Cost per court document	N/A	\$10.67	\$10.50
<b>Other:</b>			
Cost per deed record	N/A	\$1.38	\$1.35
Cost per probate record	N/A	\$48.17	\$48.00
Overall cost per document	N/A	\$4.29	\$4.00

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	37	40	40
Part-time employees	8	5	5
<b>Totals</b>	<b>45</b>	<b>45</b>	<b>45</b>

## AUTHORIZED POSITION DETAIL

Accounting Clerk I	1	Clerk III - Part time	5
Accounting Supervisor	1	Office Adm. Support/Mgr.	1
Adm. Asst/Comms Crt Recorder	1	Receptionist	1
Chief Deputy	1	Senior Clerk II	8
County Clerk	1	Sr. Deputy Clerk/Assistant	1
Court Clerk	10	Commissioners Court Recorder	
Clerk III	9	Supervisor	5



# COUNTY CLERK CRIMINAL FEE COLLECTIONS

## MISSION STATEMENT

To maximize the collection of court costs, and fines assessed by the El Paso County efficiently and professionally.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The County Clerk's Collection Department is responsible for collecting court costs, fines, and other applicable fees for six county courts, ten district courts, and four justice of the peace courts. The department arranges a payment plan for those who are unable to pay in full at the time of the conviction. The County Clerk Collection Department also works in conjunction with the judicial branch of the county government as well as law enforcement entities in order to satisfy judgments.

## GOALS AND OBJECTIVE

- Goal 1:** To increase the revenue for all the Courts.
- Goal 2:** To assist the Justice Courts as requested.
- Goal 3:** To successfully meet the requirements of the District Courts.

**Objective 1:** To collect all monies due to the County of El Paso on referred cases in a professional, efficient, and timely manner.

## FISCAL YEAR 2003 ACCOMPLISHMENTS

- Department played a vital role in the implementation of the JP/Constable Warrant/Collection Pilot Project in April 2003.
- Implementation of the Felony Collections Program in August 2003.

<b>FINANCIAL TRENDS</b>				
	2002	2003	2004	Percentage Change
Category	Actuals	Budget	Budget	in Budget
Personnel	\$242,293	\$308,023	\$439,363	42.64%
Operating	14,151	27,176	18,545	-31.76%
Capital				
	<u>\$256,444</u>	<u>\$335,199</u>	<u>\$457,908</u>	36.61%

<b>WORK PROGRAM TRENDS</b>				
Department Activity	2002	2003	2004	
Outputs	Actuals	Actuals	Projected	
Total dollars assessed	\$3,373,379	\$3,841,951	\$3,957,210	
Total dollars collected	\$2,564,080	\$3,135,151	\$3,229,205	
Felony Collection Program*				
Amount assessed	N/A	\$213,155	219,550	
Amount collected	N/A	\$78,524	80,879	

Cont. on next page.

# COUNTY CLERK CRIMINAL FEE COLLECTIONS

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Efficiency Indicators</b>			
Overall amount collected per dollar spent/budgeted	\$10.36	\$9.59	\$9.87
Total collected per FTE	\$284,898	\$285,014	\$293,564
Total Collected per FTE (felony program)*	N/A	\$26,175	\$26,960
<b>Effectiveness Indicators</b>			
Collection rate(overall)	76%	82%	82%
Collection rate(felony)*	N/A	37%	60%

\*Program implemented in August 2003

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2003
Full-time employees	9	9	14
Part-time employees			
Totals	9	9	14

## AUTHORIZED POSITION DETAIL

Clerk III	2	Senior Clerk II	2
Collections Clerk	8	Supervisor	1
Collections Manager	1		

See Personnel Changes for this department in Appendix A.

During budget hearings, the Commissioners Court approved a new Sr. Clerk II, Clerk III and Collection Clerk in support of a new Felony Collection Program effective August 4<sup>th</sup>, 2003 and two Collection Clerks in support of the new Warrant Pilot Program effective April 1<sup>st</sup>, 2003, to enhance revenues for the County.



# **COUNTY JUDGE**

---

## **MISSION STATEMENT**

To promote Strong Families, Strong Future (SFSF) through efficient administration of County government.

## **DEPARTMENT DESCRIPTION AND RESPONSIBILITIES**

The County Judge is the chief executive officer of the County as outlined in the Texas Constitution Art. V, Sec. 18 and Art. V, Sec. 15. The County Judge and the four County Commissioners comprise the Commissioner's Court, which is the County's executive body. The County Judge presides at all meetings of the Commissioner's Court and represents the County, both ceremonially and contractually. Statutory charges of the County Judge include elections, finance, and sureties, court operations, mental health, special districts and general administration.

## **GOALS AND OBJECTIVES**

- Goal 1:** To lead the Commissioners Court in funding and supporting the operation of the various programs and initiative designed to advance family self-sufficiency.
- Goal 2:** To communicate effectively with law enforcement entities of the County to facilitate prompt solutions to problems requiring action by the County Judge's office or the Commissioners' Court.
- Goal 3:** To provide effective leadership in the community and to collaborate with and assist those involved in the educational enterprise whenever the leadership role of the judge or supportive action by the County may be warranted.
- Goal 4:** To support R.E. Thomason Hospital District and the City-County Health District through vision, leadership, and policy.
- Goal 5:** To encourage development of workforce development through training and increasing professionalism among County employees, promote public policy to encourage workforce development, and collaborate with other governmental and private sector groups to attract jobs and prepare workers for better jobs.
- Goal 5:** To encourage the development and financing of affordable housing through public policy decisions, community leadership, and operation of the County Housing Authority.
- Goal 6:** To lead the Commissioners Court in funding and supporting the operations of the various programs and initiatives designed to advance family self-sufficiency.
- Objective 1:** To increase participation to affect legislation.
- Objective 2:** To increase percentage of families living above poverty rate.
- Objective 3:** To increase percentage of families with health insurance.
- Objective 4:** Maintain regular contact with law enforcement leaders.
- Objective 5:** Participate regularly and significantly in the El Paso Educational Collaborative and career days.
- Objective 6:** Maintain regular contact with educational leaders.
- Objective 8:** Participate in the Workforce Development Advisory Board of the Chamber of Commerce.
- Objective 9:** Maintain oversight and monitoring of Project Arriba.
- Objective 10:** Begin comprehensive training program for all County employees.

# COUNTY JUDGE

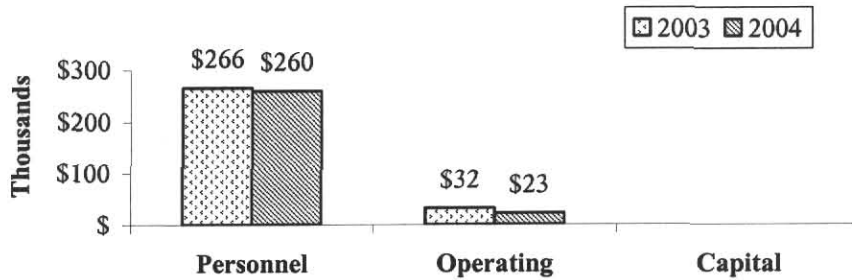
## GOALS AND OBJECTIVES, CONT'D

- Objective 11:** Convene workshop of all entities interested in affordable housing outside the city limits.
- Objective 12:** Develop specific objectives for County Housing Authority.
- Objective 13:** Complete preliminary plan and secure funding for Children and Family agenda.
- Objective 14:** Secure funding, obtain operator, and establish community databank for children and family service information and data.
- Objective 15:** Encourage the work of the County's Parks and Recreation Department.
- Objective 16:** Increase collaboration and grants through County programs in colonias.
- Objective 17:** Finalize the re-organization process.

### FINANCIAL TRENDS

Category	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel	\$325,600	\$265,947	\$260,095	-2.20%
Operating	33,029	32,383	22,741	-29.77%
Capital				
	\$358,629	\$298,330	\$282,836	-5.19%

**2002 and 2003 Budgets**



### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
	Not Available		



# COUNTY JUDGE

---

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	5	4	4
Part-time employees			
Totals	5	4	4

## AUTHORIZED POSITIONS DETAIL

County Judge	1	Executive Assistant	1
Deputy Chief Administrator	1	Admin. Assistant II	1

See Personnel Changes for this department in Appendix A.

During budget hearings on May 13, 2003, Commissioners Court approved the re-titling of one Executive Assistant to Administrative Assistant II in compliance with a court ordered three percent current year budget reduction.

# COUNTY SOLID WASTE DISPOSAL

## MISSION STATEMENT

To provide safe collection stations for the disposal of household trash for residents of the County who do not have home pick-up service.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Solid Waste Disposal division of the Road & Bridge Department is responsible for operating solid waste collection stations in Fabens and the northwest part of the County. The collection stations provide sites where the residents of the County can dispose of household solid waste, tree limbs and tires. The collected waste is then transported by the County to a designated landfill for proper disposal. This service is provided in order to discourage illegal dumping in the desert.

## GOAL AND OBJECTIVES

**Goal:** To provide safe and properly maintained trash collection stations to support the needs of the citizens of El Paso County.

**Objectives:** To seek alternative operating routes, such as outsourcing through contracted services.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel	\$163,132	\$160,683	\$161,136	0.28%
Operating	381,146	420,325	402,925	-4.14%
Capital				
	<u>\$544,278</u>	<u>\$581,008</u>	<u>\$564,061</u>	-2.92%

### WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
	Actuals	Estimated	Projected
		Not Available	

### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	6	6	6
Part-time employees			
Totals	<u>6</u>	<u>6</u>	<u>6</u>

### AUTHORIZED POSITIONS DETAIL

Truck Driver II RD & BDGE	1	Utility Worker I	4
Truck Driver III RD & BDGE	1		



# DISTRICT CLERK

## MISSION STATEMENT

The District Clerk's Office is the center of judicial activity in El Paso County. The office serves as registrar, recorder, and custodian of all court pleadings, instruments and papers that are part of any cause of action in the District, County, Impact Courts, Court Masters and Jail Magistrate. The office generates revenue for the County through the collections of filing fees, funds held in litigations, bonds, and money awarded to minors. We have always strived to deliver the very best service to Courts and to the public. When faced with innate limitations, all employees of this office attempt to overcome the obstacles and perform beyond the sum of their parts. This office will continue to modernize and automate our operations. We will remain faithful to the letter of the law as the state provides. We will remain loyal to the citizens of El Paso to perform the very best service we are capable of.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

We are responsible for coordinating the notification, swearing and impaneling of jurors, securing court records, maintaining court dockets, and collecting various fees. There are eight (8) sections in this office: Accounting, Adoption, Appeals, Attorney General, Civil, Criminal, Family Jury, and Records Management. As a team we provide service to the District Courts, County Courts, Visiting Judges and the Jail Magistrate. To keep the judicial systems operating in an efficient, productive and concise manner, we have formed working relationships with the Sheriff's Office, District Attorney, County Attorney, Adult Probation, and the Attorney General Offices.

## GOALS AND OBJECTIVE

**Goal 1:** To serve the judiciary and the citizens of El Paso County in an efficient manner.

**Objective 1:** To properly staff, upgrade, and maintain the office, in order to increase service to the judicial system.

<b>FINANCIAL TRENDS</b>				
	2002	2003	2004	Percentage Change in Budget
Character	Actuals	Budget	Budget	
Personnel	\$2,030,473	\$2,072,192	\$2,249,508	8.56%
Operations	806,584	867,899	755,999	-12.89%
Capital				
	<u>\$2,837,057</u>	<u>\$2,940,091</u>	<u>\$3,005,507</u>	2.22%

<b>WORK PROGRAM TRENDS</b>			
Department Activity	2002 Actuals	2003 Actuals	2004 Projected
		Not Available	

<b>STAFFING TRENDS</b>			
Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	65	66	72
Part-time employees	3	4	4
Totals	<u>68</u>	<u>70</u>	<u>76</u>

# DISTRICT CLERK

---

## AUTHORIZED POSITION DETAIL

Accountant I	1	Computer System Supp. Analyst	1
Accounting Clerk I	2	Court Clerk	22
Accounting Manager	1	Data Entry	1
Administrative Assistant II	1	District Clerk	1
Assistant Jury Coordinator	1	Expungement Clerk	1
Asst. Supervisor (Counter Clerks)	1	Grand Jury Coordinator	1
Chief Deputy	1	Jury Coordinator	1
Clerk I	6	Office Amin/Support Manager	1
Clerk, Part time	2	Receptionist	1
Clerk IV	18	Senior Clerk II	1
Clerk IV Part - time	2	Supervisor	9

See Personnel Changes for this department in Appendix A.

During budget hearings, the Commissioners Court approved two Clerk IV's, two Court Clerks, and an Accounting Clerk I in support of a new Child Support Revenue Enhancement Program. In addition, the reinstatement of a Supervisor position occurred during the fiscal year, as approved by Civil Service. The re-organizations above are a result of the new District Clerk's analysis of operations of the office, to match responsibilities of these individuals based on new job descriptions. For a detailed description of the re-organization and positions affected please refer to Appendix A.



# **DOMESTIC RELATIONS OFFICE**

---

## **MISSION STATEMENT**

To efficiently and effectively assure compliance with the orders of the Courts in regard to family law matters. To help families resolve conflicts without additional burden on the taxpayer. To improve access to justice for all families in El Paso.

## **DEPARTMENT DESCRIPTION AND RESPONSIBILITIES**

On June 13, 2000, Commissioners Court unanimously voted to establish and fund a Domestic Relations Office (DRO). The El Paso County Domestic Relations Office is comprised of three divisions: (a) the Child Support Payments Division, responsible for receiving, recording and disbursing payments to the custodial parent in accordance with El Paso County child support orders and in coordination with the State Disbursement Unit. (b) The Family Court Services Division which conducts court ordered social study investigations, provides counseling for persons to assure compliance with child support and visitation orders, and provides assistance to the Courts and families on resolving disputes involving children. (c) The Enforcement Division provides legal enforcement of orders regarding child support, medical support and visitation. The DRO coordinates our new Family Law Information Center, which is a pilot program made possible through a grant from the Texas Bar Association. This department also provides mediation and other alternative dispute resolution procedures in family law cases.

## **GOALS AND OBJECTIVES**

- Goal 1:** To provide exemplary customer service to obligors, obligees and employees.
- Goal 2:** To provide accurate and timely monitoring of child support activity in order to prevent arrearages from becoming unmanageable and to enforce other orders upon application or as Friend of the Court.
- Goal 3:** To provide immediate assistance to the Court in helping to resolve disputes in family law cases.
- Objective 1:** To quickly and accurately process and disburse payments as set forth in the court order.
- Objective 2:** To resolve as many cases as possible without court hearings.
- Objective 3:** To resolve the maximum proportion of cases involving children without adversarial proceedings.

## **FISCAL YEAR 2003 ACCOMPLISHMENTS**

- Development of a public service announcement to be aired in television stations in English and Spanish.
- Domestic Relations Office staff continue to provide presentations in the community including regular training of the El Paso Police Department officers regarding visitation disputes.
- Developed partnerships with other community resources in order to provide better services to families.
- Implementation of new fees for services were approved bringing more revenue to offset some of the costs of running the program.

# DOMESTIC RELATIONS OFFICE

## FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel	\$893,447	\$991,889	\$995,697	0.38%
Operating	46,183	45,135	27,937	-38.10%
Capital				
	<u>\$939,630</u>	<u>\$1,037,024</u>	<u>\$1,023,634</u>	-1.29%

## WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
	Actuals	Estimated	Projected
No. of applications denied	N/A	148	152
Applications accepted	N/A	176	181
No. of cases referred to enforcement	N/A	138	142
No. of cases monitored	N/A	888	915
No. of cases on probation	N/A	868	894
No. of court cases handled	N/A	1,154	1189
Dollar amount in support payments collected*	\$2,429,811	\$1,755,990	\$1,808,670
DRO fee revenue*	\$268,748	\$301,943	\$311,001
<b>Effectiveness Indicators</b>			
Collection of payments to children inc/dec.	-19%	-28%	3%
Increase/decrease in revenue	119%	12%	3%

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	20	23	23
Part-time employees		1	1
Totals	<u>20</u>	<u>24</u>	<u>24</u>

## AUTHORIZED POSITIONS DETAIL

Accounting Clerk III, Part time	1	Senior Clerk II	1
Chief Family Crt Svcs	1	Paralegal II	2
Child Support Division Chief	1	Probation Officer II	2
Clerk/Cashier	7	Receptionist	1
Executive Director	1	Social Worker	3
Executive Secretary	1	Senior Trial Attorney	1
Office Admin./Support Mgr.	1	Trial Attorney	1



# ELECTIONS

## MISSION STATEMENT

To serve the public by administering a timely, accurate, and honest election process and promote voter participation.

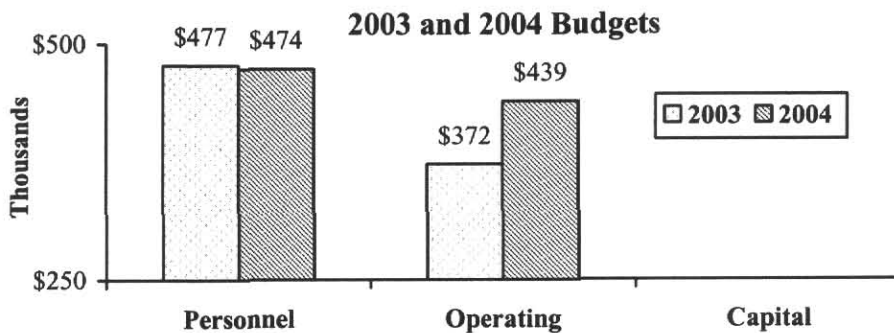
## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The main responsibility is to register people to vote and to conduct elections for all but one (Tornillo, ISD) entity in the County of El Paso. The Elections Department furnishes maps, labels and list of registered voters to the candidates and to elected officials. A voter history of each voter is also kept in the computer.

## GOALS AND OBJECTIVES

- Goal 1:** To provide high quality service to voters.
- Goal 2:** To ensure timely, accurate and honest elections.
- Objective 1:** To provide well trained and law knowledgeable clerks to serve the voters.
- Objective 2:** To provide county-wide touch systems on election day.

FINANCIAL TRENDS				
Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel	\$439,773	\$477,478	\$473,555	-0.82%
Operating	266,719	372,359	439,361	17.99%
Capital	\$706,492	\$849,837	\$912,916	7.42%



# ELECTIONS

## WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
	Actuals	Actuals	Projected
<b>Outputs</b>			
No. of training hours for staff	N/A	120	124
No. of Public Service Announcements	N/A	10	10
No. of newspaper advertisements	N/A	5	5
No. of certificates mailed	N/A	34,355	35,386
No. of certificates returned	N/A	1,052	800
No. of address changes processed	N/A	15,662	16,132
No. of web site hits	N/A	N/A	15,000
<b>Efficiency Indicators</b>			
Percent of returned after mailing out (bad address)	N/A	3%	2%

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	10	12	12
Part-time employees			
Totals	10	12	12

## AUTHORIZED POSITIONS DETAIL

Administrative Assistant III	1	Elections Administrator	1
Assistant Election Administrator	1	Senior Clerk I	1
Clerk II	2	Senior Clerk II	1
Computer Systems Support Analyst	1	Voting Equipment Tech. I	1
Drafter II	1	Voting Equipment Tech. II	1
Graphics Planning Tech	1		



# **FACILITIES MANAGEMENT**

## **MISSION STATEMENT**

To provide a safe, clean, and comfortable environment for County employees and the public which use our facilities.

## **DEPARTMENT DESCRIPTION AND RESPONSIBILITIES**

The Facilities Management Department is responsible for the operation and maintenance of assigned County Facilities. The assigned facilities include the County Courthouse, Archives (MDR) Building, and Tax Office. The Department is responsible for providing maintenance and custodial services to the Office of the Medical Examiner, and leased space occupied by General Assistance. We provide maintenance services to Rushfair and Zaragosa Tax Offices, Canutillo and Fabens Nutrition Centers, and Sparks and Montana Vista Community Centers.

## **GOALS AND OBJECTIVES**

- Goal 1:** To maintain a clean environment for County employees and the public who visit our facilities.
- Goal 2:** To reduce the number of tenant cleaning complaints.
- Goal 3:** To process corrective maintenance/requests for service in a timely manner.
- Objective 1:** To train new employees in the proper use of all supplies and train them on procedures affecting their positions.
- Objective 2:** To continue performing preventive maintenance on all equipment in order to preserve and extend its useful life.
- Objective 3:** To process non-emergency work orders within 24 hours of receipt.

### **FINANCIAL TRENDS**

Category	2002 Actuals	2003 Budget	2004 Budget	Percentage
				Change in Budget
Personnel	\$976,824	\$1,033,990	\$1,042,729	0.85%
Operating	1,348,879	1,337,789	1,301,274	-2.73%
Capital				
	<u>\$2,325,703</u>	<u>\$2,371,779</u>	<u>\$2,344,003</u>	-1.17%

### **WORK PROGRAM TRENDS**

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
Primary facilities serviced	15	15	15
Gross square footage of facilities	1,050,196	1,050,196	1,050,196
No. of evening custodians	20	20	20
No. of mechanical work orders	2,317	2,701	2,622
<b>Efficiency Indicators</b>			
Avg no. of work orders/FTE	232	270	262
Gross sq footage/custodian	21,136	21,136	21,136
<b>Effectiveness Indicators</b>			
No. of complaints received	29	29	24

# FACILITIES MANAGEMENT

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	35	35	35
Part-time employees	1	1	1
<b>Totals</b>	<b>36</b>	<b>36</b>	<b>36</b>

## AUTHORIZED POSITIONS DETAIL

Administrative Assistant II	1	Electronics Specialist HVAC	1
Assistant Facilities Manager	1	Facilities Manager	1
Custodian Foreman	1	Maintenance Mechanic I	6
Custodian I	19	Maintenance Mechanic II	3
Custodian, Part time	1	Maintenance Supervisor	1
Custodian Supervisor	1		



# GENERAL AND ADMINISTRATIVE ACCOUNT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This index is used to account for expenditures that are not chargeable to any particular department but are a benefit to the County as a whole. These include legal contingencies, liability and property insurance, postage, Central Appraisal District expenses, and miscellaneous administrative expenses.

FINANCIAL TRENDS				
Category	2002	2003	2004	Percentage
	Actuals	Budget	Budget	Change in Budget
Personnel*	(\$3,781,735)	\$3,199,945	\$4,057,820	26.81%
Operating	4,015,604	4,775,919	6,688,820	40.05%
Capital		3,850	450,000	11588.31%
	<u>\$233,869</u>	<u>\$7,979,714</u>	<u>\$11,196,640</u>	40.31%

\*The reason for the large decrease in personnel expenses is for the prior year reversal of the adjustment for the accrual of estimated sick leave vested benefits for the Sheriff's Department.

WORK PROGRAM TRENDS			
Department Activity	2002	2003	2004
	Actuals	Actuals	Projected
		Not Applicable	

STAFFING TRENDS			
Authorized Positions	2002	Fiscal Year	2004
		2003	
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITIONS DETAIL	
	Not Applicable

# GRANT MATCHES

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Upon approval of the Commissioners Court, various grant contracts are approved with the stipulation that the County will provide matching funds. Funds of this nature are reflected here and are classified as transfer out.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel				
Operating	\$3,436,281	\$4,589,212	\$13,075,413	184.92%
Capital				
	<u>\$3,436,281</u>	<u>\$4,589,212</u>	<u>\$13,075,413</u>	184.92%

### WORK PROGRAM TRENDS

Department Activity	2002 Estimated	2003 Actuals	2004 Projected
Number of grants which county matching funds are budgeted separately from their related departments in general fund	28	44	43
Number of grants which county matching funds are budgeted under the department they relate to*	3	0	0
Total number of grants partially or fully funded from County funds	31	61	63
Percentage of grant match general fund	N/A	72%	68%
Other Match sources for all grants			
Match from interest income	N/A	1	0
Match from capital projects	N/A	1	0
Match from program income	N/A	4	4
Match from Ascarate Improvement Fund	N/A	7	7
External County matches	N/A	2	5
Road and Bridge Fund matches	N/A	2	2
Total number of active grants	N/A	256	282

\*Amounts for these matching funds are included in related departmental budgets.

### STAFFING TRENDS

Authorized Positions	2002	Fiscal Year 2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

### AUTHORIZED POSITIONS DETAIL

Not Applicable

# **HUMAN RESOURCES**

---

## **MISSION STATEMENT**

To act in partnership with County departments in recruiting and retaining a competitive, qualified, motivated and diverse workforce, to promote a safe and positive workforce.

## **DEPARTMENT DESCRIPTION AND RESPONSIBILITIES**

The team members of the Human Resources Department are responsible for conducting the business of the County in the areas of Employment, Civil Service, Risk Management, and Training and Benefits.

## **GOALS AND OBJECTIVES**

- Goal 1:** To provide the tools and the conduit for all County departments in recruiting and hiring qualified and diverse candidates.
- Goal 2:** To respond equitably to the needs of the departments and employees of those departments in promoting a positive work environment.
- Goal 3:** To provide employees with a competitive compensation package in return for meeting performance expectations.
- Goal 4:** To identify, and control the County's exposure to financial losses and protect its physical assets through the administration of comprehensive risk management program.
- Goal 5:** To provide a safe work environment for County employees by reducing the frequency and severity of work related accidents.
- Goal 6:** To ensure that the County is in compliance of all State and Federal health and safety regulations and to enforce the appropriate application of all rules and regulations.
- Goal 7:** To provide comprehensive training and organizational development in core areas to all employees.
- Goal 8:** To increase the supervisory skill level of managers and department heads.
- Goal 9:** To incorporate training courses into the performance-based measures to be utilized as a means of accountability for employee job functions.
- Goal 10:** To provide comprehensive support to the Commissioners, the Risk Pool Board and to all County employees.
- Objective 1:** To expedite the time to fill a position with the County by providing an accurate and accessible job listing, prompt processing of applications and producing accurate reports on the status of vacant positions.
- Objective 2:** To provide accurate testing, background checks, drug/alcohol screening and minimum job qualifications screening.
- Objective 3:** To conduct annual market analysis by reviewing the competitiveness of our pay package.
- Objective 4:** To conduct periodic safety inspections of all County departments and make recommendations to eliminate hazards and losses.
- Objective 5:** To conduct safety training to County employees and to create and implement an Accident Prevention Plan.



# HUMAN RESOURCES

## GOALS AND OBJECTIVES, CONT'D

- Objective 6:** To stay abreast of changes in regulatory compliance and review the County's written safety program.
- Objective 7:** To ensure that all employees receive training in the compliance area of their work environment. This training includes topics such as Sexual Harassment Prevention, Equal Employment Opportunity, hiring, selection and promotion procedures, non-discrimination, and others.
- Objective 8:** To educate department managers in techniques to minimize injuries to their employees.
- Objective 9:** To provide courses in relation to employee job description (i.e. computer-based training).
- Objective 10:** To manage the requests for agenda items from County departments, employees and other beneficiaries.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel	\$465,870	\$597,724	\$587,304	-1.74%
Operating	64,593	78,210	55,276	-29.32%
Capital	6,100			
	<u>\$536,563</u>	<u>\$675,934</u>	<u>\$642,580</u>	-4.93%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Employment &amp; Civil Service:</b>			
Positions posted	269	318	328
Applications received	8,000	8,584	8,842
Tests administered	980	1,412	1,454
Terminations	387	348	358
Promotions	151	166	171
Grievances filed civil service	N/A	14	14
Positions reclassified	1	34	35
New Positions	8	33	34
<b>Risk Management</b>			
Training presentations	8	10	10
Insurance claims managed	N/A	17	18
New reported claims	220	261	269
<b>Training section</b>			
Training presentations	25	44	45
Award/certificate presentations	N/A	463	477
Training participants	1,100	826	851
<b>Benefits section</b>			
Customer walk-ins	317	763	786
Customer calls assisted	553	1,412	1,454

# HUMAN RESOURCES

---

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	10	12	12
Part-time employees			
Totals	<u>10</u>	<u>12</u>	<u>12</u>

## AUTHORIZED POSITIONS DETAIL

Administrative Assistant	1	Employment Manager	1
Benefits Coordinator	1	Insurance Benefit Coord.	1
Civil Service Support Coordinator	1	Risk Manager	1
Clerk III	2	Secretary	1
Dir of Personnel and Risk Management	1	Training Manager	1
Workers Comp Claims Specialist	1		

# **INFORMATION TECHNOLOGY DEPARTMENT**

---

## **MISSION STATEMENT**

The mission of the Information Technology Department is to provide cost effective computer systems necessary to enable our customers to achieve their goals and to assist the County, City and other entities in effective management, administration, and delivery of a wide variety of quality services to the taxpayers of El Paso; to utilize the tools of technology to provide the widest possible access to computer systems; to understand our customers business processes so that we can anticipate and respond to the requests and the changing needs of our customers and to provide appropriate support in the use of these systems.

## **DEPARTMENT DESCRIPTION AND RESPONSIBILITIES**

This department is the information technology service of the County of El Paso. Other's using the services of ITD (i.e., City of El Paso, Federal, State, and Local entities) are charged on a contract basis. All ITD employees are employees of the County of El Paso. The ITD Data Center is located in Room 403 of the El Paso County Courthouse with some support personnel located in the Courthouse lower level. ITD employees are also located at Sheriff's Office, County Jail and Jail Annex. Staffing levels have decreased during the current fiscal year with IT System improvements and the completion of a change in computer infrastructure and user requirements.

## **GOALS AND OBJECTIVES**

- Goal 1:** To address the issues of information technology and implement new releases of software for the financial, human resource and justice systems.
- Goal 2:** To expand and dedicate significant support to the use of personal computers in the network environment.
- Goal 3:** To design and specialize a voice, data, and video communications system for the new County Jail annex.
- Goal 4:** Continue to upgrade JIMS to a relational database environment. This will result in significant improvements in data availability, system response and flexibility for change for the users of this system.
- Goal 5:** To maintain the County Web pages on the Internet and develop new pages for County departments.
- Objective 1:** Continue the technology Upgrade project that will install a new client-server based system for the County and replace ancient terminals with end-user workstations.
- Objective 2:** Support processing and programming for critical applications, including the accounting and budgetary systems, purchasing the tax systems, human resource systems, and the justice systems, traffic warrant tracking, vital statistics, and child support.
- Objective 3:** Continue managing the Law Enforcement Video Tele-Conferencing and Training Project, a leading edge technical project in the U.S.
- Objective 4:** Continue working with the State Criminal Justice Policy Council in the implementation of a statewide Electronic Arrest Reporting System and an Electronic Disposition Reporting System; continue working with the Sheriff, District Attorney, County Clerk, District Clerk, Court Administration, Adult Probation and Police Departments to improve the arresting, charging and booking of criminals. A live scan finger print system and a photo mugshot system are being installed to help provide positive identification of arrested individuals.



# INFORMATION TECHNOLOGY DEPARTMENT

## GOALS AND OBJECTIVES CONT'D

**Objective 5:** Work on the analysis, design, specifications and cost estimates for a County Courthouse fiber-based backbone for data and video, a Countywide intranet and internet access.

## FISCAL YEAR 2003 ACCOMPLISHMENTS

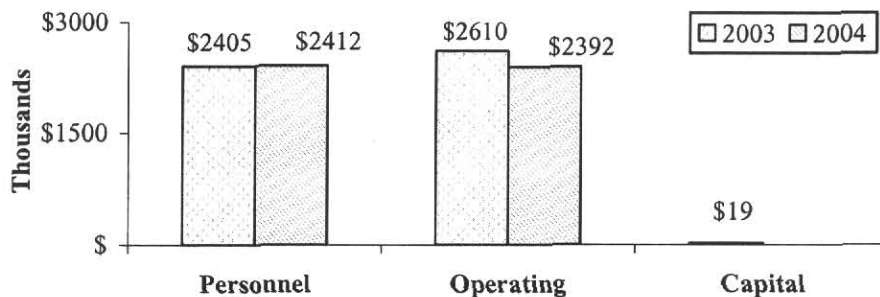
- Three communication lines were added and seven were up-graded to achieve faster line speed to retrieve data.
- Implementation of KRONOS Time and Attendance System for the entire County to speed up the payroll process and elimination of paper time sheets.
- Implementation of a fixed asset application to comply with GASB 34 and achieve better asset management.
- Installed a line for internet access at the County Library to be used by the public, as well as the installation of new personal computers to support wireless access.
- Installed process for a secure Justice Information Management System using the internet.
- Implemented Property Tax Payments, and License Plate Renewals via the internet to better serve the taxpayers.
- Installed an application to allow County employees to search documents on line eliminating the need to keep file cabinets for long periods of time.
- Installed wireless access points on each floor of the County Courthouse to provide about 90% coverage within the building.
- Increased the speed of the County's internet line utilizing fiber access. This will increase access from 1.5 mbps to 10 mbps with the ability to increase to 100 mbps as necessary.

<b>FINANCIAL TRENDS</b>
-------------------------

	2002	2003	2004	Percentage Change in Budget
Category	Actuals	Budget	Budget	
Personnel	\$2,361,642	\$2,404,888	\$2,411,738	0.28%
Operating	2,404,998	2,609,819	2,392,471	-8.33%
Capital		19,700		-100.00%
	\$4,766,640	\$5,034,407	\$4,804,209	-4.57%

# INFORMATION TECHNOLOGY DEPARTMENT

## 2003 and 2004 Budgets



### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
<b>Help Desk Customer Service</b>			
No. of end users	N/A	2,500	2,575
<b>Hardware related</b>			
No. of new work orders	10,081	10,339	10,649
No. of work orders completed	9,826	10,589	10,907
<b>Software related</b>			
No. of new work orders	4,542	4,885	5,032
No. of work orders completed	4,550	4,435	4,568
<b>Help Desk Surveys</b>			
No. distributed	N/A	7,665	8,048
No. received	N/A	4,664	6,063
Response rate	N/A	61%	75%
<b>Desktop Services:</b>			
Personal computers supported	N/A	2,000	2,000
No. of printers	N/A	400	400
Routers	N/A	52	52
Communication lines	N/A	62	62
Communications lines added	N/A	3	-
Communication lines upgraded	N/A	7	-
Personal computers replaced	N/A	200	-
<b>Training</b>			
No. of County employees (adopted)	2376	2,425	2,355
No. students trained	N/A	832	915
No. of training hours provided	N/A	716	788
<b>Website</b>			
Web pages developed	N/A	942	970
Web pages maintained	N/A	357	379
No. of website visitors	N/A	12,282,638	12,651,117
Continued on next page.			
<b>Application Program Development</b>			
No. of programs	N/A	45	47
No. completed	N/A	40	42
No. pending	N/A	5	5

# INFORMATION TECHNOLOGY DEPARTMENT

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
<b>Application Program Development</b>			
No. of programs	N/A	45	47
No. completed	N/A	40	42
No. pending	N/A	5	5
<b>Efficiency Indicators</b>			
Response grade on timeliness of service	N/A	87%	90%
Response grade on quality of service	N/A	93%	95%
Percentage of employees trained	N/A	34%	39%
<b>Training evaluation</b>			
Student evaluation of excellent	N/A	94%	98%
Student evaluation of good	N/A	6%	2%
Application Program Development completion rate	N/A	89%	89%
<b>Effectiveness Indicators</b>			
<b>Availability of Information Services:</b>			
Schedule downtime	N/A	6/365 days	6/365 days
Unschedule downtime	N/A	17 hours	8 hours
Website downtime	N/A	3/365 days	1/365 days

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	38	39	39
Part-time employees	1	1	1
<b>Totals</b>	<b>39</b>	<b>40</b>	<b>40</b>



# INFORMATION TECHNOLOGY DEPARTMENT

## AUTHORIZED POSITION DETAIL

Admin Assist II	1	Inventory Control Anal	1
Appl. Syst Analyst I	1	Lan Support II	1
Appl. Syst Analyst III	1	Lan Support III	1
Chief Tech Officer	1	Mainframe Prog. II	2
Client Server Prog. I	1	Mainframe Prog. III	1
Client Server Prog. II	1	Mainframe Prog. III PT	1
Client Server Prog. III	2	Network Administrator	1
Comp. Oper. Supervisor	1	Network Planning Mgr	1
Computer Operator I	1	Office Admin/Support Mgr	1
Computer Operator III	1	PC Maint Tech II	1
Customer Service Mgr	1	PC Maint Tech III	5
Data Control Clerk I	1	Proj. Ldr/Bus Systems Mgr	1
Dir. Info. Technology	1	Sr. Help Desk Support	1
Help Desk Support	1	Sr. Network Administrator	2
Helpdesk/Trng Specialist	1	Web Writer I	2
Internet/Intranet Apl Mgr	1	Webmaster	1

See Personnel Changes for this department in Appendix A.

During the fiscal year, the Commissioners Court approved the re-titling of an Application Systems Analyst II to a III, based on this person acquiring additional responsibilities in specialized application technology, implementation, roll-out, and support for the installed justice system application, and was approved by the Wage and Salary Committee.

# LANDMARK BUILDING MAINTENANCE

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Landmark Building Maintenance is a branch of the Facilities Management department, which is responsible for the maintenance, operations, and housekeeping duties of the County-owned Landmark Building. The landmark building is currently under demolition. The demolition of the building will be completed late 2003.

### GOAL

**Goal:** To successfully complete the demolition as scheduled without any additional costs.

#### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel				
Operating	\$85,808	\$75,910		-100.00%
Capital				
	<u>\$85,808</u>	<u>\$75,910</u>		-100.00%

#### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Estimated	2004 Projected
		Not Applicable	

#### STAFFING TRENDS

Authorized Positions	2002	Fiscal Year 2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

#### AUTHORIZED POSITIONS DETAIL

Not Applicable

# PARKING GARAGE MAINTENANCE AND OPERATIONS

## MISSION STATEMENT

To operate and maintain the garage in a safe, efficient, and business-like manner to optimize the profitability of the facility according to facility rules and procedures established by the County.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The County parking facility was built to provide adequate parking for jurors summoned to the County Courthouse for jury duty. This 768 parking space facility is also open to the public for hourly, daily, or monthly parking. The maintenance and operations of this facility is currently contracted out to a private entity.

## GOAL AND OBJECTIVES

- Goal:** To operate and maintain the garage in a safe, efficient, and business-like manner to optimize the profitability of the facility according to facility rules and procedures established by the County.
- Objective 1:** Advise and assist the County in establishing facility rules, procedures, hours of operation, and rates to be charged to users of the facility.
- Objective 2:** Perform housekeeping procedures no less than every six to eight weeks, as deemed necessary by the County Facilities Manager.

### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage
				Change in Budget
Personnel				
Operating	\$113,032	\$149,421	\$145,596	-2.56%
Capital				
	<u>\$113,032</u>	<u>\$149,421</u>	<u>\$145,596</u>	-2.56%

### WORK PROGRAM TRENDS

	2002	2003	2004
	Actuals	Estimated	Projected
Daily parking fees	\$243,363	\$258,156	\$265,901
Monthly parking fees	314,646	332,029	341,990
Total	<u>\$558,010</u>	<u>\$590,185</u>	<u>\$607,891</u>

### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

### AUTHORIZED POSITIONS DETAIL

Not Applicable



# **PURCHASING**

---

## **MISSION STATEMENT**

The El Paso County Purchasing Department will provide the most expedient and efficient procurement service to the County of El Paso, while insuring that all competitive bid processes are above reproach, and that no illicit business practices be allowed to taint the County of El Paso's business dealings. The Purchasing Department will act fiscally responsible in trying to control waste and excessive spending. The Purchasing Department will process all purchase orders in a timely manner, and procure the best possible purchases to better serve the County of El Paso, and its taxpayers.

## **DEPARTMENT DESCRIPTION AND RESPONSIBILITIES**

As a part of the checks and balances system intended by the Texas State Legislature, the El Paso County Purchasing Department provides service to the County of El Paso so that the County can serve its constituents. The Purchasing Department supervises all purchases made as a result of the competitive bidding, competitive proposal, and request for information processes, as well as, the administration of the inventory control function of the County as prescribed by the Texas State Statutes and in strict accordance with department policies, rules, and procedures. The Purchasing Department of the County of El Paso has the responsibility of purchasing all materials, supplies, services and equipment for all County Departments and related governmental entities, via the formal and informal procurement process, whichever is applicable. The County Purchasing Department is also responsible for the administration of property control and related tracking of fixed assets of the County Departments. The County Purchasing Department is also responsible for the administration and operation of the print copy center, central supply, as well as, all mail functions for the County of El Paso.

## **GOALS AND OBJECTIVES**

- Goal 1:** To deliver to the County of El Paso, and related governmental entities the highest quality procurement services in the most professional, efficient and fiscally responsible manner.
- Goal 2:** To develop long term strategies and alliances and create economies of scale in order to obtain greater purchasing power for the County of El Paso at a lower cost to the County.
- Goal 3:** To accept the principles of total quality management, and continually look to improve the internal Purchasing processes to provide more timely and efficient service.
- Goal 4:** To explore all options to provide the most efficient and highest quality copying, printing, and binding of all forms and printed material for the County of El Paso, at the lowest possible cost.
- Goal 5:** To ensure the best and lowest responsible bids are awarded meeting specifications so that the highest quality of services, materials, and supplies are always procured at the best possible cost.
- Objective 1:** To maintain a high standard of efficiency and professionalism in the supervision of the competitive bidding and proposal process.
- Objective 2:** To decrease response time in the procurement process.
- Objective 3:** To develop a bid and contract tracking system to track bids and contracts pending in other departments, in order to maintain current information and enable the purchasing department to advise Commissioner's Court of saving or liabilities with sufficient time for the Court to act.

# PURCHASING

## GOALS AND OBJECTIVES, CONT'D

- Objective 4:** To continue to provide high quality training and system support to all County of El Paso Departments in the function of ADPICS, thus maintaining a high level of effectiveness of the automated purchasing process.
- Objective 5:** To transfer all inventory records from BARS to FAACS, and begin the migration of all County-owned land records from the Central Appraisal District to the County's database.
- Objective 6:** To continue and improve the in-house printing of approximately two million forms, envelopes, letterhead, etc., at savings to the County of El Paso of approximately \$500,000.
- Objective 7:** To utilize all options available (co-operative purchases, Federal and State contracts, long-term bids, and bulk purchases) to best spend County funds.
- Objective 8:** To maintain a professional fully staffed department, and to further the education and training of the purchasing staff in order to continue to provide the County of El Paso with the best service possible.
- Objective 9:** To develop a County training program that will provide an open forum to disseminate and obtain information between the Purchasing Department and County Departments in order to provide synergy in the way the County conducts its business.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel	\$746,437	\$791,785	\$812,555	2.62%
Operating	401,616	282,000	233,360	-17.25%
Capital				
	<u>\$1,148,053</u>	<u>\$1,073,785</u>	<u>\$1,045,915</u>	-2.60%

### WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
	Actuals	Actuals	Projected
		Not Available	

### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	19	22	22
Part-time employees	1		
Totals	<u>20</u>	<u>22</u>	<u>22</u>

# PURCHASING

---

<b>AUTHORIZED POSITIONS DETAIL</b>
------------------------------------

Admin. Assistant II	1	Inventory Control Clerk	3
Assistant Purchasing Director	1	Lead Print/Mail Equipment Oper.	1
Bid Clerk/Buyer	1	Lead Warehouse Clerk	1
Buyer	5	Print/Mail Equipment Operator	3
Buyer II	1	Purchasing Director	1
Central Supply Clerk	2	Secretary	1
Inventory Control Analyst	1		



# RISK POOL BOARD OPERATIONS

## MISSION STATEMENT

To provide County employees with a beneficial comprehensive health plan.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Risk Pool Board for the County has the responsibility of making recommendations regarding the administration of the Risk Pool funds, which consists of health, life, and dental contributions. These recommendations are presented to Commissioners Court and the funds budgeted for this department are used for the operating expenses of the Board, such as an actuarial study.

## GOAL AND OBJECTIVES

- Goal:** To prevent outreach case management catastrophes as well as manage the pharmaceutical component in order to provide a more sound health benefit to County employees.
- Objective 1:** Make sound administrative decisions regarding the operations of the County's health, life and dental plans.
- Objective 2:** To out-reach to other departments outside the Courthouse building using a third party representative.
- Objective 3:** To conduct an in-house employee survey to conduct a co-payment analysis.
- Objective 4:** To continue educational training for Board members.

<b>FINANCIAL TRENDS</b>				
	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>Percentage</b>
<b>Character</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>
				<b>in</b>
				<b>Budget</b>
Personnel				
Operating	\$8,127	\$8,800	\$7,080	-19.55%
Capital				
	<u>\$8,127</u>	<u>\$8,800</u>	<u>\$7,080</u>	-19.55%

<b>WORK PROGRAM TRENDS</b>			
<b>Department Activity</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Projected</b>
		Not Available	

<b>STAFFING TRENDS</b>			
<b>Authorized Positions</b>	<b>2002</b>	<b>Fiscal Year</b>	<b>2004</b>
		<b>2003</b>	
Full-time employees		Not Applicable	
Part-time employees			
Totals			

<b>AUTHORIZED POSITIONS DETAIL</b>
Not Applicable

# **TAX OFFICE**

---

## **MISSION STATEMENT**

To efficiently serve the County taxpayers by overseeing programs and formulating policies to ensure enforcement of the Texas Property Tax Code and Texas Motor Vehicle Laws.

## **DEPARTMENT DESCRIPTION AND RESPONSIBILITIES**

The basic duties and responsibilities of the County Tax Assessor-Collector include: (1) ad valorem tax collection, (2) registration and titling of motor vehicles, (3) collection of motor vehicle sales tax, (4) collection of road and bridge fees, (5) collection of special vehicle inventory taxes, (6) collection of hotel/motel occupancy taxes, (7) collection of beer and wine fees, (8) collection of liquor license fees, (9) collection of occupational taxes, (10) enforcement of registration laws of Texas with funding from the Automobile Theft Prevention Authority (ATPA) grant, (11) assisting agencies in capturing lost revenue by refusing to register vehicles of persons owing the DRO child support fees and persons with outstanding Justice of the Peace County warrants, and (12) maintaining accountability of all funds through its accounting division.

## **GOALS AND OBJECTIVES**

- Goal 1:** To provide prompt, efficient and courteous service to our customers at all County tax branch offices and privately owned full service deputy contracted offices, which are strategically located throughout El Paso County for their convenience.
- Goal 2:** To motivate the hard-working, honest and dedicated employees of the County Tax Assessor-Collector through training programs, annual step increases and work activities to promote a team environment.
- Goal 3:** To maintain fully automated functions vital to the operation of the County Tax Assessor-Collector's Office such as the accounting system, on line vehicle registration, mail-in registration tracking system, and disabled person applications imaging system.
- Goal 4:** To continue to improve the efficiency of the day-to-day operations in the County Tax Assessor-Collector's branch offices and privately-owned full service deputy contracted offices through policies and procedures to ensure good customer service is provided.
- Goal 5:** To maintain and continually update the County Tax Assessor-Collector's Web page and internet access with the cooperation and assistance of the County's Information Technology Department (I.T.D.) and Texas Online.
- Goal 6:** To ensure the VRAP (Vehicle Registration Abuse Program), which is funded by the Texas Automobile Theft Prevention Authority (ATPA), is successful in fulfilling its mission.
- Goal 7:** To ensure license dealers comply with the Texas Property Tax Code §23.125 in the prepayment of special vehicle inventory taxes in order to protect the consumer and to collect all possible revenue.
- Goal 8:** To provide citizens the convenience of renewing their vehicle registration online 24 hours a day, 7 days a week, 365 days a year from their home or office.
- Goal 9:** To implement and comply with the policies and procedures geared to ensure courteous, efficient service to the general public as well as ensure safe and congenial working conditions for all tax office employees.
- Objective 1:** To maintain a high standard of professionalism and efficiency in the day-to-day operations of the County Tax Assessor-Collector.
- Objective 2:** To provide a working environment, which is conducive to both personal and professional growth for the dedicated staff of the County Tax Assessor-Collector.

# TAX OFFICE

## GOALS AND OBJECTIVES, CONT'D

- Objective 3:** To cooperatively work with both the Domestic Relations Office (DRO) and the Justices of the Peace and Constables to ensure maximum capture of revenue losses through the denial of vehicle registration of those individual not in compliance with either child support fees or outstanding County warrants.
- Objective 4:** To continually look for ways to provide efficient service to the public through the County Tax Assessor-Collector branch offices as well as its associations with privately owned full service deputy contracted offices strategically located throughout El Paso County.
- Objective 5:** To maintain automated systems necessary in tracking and efficiently processing on line registrations, mail-in registrations, and disabled person applications, which will lead to a better records management system.
- Objective 6:** To diligently administer the grant funds provided by the Texas Automobile Theft Prevention Authority (ATPA).
- Objective 7:** To maintain and step up enforcement efforts in the areas of motor vehicle registration and titling, licensed dealers, deterring curbstoning, and curtailing violation of the registration law.

## FISCAL YEAR 2003 ACCOMPLISHMENTS

- Successful implementation of the Disabled Person Application Imaging System.
- Continued success in the mail-in registration tracking system. The department has seen a constant growth in this system by being able to provide immediate information to customers.
- Successful launch of the Internet Vehicle Registration Renewals (IVRR) on November 22, 2002.
- The department is now handling administrative hearings previously handled by the Texas Department of Transportation. The NAFTA Annual Permits, issuance of Antique and Former Military Vehicle Registrations, and applications for specialty license plates are all being handled at the County level rather than the state level due to budget cuts and personnel reductions in the state.

<b>FINANCIAL TRENDS</b>				
	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>Percentage</b>
<b>Character</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>
				<b>in</b>
				<b>Budget</b>
Personnel	\$1,934,037	\$2,041,694	\$2,141,496	4.89%
Operating	237,387	282,918	292,858	3.51%
Capital				
	<u>\$2,171,424</u>	<u>\$2,324,612</u>	<u>\$2,434,354</u>	4.72%



# TAX OFFICE

## WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
	Estimated	Estimated	Projected
<b>Public Information and Trng:</b>			
Telephone calls received	61,547	63,393	65,295
Pieces of mail sorted and distributed	89,694	92,385	95,156
<b>Property Tax Collection:</b>			
Transactions processed in person	2,197	2,263	2,331
<b>Ad Valorem Taxes:</b>			
Vehicle inventory receipts	5,020	5,171	5,326
<b>Motor Vehicle Registration:</b>			
Mail-in registrants	68,636	70,695	72,816
Walk-in registrants	388,940	400,608	412,626
<b>Motor Title Transfers:</b>			
Title transfers	136,920	141,028	145,258
Dealer transfers (waiting)	8,142	8,386	8,638
Dealer transfers (drop off)	12,887	13,274	13,672
Administrative hearings	690	711	732
Returned checks processed	241	248	256
<b>Other:</b>			
Beer & wine licenses processed	1,346	1,386	1,428
Hotel/motel taxes processed	458	472	486
Occupational licenses processed	235	242	249
Liquor licenses processed	310	319	329
<b>Efficiency measures:</b>			
Total documents processed	617,874	636,410	655,503
No. of daily calls handled	237	244	251

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	62	64	66
Part-time employees	5	7	6
<b>Totals</b>	<b>67</b>	<b>71</b>	<b>72</b>

# TAX OFFICE

---

## AUTHORIZED POSITIONS DETAIL

Accounting Clerk I	2	Chief Deputy	1
Accounting Clerk II	2	Comp. Sys. Support Analyst	1
Accounting Clerk III	2	Inventory Control Clerk	1
Accounting Manager	1	Investigator	1
Administrative Assistant I	2	License Clerk	1
Administrative Assistant II	1	Motor Vehicle & Title Dr.	1
Administrative Assistant III	1	Office Manger	3
Asst Office Manager	5	Records Mgmt Technician	1
Auto Title Clerk I	10	Supply Inventory Clerk	1
Auto Title Clerk I: Part Time	6	Tax Assessor/Collector	1
Auto Title Clerk II	21	VIT Manager (Tax)	1
Auto Title Clerk III	5	VIT Enforcement Director	1

See Personnel Changes for this department in Appendix A.

During budget hearings, the Commissioners Court approved re-titling a Receptionist position to Administrative Assistant I, converting an Auto Title Clerk I part time to a full time Investigator, and transferring the VIT Enforcement Director position from the Tax Office Discretionary Fund, in support of the new Enforcement Collection Program.

# TAX OFFICE RENOVATIONS

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This department was created with the purpose of transferring appropriations from the General and Administrative account to the Tax Office renovations account to facilitate and account for the payments on the remodeling of the tax office.

### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel				
Operating	\$33,601			
Capital				
	<u>\$33,601</u>			

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
		Not Applicable	

### STAFFING TRENDS

Authorized Positions	2002	Fiscal Year 2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals	<u></u>		

### AUTHORIZED POSITIONS DETAIL

Not Applicable



# **ADMINISTRATION OF JUSTICE**

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
GENERAL FUND TYPE ADMINISTRATION OF JUSTICE  
WITH COMPARATIVE BUDGETS BY DEPARTMENT**

Page No.	Department	2002 Actuals	2003 Budget	2004 Budget	Percent Change
159	6th Administrative Judicial District	\$272	\$65,077	\$68,679	5.53%
161	8th Court of Appeals	19,972	19,240	21,163	9.99%
163	34th District Court	181,334	187,838	185,544	-1.22%
164	41st District Court	179,947	190,291	183,436	-3.60%
165	65th District Court	243,132	288,680	283,976	-1.63%
166	120th District Court	220,656	216,871	218,039	0.54%
167	168th District Court	196,193	194,865	189,193	-2.91%
168	171st District Court	135,239	141,598	133,236	-5.91%
169	205th District Court	180,189	182,081	177,759	-2.37%
170	210th District Court	167,169	193,846	194,008	0.08%
171	243rd District Court	184,505	180,376	224,366	24.39%
173	327th District Court	173,045	190,604	188,682	-1.01%
174	346th District Court	181,897	175,766	172,954	-1.60%
175	383rd District Court	174,848	229,767	225,923	-1.67%
177	384th District Court	167,506	171,890	170,066	-1.06%
178	388th District Court	174,156	230,472	221,024	-4.10%
179	409th District Court	175,264	177,075	174,163	-1.64%
180	Associate CPS Court	315,601	324,204	319,146	-1.56%
181	Associate Family Court 1	291,842	290,897	285,874	-1.73%
182	Associate Family Court 2	320,291	316,668	313,046	-1.14%
183	Associate Family Court 3	297,171	304,247	299,251	-1.64%
184	Council of Judges Administration	3,812,375	4,411,640	4,846,083	9.85%
186	County Attorney	3,221,389	3,583,720	3,763,332	5.01%
192	County Attorney Bond Forfeitures	238,516	234,874		-100.00%
195	County Attorney RETGH Legal	366,840	404,165	498,263	23.28%
199	County Attorney Teen Court Coordinator	44,930	65,353	63,290	-3.16%
201	County Court at Law Administration	511,480	524,746	528,886	0.79%
202	County Court at Law Judges Account	970,490	936,784	1,150,439	22.81%
203	County Court at Law No. 1	159,452	172,002	168,348	-2.12%
205	County Court at Law No. 2	168,309	171,280	168,380	-1.69%
207	County Court at Law No. 3	175,228	177,683	171,852	-3.28%
209	County Court at Law No. 4	118,682	113,351	169,321	49.38%
210	County Court at Law No. 5	182,221	185,608	182,204	-1.83%
211	County Court at Law No. 6	182,304	191,551	188,407	-1.64%
213	County Court at Law No. 7	165,187	181,472	178,797	-1.47%
215	County Criminal Court at Law No. 1	106,576	172,963	170,361	-1.50%
217	County Criminal Court at Law No. 2	131,154	170,534	169,768	-0.45%
219	County Criminal Magistrate Judges Account	146,157	268,835	269,567	0.27%
220	Criminal Law Magistrate I	295,223	299,926	296,810	-1.04%
221	District Attorney	7,003,110	7,467,838	7,601,897	1.80%
223	District Judges Salary Supplement Account	165,577	164,568	164,596	0.02%
224	Impact Court	173,196	179,858	173,986	-3.26%
225	Justice of the Peace No. 1	176,139	191,897	184,520	-3.84%
227	Justice of the Peace No. 2	195,885	230,744	250,732	8.66%
229	Justice of the Peace No. 3	191,948	215,662	239,843	11.21%

Continued on next page.

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
GENERAL FUND TYPE ADMINISTRATION OF JUSTICE  
WITH COMPARATIVE BUDGETS BY DEPARTMENT**

Page No.	Department	2002 Actuals	2003 Budget	2004 Budget	Percent Change
231	Justice of the Peace No. 4	216,651	239,103	261,264	9.27%
233	Justice of the Peace No. 5	148,394	177,576	175,176	-1.35%
235	Justice of the Peace No. 6	360,365	362,387	386,511	6.66%
237	Justice of the Peace No. 7	279,042	302,874	327,694	8.19%
239	Juvenile Court Referee	305,403	311,568	307,244	-1.39%
240	Probate Court	518,494	515,661	509,667	-1.16%
242	Public Defender	2,802,972	3,072,716	2,940,891	-4.29%
245	Tax Court	114,431	115,721	103,619	-10.46%
	Totals	<u>\$27,628,349</u>	<u>\$30,087,013</u>	<u>\$30,861,276</u>	2.57%

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY BY  
CHARACTER-GENERAL FUND TYPE  
ADMINISTRATION OF JUSTICE**

Character	2002 Actuals	2003 Budget	2004 Budget	Percent Change
Personnel	\$23,219,662	\$24,992,562	\$25,333,513	1.36%
Operating	4,396,323	5,082,655	5,527,763	8.76%
Capital	12,364	11,796		-100.00%
Totals	<u>\$27,628,349</u>	<u>\$30,087,013</u>	<u>\$30,861,276</u>	2.57%



# 6TH ADMINISTRATIVE JUDICIAL DISTRICT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Sixth Administrative Judicial Region is one of nine such regions created by state law for the purpose of ensuring efficient case flow management and consistent procedural operations. There are twenty-four Counties, twenty-two District Courts and thirty-six County Courts in the Sixth Administrative Judicial Region. Each County shares expenditures in proportion to their respective population. In El Paso County, the regional administrative judge assumes the additional administrative duties of assigning visiting judges within the region.

## GOAL AND OBJECTIVE

**Goal:** To ensure judicial efficiency and due process for the residents of the region.

**Objectives:** The 6<sup>th</sup> Administrative Judicial Region will respond quickly to requests for support from elected Judges of the region, promptly complete pay vouchers, assure compliance with state mandated meetings and with Title IV-E standards.

<b>FINANCIAL TRENDS</b>				
<b>Character</b>	<b>2002 Actuals</b>	<b>2003 Budget</b>	<b>2004 Budget</b>	<b>Percentage Change in Budget</b>
Personnel				
Operating	\$272	\$65,077	\$68,679	5.53%
Capital				
<b>Totals</b>	<b>\$272</b>	<b>\$65,077</b>	<b>\$68,679</b>	<b>5.53%</b>

<b>WORK PROGRAM TRENDS</b>			
<b>Department Activity</b>	<b>2002 Actuals</b>	<b>2003 Estimated</b>	<b>2004 Projected</b>
<b>Outputs</b>			
<b>District Courts (22)</b>			
<b>Civil and Juvenile Cases</b>			
Cases pending from prior year	21,409	22,051	22,713
Cases added	27,355	28,176	29,021
Cases disposed	26,711	27,512	28,338
Cases pending year end	22,053	22,715	23,396
<b>Criminal Cases</b>			
Cases pending from prior year	13,021	13,412	13,814
Cases added	11,591	11,939	12,297
Cases disposed	11,412	11,754	12,107
Cases pending year end	13,200	13,596	14,004
<b>County Courts (36)</b>			
<b>Civil and Juvenile Cases</b>			
Cases pending from prior year	3,508	3,613	3,722
Cases added	3,222	3,319	3,418
Cases disposed	3,316	3,415	3,518
Cases pending year end	3,414	3,516	3,622
<b>Criminal Cases</b>			
Cases pending from prior year	33,761	34,774	35,817
Cases added	31,754	32,707	33,688
Cases disposed	29,504	30,389	31,301
Cases pending year end	36,011	37,091	38,204

# 6TH ADMINISTRATIVE JUDICIAL DISTRICT

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Estimated	2004 Projected
<b>Effectiveness Indicators</b>			
<b>Civil and Juvenile Cases</b>			
Clearance rate	98%	98%	98%
<b>Criminal Cases</b>			
Clearance rate	98%	98%	98%
<b>County Courts (36)</b>			
<b>Civil and Juvenile Cases</b>			
Clearance rate	103%	103%	103%
<b>Criminal Cases</b>			
Clearance rate	93%	93%	93%

\*Source Texas Judicial System Annual Report

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

## AUTHORIZED POSITION DETAIL

Not Applicable

# EIGHTH COURT OF APPEALS

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Eighth Court of Appeals was created by the legislature in the year 1911. It is an intermediate Appellate Court with jurisdiction over criminal and civil appeals from 22 Counties. The Court is comprised of a Chief Justice, three Justices, an eight member legal staff, and a secretarial/clerical staff of nine. This office is primarily funded by the State and the amounts below reflect only supplemental funds provided by the County. The Eighth Court of Appeals receives cases appealed from the District and County Courts of El Paso and the other 21 counties within its judicial district. The panel of Judges, which preside over the Court, review the cases appealed and issue opinions on these cases.

## GOAL AND OBJECTIVE

**Goal:** The Eighth Court of Appeals is continually attempting to improve the quality of service it renders to El Paso County, the other counties in its judicial district, and the citizens of the State of Texas.

**Objective:** To provide high quality legal consideration to every appeal filed.

<b>FINANCIAL TRENDS</b>				
	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>Percentage Change</b>
<b>Character</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>in Budget</b>
Personnel	\$19,972	\$19,240	\$21,163	9.99%
Operating				
Capital				
<b>Totals</b>	<b>\$19,972</b>	<b>\$19,240</b>	<b>\$21,163</b>	<b>9.99%</b>

<b>WORK PROGRAM TRENDS</b>			
<b>Department Activity</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>
<b>Outputs</b>	<b>Actuals*</b>	<b>Estimated</b>	<b>Projected</b>
Prior year cases	501	516	532
Total cases on docket	1,063	1,095	1,128
Total cases disposed	564	581	598
Total cases pending	499	514	529
<b>Efficiency Indicators</b>			
Average time between filing and disposition (months)	13	13	13
Average percent of cases filed but not disposed	1.87	1.87	1.87
Average time between submission and disposition	3.6	3.6	3.6
Average percent of cases under submission over 12 months	4.49	4.49	4.49
<b>Effectiveness Indicator</b>			
Clearance rate	100.36	100.36	100.36

\*Source Texas Judicial System Annual Report.



# EIGHTH COURT OF APPEALS

---

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	4	4	4
Part-time employees			
Totals	<u>4</u>	<u>4</u>	<u>4</u>

## AUTHORIZED POSITION DETAIL

Chief Justice	1	Court of Appeals Judge	3
---------------	---	------------------------	---

# 34TH DISTRICT COURT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Each of the District Courts in the County has jurisdiction over criminal and civil cases. The Court sets hearings for pleas, arraignments, summary judgements, default judgments, pre-trial hearings and motions. A State District Judge who is elected to a four-year term by the voters of El Paso County heads the Court.

## GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the Court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel	\$170,146	\$172,938	\$170,644	-1.33%
Operating	11,188	14,900	14,900	
Capital				
<b>Totals</b>	<b>\$181,334</b>	<b>\$187,838</b>	<b>\$185,544</b>	<b>-1.22%</b>

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
Prior year cases	795	908	916
New civil cases	599	747	769
New Criminal cases	4	6	6
Cases disposed	490	739	761
Pending cases	908	916	930
<b>Effectiveness Indicator</b>			
Clearance rate	81%	98%	98%

### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	3	3	3
Part-time employees			
<b>Totals</b>	<b>3</b>	<b>3</b>	<b>3</b>

### AUTHORIZED POSITION DETAIL

Bailiff	1	Court Coordinator	1
Certified Court Reporter	1		

# 41ST DISTRICT COURT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Each of the District Courts in the County has jurisdiction over criminal and civil cases. The Court sets hearings for pleas, arraignments, summary judgements, default judgments, pre-trial hearings and motions. A State District Judge who is elected to a four-year term by the voters of El Paso County heads the Court.

## GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the Court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage
				Change in Budget
Personnel	\$171,737	\$178,946	\$174,491	-2.49%
Operating	8,210	11,345	8,945	-21.15%
Capital				
Totals	\$179,947	\$190,291	\$183,436	-3.60%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
Prior year cases	827	623	611
New civil cases	315	313	322
New Criminal cases	344	395	407
Cases disposed	863	910	937
Pending cases	623	611	403
<b>Effectiveness Indicator</b>			
Clearance rate	131%	129%	129%

### STAFFING TRENDS

Authorized Positions	2002	Fiscal Year	
		2003	2004
Full-time employees	3	3	3
Part-time employees			
Totals	3	3	3

### AUTHORIZED POSITION DETAIL

Bailiff	1	Court Coordinator	1
Certified Court Reporter	1		



# 65TH DISTRICT COURT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Each of the District Courts in the County has jurisdiction over criminal and civil cases. The Court sets hearings for pleas, arraignments, summary judgements, default judgments, pre-trial hearings and motions. A State District Judge who is elected to a four-year term by the voters of El Paso County heads the Court.

## GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the Court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel	\$222,078	\$269,514	\$270,526	0.38%
Operating	21,054	16,860	13,450	-20.23%
Capital		2,306		
Totals	\$243,132	\$288,680	\$283,976	-1.63%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
Prior year cases	1,844	1,844	1,708
New civil cases	2,128	2,163	2,228
New Criminal cases	53	9	9
Cases disposed	2,181	2,129	2,193
Pending cases	1,844	1,708	1,752
<b>Effectiveness Indicator</b>			
Clearance rate	100%	98%	98%

### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	5	6	6
Part-time employees			
Totals	5	6	6

### AUTHORIZED POSITION DETAIL

Administrative Assistant. II	1	Certified Court Reporter	1
Bailiff	1	Court Coordinator	1
Case Manager	1	Legal Secretary III	1

# 120TH DISTRICT COURT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Each of the District Courts in the County has jurisdiction over criminal and civil cases. The Court sets hearings for pleas, arraignments, summary judgements, default judgments, pre-trial hearings and motions. A State District Judge who is elected to a four-year term by the voters of El Paso County heads the Court.

### GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the Court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

<b>FINANCIAL TRENDS</b>				
	2002	2003	2004	Percentage Change
Character	Actuals	Budget	Budget	in Budget
Personnel	\$208,654	\$204,434	\$208,590	2.03%
Operating	12,002	12,437	9,449	-24.03%
Capital				
Totals	<u>\$220,656</u>	<u>\$216,871</u>	<u>\$218,039</u>	0.54%

<b>WORK PROGRAM TRENDS</b>			
Department Activity	2002	2003	2004
Outputs	Actuals	Actuals	Projected
Prior year cases	810	756	588
New civil cases	320	530	546
New Criminal cases	351	376	387
Cases disposed	725	845	870
Pending cases	756	588	651
<b>Effectiveness Indicator</b>			
Clearance rate	108%	93%	93%

<b>STAFFING TRENDS</b>			
Authorized Positions	2002	Fiscal Year	
		2003	2004
Full-time employees	4	4	4
Part-time employees			
Totals	<u>4</u>	<u>4</u>	<u>4</u>

<b>AUTHORIZED POSITION DETAIL</b>			
Bailiff	1	Court Coordinator	1
Certified Court Reporter	1	Grand Jury Bailiff	1

# 168TH DISTRICT COURT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Each of the District Courts in the County has jurisdiction over criminal and civil cases. The Court sets hearings for pleas, arraignments, summary judgements, default judgments, pre-trial hearings and motions. A State District Judge who is elected to a four-year term by the voters of El Paso County heads the Court.

## GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the Court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel	\$175,893	\$178,475	\$174,453	-2.25%
Operating	20,300	16,390	14,740	-10.07%
Capital				
Totals	\$196,193	\$194,865	\$189,193	-2.91%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
Prior year cases	634	423	410
New civil cases	290	275	283
New Criminal cases	377	392	404
Cases disposed	878	849	874
Pending cases	423	410	223
<b>Effectiveness Indicator</b>			
Clearance rate	132%	127%	127%

### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	3	3	3
Part-time employees			
Totals	3	3	3

### AUTHORIZED POSITIONS DETAIL

Bailiff	1	Court Coordinator	1
Certified Court Reporter	1		



# 171ST DISTRICT COURT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Each of the District Courts in the County has jurisdiction over criminal and civil cases. The Court sets hearings for pleas, arraignments, summary judgements, default judgments, pre-trial hearings and motions. A State District Judge who is elected to a four-year term by the voters of El Paso County heads the Court.

## GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the Court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel	\$127,578	\$125,323	\$125,227	-0.08%
Operating	7,661	16,275	8,009	-50.79%
Capital				
Totals	<u>\$135,239</u>	<u>\$141,598</u>	<u>\$133,236</u>	-5.91%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
Prior year cases	1,177	936	897
New civil cases	391	395	407
New Criminal cases	320	403	415
Cases disposed	952	955	984
Pending cases	936	897	735
<b>Effectiveness Indicator</b>			
Clearance rate	134%	120%	120%

### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	3	3	3
Part-time employees			
Totals	<u>3</u>	<u>3</u>	<u>3</u>

### AUTHORIZED POSITION DETAIL

Bailiff	1	Court Coordinator	1
Certified Court Reporter	1		

# 205TH DISTRICT COURT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Each of the District Courts in the County has jurisdiction over criminal and civil cases. The Court sets hearings for pleas, arraignments, summary judgements, default judgments, pre-trial hearings and motions. A State District Judge who is elected to a four-year term by the voters of El Paso County heads the Court.

### GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the Court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

### FINANCIAL TRENDS

Category	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel	\$164,448	\$168,841	\$166,485	-1.40%
Operating	15,741	13,240	11,274	-14.85%
Capital				
<b>Totals</b>	<b>\$180,189</b>	<b>\$182,081</b>	<b>\$177,759</b>	<b>-2.37%</b>

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
Prior year cases	672	471	496
New civil cases	182	253	261
New Criminal cases	245	259	267
Cases disposed	628	664	684
Pending cases	471	496	339
<b>Effectiveness Indicator</b>			
Clearance rate	147%	130%	130%

### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	3	3	3
Part-time employees			
<b>Totals</b>	<b>3</b>	<b>3</b>	<b>3</b>

### AUTHORIZED POSITION DETAIL

Bailiff	1	Court Coordinator	1
Certified Court Reporter	1		

# 210TH DISTRICT COURT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Each of the District Courts in the County has jurisdiction over criminal and civil cases. The Court sets hearings for pleas, arraignments, summary judgements, default judgments, pre-trial hearings and motions. A State District Judge who is elected to a four-year term by the voters of El Paso County heads the Court.

### GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the Court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

#### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage
	Actuals	Budget	Budget	Change in Budget
Personnel	\$157,811	\$179,306	\$181,708	1.34%
Operating	9,358	14,540	12,300	-15.41%
Capital				
Totals	<u>\$167,169</u>	<u>\$193,846</u>	<u>\$194,008</u>	0.08%

#### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
Prior year cases	779	524	637
New civil cases	301	276	284
New Criminal cases	367	432	445
Cases disposed	923	772	795
Pending cases	524	637	571
<b>Effectiveness Indicator</b>			
Clearance rate	138%	109%	109%

#### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	3	3	3
Part-time employees			
Totals	<u>3</u>	<u>3</u>	<u>3</u>

#### AUTHORIZED POSITION DETAIL

Bailiff	1	Court Coordinator	1
Certified Court Reporter	1		



# 243RD DISTRICT COURT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Each of the District Courts in the County has jurisdiction over criminal and civil cases. The Court sets hearings for pleas, arraignments, summary judgements, default judgments, pre-trial hearings and motions. A State District Judge who is elected to a four-year term by the voters of El Paso County heads the Court.

## GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the Court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

### **FINANCIAL TRENDS**

Category	2002	2003	2004	Percentage
	Actuals	Budget	Budget	Change in Budget
Personnel	\$171,968	\$168,026	\$214,516	27.67%
Operating	12,537	12,350	9,850	-20.24%
Capital				
<b>Totals</b>	<b>\$184,505</b>	<b>\$180,376</b>	<b>\$224,366</b>	<b>24.39%</b>

### **WORK PROGRAM TRENDS**

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
Prior year cases	931	559	638
New civil cases	38	60	62
New Criminal cases	624	721	743
Cases disposed	1,034	1,019	1,050
Pending cases	559	638	393
<b>Effectiveness Indicator</b>			
Clearance rate	156%	130%	130%

### **STAFFING TRENDS**

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	3	3	4
Part-time employees			
<b>Totals</b>	<b>3</b>	<b>3</b>	<b>4</b>

# 243RD DISTRICT COURT

---

<b>AUTHORIZED POSITION DETAIL</b>			
-----------------------------------	--	--	--

Bailiff	1	Court Coordinator	1
Certified Court Reporter	1	Drug Crt Coord/Bailiff	1

See Personnel Changes for this department in Appendix A.

During budget hearings, the Commissioners Court approved a new Drug Court Coordinator/Bailiff position to help with the backlog of cases in this court.

# 327TH DISTRICT COURT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Each of the District Courts in the County has jurisdiction over criminal and civil cases. The Court sets hearings for pleas, arraignments, summary judgements, default judgments, pre-trial hearings and motions. A State District Judge who is elected to a four-year term by the voters of El Paso County heads the Court.

### GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the Court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

<b>FINANCIAL TRENDS</b>				
	2002	2003	2004	Percentage
Character	Actuals	Budget	Budget	Change in Budget
Personnel	\$159,858	\$177,199	\$177,227	0.02%
Operating	13,187	13,405	11,455	-14.55%
Capital				
Totals	\$173,045	\$190,604	\$188,682	-1.01%

<b>WORK PROGRAM TRENDS</b>				
Department Activity	2002	2003	2004	
Outputs	Actuals	Actuals	Projected	
Prior year cases	337	436	520	
New civil cases	574	551	568	
New Criminal cases	0	0	0	
Cases disposed	475	446	459	
Pending cases	436	520	628	
<b>Effectiveness Indicator</b>				
Clearance rate	83%	81%	81%	

<b>STAFFING TRENDS</b>				
Authorized Positions	Fiscal Year			
	2002	2003	2004	
Full-time employees	4	3	3	
Part-time employees				
Totals	4	3	3	

<b>AUTHORIZED POSITION DETAIL</b>				
Bailiff	1	Court Coordinator	1	
Certified Court Reporter	1			



# 346TH DISTRICT COURT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Each of the District Courts in the County has jurisdiction over criminal and civil cases. The Court sets hearings for pleas, arraignments, summary judgements, default judgments, pre-trial hearings and motions. A State District Judge who is elected to a four-year term by the voters of El Paso County heads the Court.

## GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the Court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage
				Change in Budget
Personnel	\$169,261	\$162,416	\$162,443	0.02%
Operating	12,636	13,350	10,511	-21.27%
Capital				
Totals	<u>\$181,897</u>	<u>\$175,766</u>	<u>\$172,954</u>	-1.60%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
Prior year cases	613	502	519
New civil cases	298	297	306
New Criminal cases	372	405	417
Cases disposed	781	818	843
Pending cases	502	519	400
<b>Effectiveness Indicator</b>			
Clearance rate	117%	117%	117%

### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	3	3	3
Part-time employees			
Totals	<u>3</u>	<u>3</u>	<u>3</u>

### AUTHORIZED POSITION DETAIL

Bailiff	1	Court Coordinator	1
Certified Court Reporter	1		

# 383RD DISTRICT COURT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Each of the District Courts in the County has jurisdiction over criminal and civil cases. The Court sets hearings for pleas, arraignments, summary judgments, default judgments, pre-trial hearings and motions. The Court is headed by a State District Judge, who is elected to a four-year term by the voters of El Paso County.

## GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objectives:** To reduce the Court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

### **FINANCIAL TRENDS**

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel	\$164,295	\$217,217	\$217,338	0.06%
Operating	10,553	12,550	8,585	-31.59%
Capital				
Totals	<u>\$174,848</u>	<u>\$229,767</u>	<u>\$225,923</u>	-1.67%

### **WORK PROGRAM TRENDS**

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
Prior year cases	1,518	2,130	1,448
New civil cases	2,822	2,832	2917
New Criminal cases	987	88	91
Cases disposed	3,197	2,867	2,953
Pending cases	2,130	1,448	1,503
<b>Effectiveness Indicator</b>			
Clearance rate	84%	98%	98%

### **STAFFING TRENDS**

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	3	5	5
Part-time employees			
Totals	<u>3</u>	<u>5</u>	<u>5</u>

# 383RD DISTRICT COURT

---

<b>AUTHORIZED POSITION DETAIL</b>			
-----------------------------------	--	--	--

Bailiff	1	Court Coordinator	1
Case Manager	1	Data Entry Clerk II	1
Certified Court Reporter	1		



# 384TH DISTRICT COURT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Each of the District Courts in the County has jurisdiction over criminal and civil cases. The Court sets hearings for pleas, arraignments, summary judgments, default judgments, pre-trial hearings and motions. The Court is headed by a State District Judge who is elected to a four-year term by the voters of El Paso County.

### GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the Court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

#### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel	\$157,702	\$158,915	\$158,941	0.02%
Operating	9,804	12,975	11,125	-14.26%
Capital				
<b>Totals</b>	<b>\$167,506</b>	<b>\$171,890</b>	<b>\$170,066</b>	<b>-1.06%</b>

#### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
Prior year cases	2,470	2,130	408
New civil cases	76	25	26
New Criminal cases	653	772	795
Cases disposed	1,069	1,174	1,209
Pending cases	2,130	408	20
<b>Effectiveness Indicator</b>			
Clearance rate	147%	147%	147%

#### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	3	3	3
Part-time employees			
<b>Totals</b>	<b>3</b>	<b>3</b>	<b>3</b>

#### AUTHORIZED POSITION DETAIL

Bailiff	1	Court Coordinator	1
Certified Court Reporter	1		

# 388TH DISTRICT COURT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Each of the District Courts in the County has jurisdiction over criminal and civil cases. The Court sets hearings for pleas, arraignments, summary judgments, default judgments, pre-trial hearings and motions. The Court is headed by a State District Judge who is elected to a four-year term by the voters of El Paso County.

### GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the Court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

#### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel	\$160,761	\$211,392	\$210,844	-0.26%
Operating	13,395	19,080	10,180	-46.65%
Capital				
Totals	\$174,156	\$230,472	\$221,024	-4.10%

#### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
Prior year cases	1,254	1,117	971
New civil cases	2,052	2,088	2151
New Criminal cases	0	0	0
Cases disposed	2,189	2,141	2,205
Pending cases	1,117	971	916
<b>Effectiveness Indicator</b>			
Clearance rate	107%	103%	103%

#### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	3	5	5
Part-time employees			
Totals	3	5	5

#### AUTHORIZED POSITION DETAIL

Bailiff	1	Court Coordinator	1
Case Manager	1	Data Entry Clerk II	1
Certified Court Reporter	1		

# 409TH DISTRICT COURT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Each of the District Courts in the County has jurisdiction over criminal and civil cases. The Court sets hearings for pleas, arraignments, summary judgments, default judgments, pre-trial hearings and motions. The Court is headed by a State District Judge who is elected to a four-year term by the voters of El Paso County.

### GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the Court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

#### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage
	Actuals	Budget	Budget	Change in Budget
Personnel	\$164,051	\$165,725	\$165,313	-0.25%
Operating	11,213	11,350	8,850	-22.03%
Capital				
Totals	<u>\$175,264</u>	<u>\$177,075</u>	<u>\$174,163</u>	-1.64%

#### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
Prior year cases	557	414	506
New civil cases	65	57	59
New Criminal cases	735	666	686
Cases disposed	943	990	1,020
Pending cases	414	506	231
<b>Effectiveness Indicator</b>			
Clearance rate	118%	137%	137%

#### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	3	3	3
Part-time employees			
Totals	<u>3</u>	<u>3</u>	<u>3</u>

#### AUTHORIZED POSITION DETAIL

Bailiff	1	Court Coordinator	1
Certified Court Reporter	1		



# ASSOCIATE CPS COURT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Associate CPS Court department was established by Commissioner's Court in 1996, and was formerly named Child Abuse Master department. The Magistrate is appointed by the Council of Judges and presides over child welfare cases.

## GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the Court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage
	Actuals	Budget	Budget	Change in Budget
Personnel	\$287,276	\$291,154	\$291,326	0.06%
Operating	28,325	33,050	27,820	-15.82%
Capital				
<b>Totals</b>	<b>\$315,601</b>	<b>\$324,204</b>	<b>\$319,146</b>	<b>-1.56%</b>

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
Prior year cases	124	157	130
New civil cases	130	132	136
Cases disposed	97	113	136
Pending cases	157	130	130
<b>Effectiveness Indicator</b>			
Clearance rate	75%	86%	100%

### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	4	4	4
Part-time employees		1	1
<b>Totals</b>	<b>4</b>	<b>5</b>	<b>5</b>

### AUTHORIZED POSITION DETAIL

Admin. Assistant I, Part-Time	1	Court Coordinator	1
Bailiff	1	Associate Judge	1
Certified Court Reporter	1		

# ASSOCIATE FAMILY COURT 1

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Family Courts, or Associate Judges, handle divorce and child support cases and other family matters.

## GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the Court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

### **FINANCIAL TRENDS**

Character	2002	2003	2004	Percentage
	Actuals	Budget	Budget	Change in Budget
Personnel	\$275,284	\$278,417	\$277,444	-0.35%
Operating	16,558	12,480	8,430	-32.45%
Capital				
Totals	<u>\$291,842</u>	<u>\$290,897</u>	<u>\$285,874</u>	-1.73%

### **WORK PROGRAM TRENDS**

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
---------------------	-----------------	-----------------	-------------------

Work program trends are shown under the 65th District Court.

### **STAFFING TRENDS**

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	4	4	4
Part-time employees			
Totals	<u>4</u>	<u>4</u>	<u>4</u>

### **AUTHORIZED POSITION DETAIL**

Bailiff	1	Court Coordinator	1
Certified Court Reporter	1	Associate Judge	1

## ASSOCIATE FAMILY COURT 2

### DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Family Courts, or Associate Judges, handle divorce and child support cases and other family matters.

### GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the Court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

#### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change
				in Budget
Personnel	\$305,362	\$305,198	\$304,699	-0.16%
Operating	14,929	11,470	8,347	-27.23%
Capital				
Totals	\$320,291	\$316,668	\$313,046	-1.14%

#### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
---------------------	-----------------	-----------------	-------------------

Work program trends are shown under the 383rd District Court.

#### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	5	5	5
Part-time employees			
Totals	5	5	5

#### AUTHORIZED POSITION DETAIL

Bailiff	1	Data Entry Clerk II	1
Certified Court Reporter	1	Associate Judge	1
Court Coordinator	1		



# ASSOCIATE FAMILY COURT 3

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Family Courts, or Associate Judges, handle divorce and child support cases and other family matters.

## GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the Court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

<b>FINANCIAL TRENDS</b>				
	2002	2003	2004	Percentage Change in
Character	Actuals	Budget	Budget	Budget
Personnel	\$261,677	\$293,447	\$291,301	-0.73%
Operating	35,494	10,800	7,950	-26.39%
Capital				
Totals	<u>\$297,171</u>	<u>\$304,247</u>	<u>\$299,251</u>	-1.64%

<b>WORK PROGRAM TRENDS</b>			
Department Activity	2002 Actuals	2003 Actuals	2004 Projected

Work program trends are shown under the 388th District Court.

<b>STAFFING TRENDS</b>			
Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	4	4	4
Part-time employees		1	1
Totals	<u>4</u>	<u>5</u>	<u>5</u>

<b>AUTHORIZED POSITION DETAIL</b>			
Baliff	1	Data Entry Clerk II, part-time	1
Certified Court Reporter	1	Associate Judge	1
Court Coordinator	1		

# COUNCIL OF JUDGES ADMINISTRATION

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Council of Judges Administration provides support for fifteen District Courts, seven County Courts at Law, one Probate Court, a Jail Magistrate, an Associate Child Protective Services Court, three Associate Family Court Judges, a Juvenile Court Referee and two County Criminal Courts. The administration consists of four departments: civil, criminal, indigent defense program and Court Interpreters. Some of the responsibilities of the Council of Judges Administrator include the scheduling of jury trials and pre-trial hearings, transferring cases from the grand juries to the receiving court of jurisdiction, scheduling appointments for psychiatric evaluation of defendants, appointing attorneys on criminal cases for defendants who qualify under the indigent guidelines, and providing interpreting services for the District and County Courts at law on behalf of non-English speaking defendants in criminal hearings or civil matters when requested.

## GOAL AND OBJECTIVE

**Goal:** To provide efficient and effective support services to the District and County Courts in scheduling jury trials, pre-trial hearings, transferring cases, psychiatric evaluation of defendants, interpreting services, and appointing attorneys for indigent defendants.

**Objective:** To improve the processing of cases through the use of mediation and pre-trial intervention programs whenever possible to aid in reducing the docket caseload for the Courts

### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change
				in Budget
Personnel	\$944,125	\$1,087,817	\$1,097,045	0.85%
Operating	2,855,886	3,314,333	3,749,038	13.12%
Capital	12,364	9,490		-100.00%
<b>Totals</b>	<b>\$3,812,375</b>	<b>\$4,411,640</b>	<b>\$4,846,083</b>	<b>9.85%</b>

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
		Not Available	

### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	20	20	20
Part-time employees			
<b>Totals</b>	<b>20</b>	<b>20</b>	<b>20</b>

# COUNCIL OF JUDGES ADMINISTRATION

---

<b>AUTHORIZED POSITION DETAIL</b>			
-----------------------------------	--	--	--

Asst. Council of Judges Administrator	1	Executive Director	1
Assistant Council of Judges Administrative Support Manager	1	Floating Court Reporter	3
Assistant Panel Bailiff/Coordinator	1	Interpreter I	8
Assistant Jury Coordinator	1	Jury Panel Bailiff/	
Booking Bailiff	1	Coordinator	1
First Asst. Council of Judges Administrator	1	Office Admin./Support Mgr.	1



# **COUNTY ATTORNEY**

---

## **MISSION STATEMENT**

The El Paso County Attorney's Office shall represent the County of El Paso and the State of Texas by providing high quality, cost-effective legal services in an ethical, professional, and competent manner. We shall seek justice, secure the protection and safety of all people, and enhance the quality of life in our community. In doing so, we shall treat all people with dignity, respect, honesty and fairness.

## **DEPARTMENT DESCRIPTION AND RESPONSIBILITIES**

The County Attorney for El Paso performs a wide variety of functions serving the County, State, and Local government agencies, and the public in general. This office reviews all claims brought against the County, represents the County in civil lawsuits filed against or by the County or its officials, and provides general legal advice to the members of Commissioners Court during Court meetings with respect to the performance of their official duties. The County Attorney's office drafts, reviews and interprets contracts for form and provides legal services with respect to real property transactions including sale, purchase, and leasing of real property, acquisition of easements, right of ways, and road dedications. The County Attorney also represents the State in all bond forfeiture actions, in both civil and criminal actions to prohibit illegal dumping and enforces statutes relating to environmental issues, in actions to prohibit the proliferations of the colonias, and all actions brought against juveniles for delinquent conduct. This office also provides legal advice or representation to several entities, including the County Risk Pool, the El Paso County Housing Authority, the Department of Protective and Regulatory Services in all actions brought for the protection of abused children, and involuntary mental commitments in actions for investigation of the abuse and protection of the elderly. Finally the County Attorney's office provides several services to the general public including a "hot check" collection service and presentation of applications for Court ordered mental health services.

## **GOALS AND OBJECTIVES**

- Goal 1:** To provide high quality, cost effective legal services to our clients in all legal matters.
- Goal 2:** To assure that legal services provided by employees of this office are performed in an ethical, professional, and competent manner.
- Goal 3:** To provide legal training to County, State, and Federal departments and citizen groups whose employees or members are providing public services in El Paso County.
- Goal 4:** To participate in community activities, boards, and groups in order to promote the general welfare of this community and in order to increase public awareness and education with respect to laws, public issues and available services.
- Objective 1:** To effectively complete opinions, minimize their preparation costs, and complete in timely manner.
- Objective 2:** To effectively complete contracts and contract review, minimize costs of review and preparation, and complete in a timely manner.
- Objective 3:** To provide legal advice to the County department heads, elected officials, committee members and board members in the administration of County business.
- Objective 4:** To provide legal and victim services to victims of domestic violence.
- Objective 5:** To oversee the administration of the entire office to insure efficient and effective operations.
- Objective 6:** To maximize recovery from collections efforts.

# COUNTY ATTORNEY

## GOALS AND OBJECTIVES CONT'D

- Objective 7:** To provide all staff with appropriate training in a cost effective manner.
- Objective 8:** To minimize the cost of screening new cases for acceptance.
- Objective 9:** To minimize the cost of prosecution.
- Objective 10:** To maximize the amount of restitution and fees collected and recovered.
- Objective 11:** To identify worthwhile litigation effectively through screening and to do so in a cost effective and efficient manner.
- Objective 12:** To resolve all cases within 12 months.
- Objective 13:** To minimize the amount of claims paid by the County.

## FISCAL YEAR 2003 ACCOMPLISHMENTS

- The Hot Check Unit returned \$1,322,499.40 to area merchants who were victimized by hot check writers.
- The Civil Unit negotiated discounted medical services with the local hospitals for inmate medical services which resulted in a savings to the County of \$2,810,228.
- The General Counsel Unit successfully handled 532 contracts, 209 legal opinions and 875 land use matters.
- The Child Protective Services Unit chaired the CARE Conference designed to provide community awareness and education to encourage adoption of children who are eligible for adoption through efforts of the Child Protective Services Unit.

### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage
				Change in Budget
Personnel	\$3,077,767	\$3,350,268	\$3,572,931	6.65%
Operating	143,622	233,452	190,401	-18.44%
Capital				
Totals	<u>\$3,221,389</u>	<u>\$3,583,720</u>	<u>\$3,763,332</u>	5.01%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
<b>Child Protective Services</b>			
Cases open at beginning of year	20	0	69
No. of cases during the year	126	165	130
Cases with final orders in fiscal year	146	96	150
No. of people in community trained	380	408	350

# COUNTY ATTORNEY

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
<b>Child Protective Services</b>			
No. of community groups participated in	32	15	5
No. of hours spent on community groups	80	76	60
<b>Civil Litigation</b>			
Cases open at beginning of year	313	433	486
No. of cases & claims added during year	272	266	260
Cases and claims resolved in fiscal year	152	213	240
No. of government employee trained	0	75	180
<b>Deceptive Business Practices</b>			
No. of cases screened	130	267	300
No. of cases accepted for prosecution	21	142	150
<b>Elder Protection Unit</b>			
No. of cases handled during year	48	59	60
No. of people in community trained	243	689	1,000
No. of community groups participated in	25	39	40
<b>Environmental</b>			
Cases open at beginning of year	46	45	29
No. of cases added	52	62	60
Total cases	98	107	89
<b>Family Violence Unit</b>			
No. of cases accepted	571	512	600
No. of cases where client requested dismissal after case filed	110	128	140
No. of people in community trained	1,700	1,655	1,800
No. of community groups participated in	460	54	125
<b>Enforcement of Protective Orders</b>			
Cases for enforcement	176	138	100
<b>General Counsel</b>			
Contracts completed	521	533	550
Legal opinions issued	202	209	230
No. of land use, water & property matters consultations	982	1,055	1,100
No. of hours spent on legislative matters per attorney	200	267	75
<b>Community Participation &amp; Training</b>			
Governmental employee trained	0	38	40
Community activities participated in	0	35	35
<b>Hot Checks</b>			
No. of checks screened	31,207	26,250	29,500
No. of cases accepted	30,675	25,411	29,000



# COUNTY ATTORNEY

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
<b>Hot Checks</b>			
No. of criminal cases filed	4,128	3,829	4,000
Total dollar collected	\$1,646,749	\$1,252,018	\$1,300,000
<b>Investigator Unit</b>			
No. of work requests submitted	1,620	2,195	2,200
No. of hot check writers contacted	393	471	600
No. of hot check writers arrested	80	62	100
No. of government employees trained	0	141	200
<b>Juvenile Unit</b>			
Total number of referrals	2,529	2,671	2,775
Certifications filed	2	4	4
Delinquency petitions filed	1,802	1,973	2,100
Determinant sentencing cases filed	0	3	10
Motions for contempt filed	149	193	250
Motions to modify filed	329	277	350
Total matters added to docket	2,282	2,450	3,114
No. of government employees trained	36	8	16
No. of people in community trained	1,620	160	320
<b>Mental Health Unit</b>			
Total cases handled	768	726	700
No. of community trainings held	19	89	40
No. of people in community trained	514	1,131	1,000
No. of community groups participated in	120	55	40
<b>Efficiency Indicators</b>			
<b>Child Protective Services</b>			
Average cost of prosecuting/case	\$2,744	\$1,282	\$1,073
Average cost per person trained	\$11	\$21	\$21
<b>Civil Litigation</b>			
Average cost per cases defended	\$376	\$473	\$395
Average cost per person trained	\$0	\$88	\$26
<b>Deceptive Business Practices</b>			
Percent of cases accepted	16%	53%	38%
Average cost per case screened	\$21	\$122	\$81
Average cost per case accepted	\$482	\$360	\$341
<b>Elder Protection Unit</b>			
Average cost per case	\$308	\$856	\$1,234
Average cost per person trained	\$8.23	\$8.96	\$7.17
<b>Environmental</b>			
Average cost of screening	\$58	\$57	\$73
Average cost of prosecuting/case	\$336	\$273	\$328
<b>Family Violence Unit</b>			
Average cost per case screened	\$91	\$87	\$80
Average cost per case accepted	\$200	\$141	\$127

# COUNTY ATTORNEY

## WORK PROGRAM TRENDS

	2002 Actuals	2003 Actuals	2004 Projected
<b>Department Activity</b>			
<b>Efficiency Indicators</b>			
<b>Family Violence Unit</b>			
Average cost per person trained	\$14.00	\$17.30	\$15.45
<b>General Counsel</b>			
Average cost per contract completed	\$212	\$165	\$165
<b>Legal Opinions</b>			
Average cost per opinion	\$406	\$497	\$500
Cost per attorney hour spent on miscellaneous legal advice	\$45	\$49	\$50
Average cost land use matter handled	\$24	\$19	\$25
Average cost/legislative matter	\$40	\$40	\$40
<b>Hot Checks</b>			
Percent of acceptance	98%	1%	98%
Average cost of screening	\$1.89	\$3.36	\$2.48
Average cost of prosecuting/case	\$35	\$44	\$60
<b>Investigator Unit</b>			
Cost per trainee	\$0.00	\$4.26	\$4.00
<b>Juvenile Unit</b>			
Average cost per case	\$105	\$137	\$156
<b>Mental Health Unit</b>			
Average cost per case	\$62	\$30	\$31
Average cost per person trained	\$13	\$4	\$4.66
<b>Office Administration/IT/Reception</b>			
Average cost of administrative matter handled	\$24	\$28	\$26
Average cost of attorney training	\$1,500	\$1,545	\$1,000
Average cost of staff training	\$200	\$200	\$200
<b>Effectiveness Indicators</b>			
<b>Child Protective Services</b>			
Rate of cases with positive outcome	100%	58%	75%
<b>Civil Litigation</b>			
Rate of completion in fiscal year	26%	30%	32%
<b>Deceptive Business Practices</b>			
No. of successful cases	12	68	125
Percent successful	57%	48%	83%
<b>Elder Protection Unit</b>			
Rate of successful cases	100%	100%	100%
<b>General Counsel</b>			
Percent of contracts completed	94%	101%	100%
Client's satisfaction opinion quality	93%	90%	94%
Client's satisfaction with on-call legal advice	91%	94%	94%
<b>Hot Checks</b>			
Merchant's degree of satisfaction	69%	89%	92%

# COUNTY ATTORNEY

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Effectiveness Indicators</b>			
<b>Investigator Unit</b>			
Rate of resolution	100%	100%	100%
<b>Juvenile Unit</b>			
Percent of referrals petitioned	85%	82%	94%
<b>Mental Health Unit</b>			
Cases with positive outcomes	100%	100%	100%

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2003
Full-time employees	55	59	63
Part-time employees			
Totals	55	59	63

## AUTHORIZED POSITION DETAIL

Chief Investigator	2	Lan Support III	1
Collections Analyst	1	Legal Secretary I	7
Collections Clerk	6	Legal Secretary II	8
County Attorney	1	Office Admin/Support Mgr.	1
Division/Unit Chief Atty.	6	Office Coordinator	1
Ex. Secretary/Admin Asst.	1	Paralegal I	3
First Asst. County Atty/ Administrator	1	Receptionist	2
Investigator	2	Trial Attorney	1
Lan Support II	1	Senior Trial Attorney	17
		Trial Team Chief Atty.	1

See Personnel Changes for this department on Appendix A.

During budget hearing, all positions were transferred from the County Attorney Bond Forfeitures department to the County Attorney Office as requested by the department to streamline operations. In previous years, the Court had requested a separate accounting for the County Attorney Bond Forfeitures unit, to determine if revenues supported their expenditures. Revenues generated well exceeded expenditures, so the consolidation of these indexes was approved. During the fiscal year, two Legal Secretary I positions were transferred to the Child Protective Services grant and one Division Unit Chief Attorney position was transferred in from the Child Protective Services grant for an overall savings to the General Fund.



# **COUNTY ATTORNEY BOND FORFEITURES**

---

## **DEPARTMENT DESCRIPTION AND RESPONSIBILITIES**

This Department is a division of the County Attorney's office established for the purpose of handling bail bond forfeitures. The objective of the unit is to prevent future bond forfeitures by actively prosecuting bond forfeiture cases and thereafter collecting on all such judgments.

## **GOALS AND OBJECTIVES**

- Goal 1:** To provide high quality, cost effective legal services to our clients in all legal matters.
- Goal 2:** To assure that legal services provided by employees of this office are performed in an ethical, professional, and competent manner.
- Goal 3:** To provide legal training to County, State and Federal departments and Citizen groups whose employees or members are providing public services in El Paso County.
- Goal 4:** To participate in community activities, boards and groups in order to promote the general welfare of this community and in order to increase public awareness and dedication with respect to laws, public issues and available services.
- Objective 1:** Identify litigation through screening while minimizing costs.
- Objective 2:** To complete cases within twelve months of filing date.
- Objective 3:** To maximize recovery from monetary judgments.
- Objective 4:** To provide all staff with appropriate training in a cost effective manner.
- Objective 5:** To provide continuing legal education to all attorney in a cost efficient manner.
- Objective 6:** To provide legal training to other departments so that they will properly perform their government duties.
- Objective 7:** To provide training to other departments in a cost efficient manner.
- Objective 8:** To participate in community activities, boards, and groups.

## **FISCAL YEAR 2003 ACCOMPLISHMENTS**

- The bond forfeiture unit finalized the bail bond fee case, a huge case that lasted over 15 years and exposed the county to millions of dollars in judgments. Bondsmen wanted the original fees they had paid, a statutory penalty of four times the amount fees paid, interest rate at 10% compounded annually, and attorney's fees. The Case resulted in several appeals to the Texas Supreme Court, a number of settlements with individual bondsmen, two summary judgments and a jury trial. The last appellate opinion issued in favor of the County on September 30, 2003, and this ended the case. Overall, less than 10 cents on the dollar demanded was awarded to the bondsmen. Of that amount, less than 3 cents on the dollar was paid in cash. The remaining balance (7 cents on the dollar) was applied against delinquent, unpaid bond forfeiture judgments owed by the bondsmen to the County.

# COUNTY ATTORNEY BOND FORFEITURES

## FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget*	
Personnel	\$228,996	\$226,874		-100.00%
Operating	9,520	8,000		-100.00%
Capital				
Totals	<u>\$238,516</u>	<u>\$234,874</u>		-100.00%

This department was merged with the County Attorney effective October 1, 2003.

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected*
<b>Outputs</b>			
No. of cases pending at beginning	1,000	917	1,197
No. of cases referred	1,301	1,582	1,600
No. of cases accepted	1,240	1,505	1,552
No. of pending during the year	2,240	2,422	2,744
No. of cases closed	1,323	1,225	1,604
Amount of bail bonds referred	\$3,637,988	\$3,632,309	\$3,600,000
Amount of judgments entered	\$1,776,425	\$1,488,956	\$1,500,000
Amount of judgements collected	\$1,033,260	\$1,519,335	\$1,500,000
<b>Efficiency Indicators</b>			
Cost per case screened	\$1.48	\$1.45	\$1.45
Cost per case accepted/handled	\$97.36	\$93.94	\$84.78
Rate of acceptance	95%	95%	97%
<b>Effectiveness Indicators</b>			
Rate of closure	1%	0%	59%
No. of closed cases w/in 12 months	887	1,076	1,443
Rate of timely resolution	67%	88%	90%
Rate of collection	58%	102%	100%
Rate of successful judgements	87%	116%	42%

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	6	6	
Part-time employees			
Totals	<u>6</u>	<u>6</u>	

# COUNTY ATTORNEY BOND FORFEITURES

---

## AUTHORIZED POSITIONS DETAIL

Not Applicable

See Personnel Changes for this department in Appendix A.

During budget hearing, all positions were transferred from the County Attorney Bond Forfeitures department to the County Attorney Office as requested by the department to streamline operations. In previous years, the Court had requested a separate accounting for the County Attorney Bond Forfeitures unit, to determine if revenues supported their expenditures. Revenues generated well exceeded expenditures, so the consolidation of these indexes was approved.



# **COUNTY ATTORNEY RETGH LEGAL**

---

## **DEPARTMENT DESCRIPTION AND RESPONSIBILITIES**

The County Attorney hospital unit provides legal counsel to the El Paso County Hospital District and its affiliated entities. The services provided include review and drafting of contracts, rendition of legal opinions on matters relating to hospital regulations, patient rights, human resources and advising on procurement matters. The County Attorney's office serves as general counsel to the hospital district board of managers on all matters relating to governance and compliance with federal and state laws. The unit oversees all litigation and files and collects on hospital liens. The unit also coordinates with federal and state lobbyists with respect to health legislation and regulations, including Medicaid and Medicare reimbursement.

## **GOALS AND OBJECTIVES**

- Goal 1:** To provide high quality, cost effective legal services to the Hospital District Board and its administration.
- Goal 2:** To assure that legal services provided by employees of this office are preformed in an ethical, professional and competent manner.
- Goal 3:** To provide legal training to County, State, and Federal departments and citizen groups whose employees or members are providing public services in El Paso County.
- Goal 4:** To participate in community activities, boards and groups in order to promote the general welfare of this community and in order to increase public awareness and education with respect to laws, public issues and available services.
- Objective 1:** To effectively complete opinions, minimize their preparation costs, and complete in a timely manner.
- Objective 2:** To effectively complete all contracts and contract review, minimize costs of review and preparation, and complete on timely manner.
- Objective 3:** To effectively complete cases, minimize judgments against hospital and maximize recovery in cases initiated by hospital, and complete in a timely manner.
- Objective 4:** To maximize recovery from collection efforts.
- Objective 5:** To provide all staff with appropriate training in a cost effective manner.
- Objective 6:** To provide continuing legal education to all attorneys in a cost effective manner.
- Objective 7:** To provide legal training to other departments, in a cost efficient manner, so that they will properly perform their government duties.
- Objective 8:** To participate in community activities, boards, and groups.

## **FISCAL YEAR 2003 ACCOMPLISHMENTS**

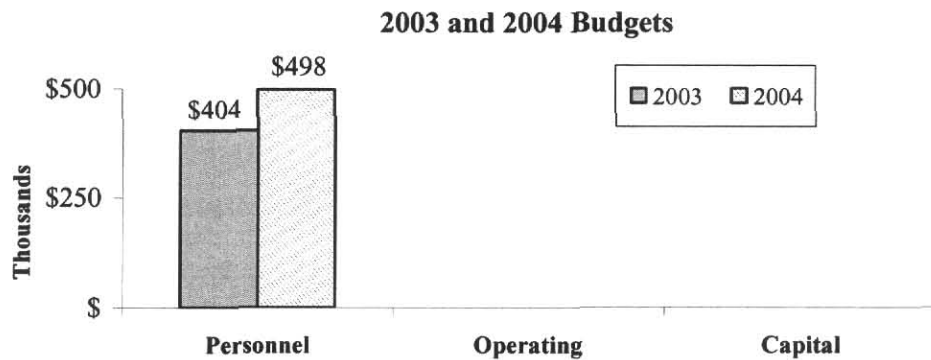
- Review and update of hospital policies and procedures in preparation for accreditation review by Joint Commission on Accreditation of Healthcare Organizations.
- Review and drafting of hospital policies and procedures to comply with April 14, 2003 HIPAA privacy deadlines.
- Review and drafting of HIPAA mandated business associate agreements.
- Review and development of hospital policy and procedures regarding research and surveillance conducted at the hospital.

# COUNTY ATTORNEY RETGH LEGAL

## FISCAL YEAR 2003 ACCOMPLISHMENTS, CONT'D

- Continued monitoring and advising regarding hospital compliance program and performance improvement program.
- Utilization of County Attorney civil litigation unit to defend employment law matters pending against hospital district.
- Legislative advocacy during the 78<sup>th</sup> Session of the Texas legislature resulting in enactment of a bill authorizing non-emergency services to undocumented immigrants in accordance with Board policy.
- Successful implementation of comprehensive information management system and performance based measurements.
- Professional development programs including 5<sup>th</sup> Annual Hospital District Update, and in-house seminar on legal ethics.

<b>FINANCIAL TRENDS</b>				
Category	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel	\$366,840	\$404,165	\$498,263	23.28%
Operating				
Capital				
<b>Totals</b>	<b>\$366,840</b>	<b>\$404,165</b>	<b>\$498,263</b>	<b>23.28%</b>



## **WORK PROGRAM TRENDS**

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
<b>Litigation Management</b>			
Cases opened at beginning of year	28	21	18
No. of cases added	14	22	27
Total no. of cases	42	43	45
Cases/claims resolved	21	18	20

Continued on next page.

# COUNTY ATTORNEY RETGH LEGAL

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
<b>Opinions</b>			
Opinions open at beginning of year	567	751	259
Opinions requested	494	599	600
Total opinions handled	1,061	1,350	860
Total no. of opinions issued	361	1,091	860
No. of projects opened	21	57	60
No. of projects closed	4	28	40
<b>Contracts</b>			
Contracts open at beginning of year	234	225	224
Contracts added	193	259	250
Total no. of contracts	427	484	474
Contract written and reviewed	215	252	250
<b>Hospital Liens</b>			
No. of liens filed during the year	2,021	2,963	3,000
Total liens resolved	168	305	300
Total dollar value of liens resolved	\$685,596	\$1,058,295	\$1,000,000
<b>General Counsel</b>			
Hrs attending governing body meetings	N/A	183	150
No. of community activities attended	N/A	51	50
<b>Legislative Matters</b>			
Attorney hours on legislative matters	N/A	147	150
<b>Training Others</b>			
No. of trainings sessions offered	3	7	6
No. of people trained	100	130	150
<b>Efficiency Indicators</b>			
<b>Litigation Management</b>			
Average cost per case defended	\$227	\$377	\$418
Average cost per case/claim closed	\$454	\$901	\$940
<b>Opinions</b>			
Average cost of opinions handled	\$70.98	\$80.06	\$130.00
Average cost of opinions closed	\$243.00	\$99.00	\$112.00
<b>Contracts</b>			
Average cost of all contracts handled	\$215.00	\$107.00	\$111.00
Average cost per contract closed in year	\$454.00	\$205.00	\$212.00
<b>General Counsel</b>			
Average hourly cost of attending meetings	N/A	\$94.96	\$118.83
<b>Training Others</b>			
Average cost per trainee	N/A	\$17.00	\$37.00
<b>Administrative Overhead</b>			
Average cost of overhead per matter handled	N/A	\$25.52	\$27.80

Continued on next page.



# COUNTY ATTORNEY RETGH LEGAL

## WORK PROGRAM TRENDS

	2002 Actuals	2003 Actuals	2004 Projected
<b>Department Activity</b>			
<b>Effectiveness Indicators</b>			
<b>Litigation Management</b>			
Percent of cases/claims closed	50%	42%	44%
<b>Opinions</b>			
Percent of opinions provided	30%	81%	100%
Percent of opinions finalized in 30 days	73%	68%	80%
Percent of opinions finalized in over 31 days	26%	30%	20%
Percent completion of projects	19%	49%	67%
<b>Contracts</b>			
Percent of opinions finalized in 14 days	69%	50%	80%
Percent of opinions finalized in over 31 days	31%	48%	20%

## STAFFING TRENDS

	Fiscal Year		
<b>Authorized Positions</b>	2002	2003	2004
Full-time employees	6	6	7
Part-time employees			
Totals	6	6	7

## AUTHORIZED POSITION DETAIL

Chief Legal Officer	1	Office Manager	1
Legal Secretary II	1	Senior Trial Attorney	3
Legal Secretary I	1		

See Personnel Changes for this department in Appendix A.

During budget hearings, the Commissioners Court approved an additional Sr. Trial Attorney, and the re-titling of the Collections Specialist to Legal Secretary II, since the County is reimbursed from the Hospital District for these changes, and there is no overall impact to the General Fund budget.

# COUNTY ATTORNEY TEEN COURT COORDINATOR

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This department is a division of the County Attorney's office established for the purpose of handling the Teen Court program in conjunction with the Socorro Independent School District. The Teen Court Unit provides alternative sentencing to teenagers who are charged with Class C misdemeanors (such as minor in possession of alcohol or tobacco offenses). Teen Court sessions have teen attorneys, teen jurors, and teen courtroom staff. Licensed attorneys act as the judges. Teen defendants are sentenced to community service and must participate as jurors for their peers in future proceedings. The costs of this program are fully reimbursed by SISD, which has one of the most active and successful teen court programs in the United States.

## GOALS AND OBJECTIVES

- Goal 1:** To participate in community activities in order to promote the general welfare of the community and increase public awareness and education with respect to laws.
- Goal 2:** To implement alternate adjudication strategies for teens convicted of Class C Misdemeanors in order to assist students in developing good citizenship and a respect for Courts and law enforcement.
- Objective 1:** To identify defendants who qualify for the program through screening while minimizing costs.
- Objective 2:** To complete cases within 180 days.
- Objective 3:** To maximize successful participation in the program and completion of sentencing activities.
- Objective 4:** To provide all staff with appropriate training in a cost effective manner.
- Objective 5:** To provide all teen volunteers with appropriate training in a cost effective manner.
- Objective 6:** To increase community awareness of the teen court program and to expose volunteers and defendants to life skills curriculum through referrals and special programming.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel	\$43,800	\$44,323	\$43,600	-1.63%
Operating	1,130	21,030	19,690	-6.37%
Capital				
Totals	\$44,930	\$65,353	\$63,290	-3.16%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
<b>Teen Court</b>			
Cases open at beginning of year	0	11	2
Cases accepted	165	214	265
Total cases	165	225	267
Cases closed during the year	154	223	240

# COUNTY ATTORNEY TEEN COURT COORDINATOR

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
<b>Legal training</b>			
No. of training sessions	6	8	6
No. of people trained	1,000	275	240
<b>Efficiency Indicators</b>			
Cost of training	\$4.00	\$9.18	\$10.34
Cost per case	\$332.00	\$166.00	\$138.00
<b>Effectiveness Indicator</b>			
Rate of total closure	93%	99%	90%

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	1	1	1
Part-time employees			
Totals	1	1	1

## AUTHORIZED POSITION DETAIL

Teen Court Manager	1
--------------------	---



# COUNTY COURT AT LAW ADMINISTRATION

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The County Court at Law Administrator's responsibilities include scheduling criminal cases, monitoring, assignments, and payment to attorneys. The Administrator is also responsible for scheduling pre-trial hearings, providing statistical data for all the County Courts at Law, and maintaining the administrator's files.

<b>FINANCIAL TRENDS</b>				
	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>Percentage</b>
<b>Character</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>
				<b>in</b>
				<b>Budget</b>
Personnel	\$494,851	\$510,689	\$515,716	0.98%
Operating	16,629	14,057	13,170	-6.31%
Capital				
<b>Totals</b>	<b>\$511,480</b>	<b>\$524,746</b>	<b>\$528,886</b>	<b>0.79%</b>

<b>WORK PROGRAM TRENDS</b>				
<b>Department Activity</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	
	<b>Actuals</b>	<b>Actuals</b>	<b>Projected</b>	
		Not Available		

<b>STAFFING TRENDS</b>				
<b>Authorized Positions</b>	<b>2002</b>	<b>Fiscal Year</b>		<b>2004</b>
		<b>2003</b>		
Full-time employees	17	17		17
Part-time employees				
<b>Totals</b>	<b>17</b>	<b>17</b>		<b>17</b>

<b>AUTHORIZED POSITION DETAIL</b>				
Administrative Assistant III	1	Docket Coordinator I	1	
Assistant County Court Administrator	1	Docket Coordinator II	2	
Caseworker	5	Legal Secretary I	1	
County Court Administrator	1	Receptionist	1	
Data Entry Clerk I	3	Sr. Caseworker	1	

# COUNTY COURT AT LAW JUDGES ACCOUNT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The salaries and fringe benefits of the seven County Court at Law Judges are funded separately from their individual Courts through this index.

FINANCIAL TRENDS				
Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel	\$970,490	\$936,784	\$946,985	1.09%
Operating			203,454	100.00%
Capital				
Totals	\$970,490	\$936,784	\$1,150,439	22.81%

WORK PROGRAM TRENDS			
Department Activity	2002 Actuals	2003 Actuals	2004 Projected

Work program trends are shown under the respective County Court at Law.

STAFFING TRENDS			
Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	7	7	7
Part-time employees			
Totals	7	7	7

## AUTHORIZED POSITION DETAIL

County Court at Law Judge 7

# COUNTY COURT AT LAW NO. 1

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Each County Court at Law hears both civil and criminal cases. In civil cases the Court exercises jurisdiction concurrent with the District Courts in all cases in which the matter in controversy exceeds \$500 and less than \$5,000, exclusive of interest. In criminal cases, the Court may hear all Class "A" and Class "B" misdemeanors other than those involving official misconduct and cases in which the highest fine that may be imposed is \$500 or less. The Judge of the Court is also a member of the Council of Judges of El Paso and as such, takes part in formulating the rules and regulations for the Courthouse and the Administration of Justice in El Paso County by the District Courts and the Statutory County Courts.

## GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the Court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

<b>FINANCIAL TRENDS</b>				
	2002	2003	2004	Percentage Change
Character	Actuals	Budget	Budget	in Budget
Personnel	\$146,948	\$160,452	\$159,298	-0.72%
Operating	12,504	11,550	9,050	-21.65%
Capital				
<b>Totals</b>	<b>\$159,452</b>	<b>\$172,002</b>	<b>\$168,348</b>	<b>-2.12%</b>

<b>WORK PROGRAM TRENDS</b>			
Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
Prior year cases	4,424	2,750	2,833
New civil cases	603	673	693
New Criminal cases	1,883	2,911	2,998
Cases disposed	4,160	4,218	4,345
Pending cases	2,750	2,966	2,179
<b>Effectiveness Indicator</b>			
Clearance rate	167%	118%	118%

<b>STAFFING TRENDS</b>			
Authorized Positions	2002	Fiscal Year 2003	2004
Full-time employees	3	3	3
Part-time employees			
<b>Totals</b>	<b>3</b>	<b>3</b>	<b>3</b>



**COUNTY COURT AT LAW NO. 1**

---

**AUTHORIZED POSITION DETAIL**

Bailiff	1	Court Coordinator	1
Certified Court Reporter	1		

# COUNTY COURT AT LAW NO. 2

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Each County Court at Law hears both civil and criminal cases. In civil cases the Court exercises jurisdiction concurrent with the District Courts in all cases in which the matter in controversy exceeds \$500 and less than \$5,000, exclusive of interest. In criminal cases, the Court may hear all Class "A" and Class "B" misdemeanors other than those involving official misconduct and cases in which the highest fine that may be imposed is \$500 or less. The Judge of the Court is also a member of the Council of Judges of El Paso and as such, takes part in formulating the rules and regulations for the Courthouse and the Administration of Justice in El Paso County by the District Courts and the Statutory County Courts.

## GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the Court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

### **FINANCIAL TRENDS**

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change
				in Budget
Personnel	\$157,117	\$160,130	\$160,504	0.23%
Operating	11,192	11,150	7,876	-29.36%
Capital				
Totals	\$168,309	\$171,280	\$168,380	-1.69%

### **WORK PROGRAM TRENDS**

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
Prior year cases	4,143	2,681	2,994
New civil cases	244	240	247
New Criminal cases	2,008	3,188	3,284
Cases disposed	3,714	3,705	3,816
Pending cases	2,681	2,994	2,709
<b>Effectiveness Indicator</b>			
Clearance rate	165%	108%	108%

### **STAFFING TRENDS**

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	3	3	3
Part-time employees			
Totals	3	3	3

# COUNTY COURT AT LAW NO. 2

---

<b>AUTHORIZED POSITION DETAIL</b>			
-----------------------------------	--	--	--

Bailiff	1	Court Coordinator	1
Certified Court Reporter	1		



# COUNTY COURT AT LAW NO. 3

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Each County Court at Law hears both civil and criminal cases. In civil cases the Court exercises jurisdiction concurrent with the District Courts in all cases in which the matter in controversy exceeds \$500 and less than \$5,000, exclusive of interest. In criminal cases, the Court may hear all Class "A" and Class "B" misdemeanors other than those involving official misconduct and cases in which the highest fine that may be imposed is \$500 or less. The Judge of the Court is also a member of the Council of Judges of El Paso and as such, takes part in formulating the rules and regulations for the Courthouse and the Administration of Justice in El Paso County by the District Courts and the Statutory County Courts.

## GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the Court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

### **FINANCIAL TRENDS**

Character	2002	2003	2004	Percentage
	Actuals	Budget	Budget	Change in Budget
Personnel	\$158,476	\$164,383	\$163,139	-0.76%
Operating	16,752	13,300	8,713	-34.49%
Capital				
<b>Totals</b>	<b>\$175,228</b>	<b>\$177,683</b>	<b>\$171,852</b>	<b>-3.28%</b>

### **WORK PROGRAM TRENDS**

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
Prior year cases	578	654	651
New civil cases	649	596	614
New Criminal cases	0	0	0
Cases disposed	573	558	575
Pending cases	654	651	690
<b>Effectiveness Indicator</b>			
Clearance rate	88%	94%	94%

### **STAFFING TRENDS**

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	3	3	3
Part-time employees			
<b>Totals</b>	<b>3</b>	<b>3</b>	<b>3</b>

**COUNTY COURT AT LAW NO. 3**

---

**AUTHORIZED POSITION DETAIL**

Bailiff	1	Court Coordinator	1
Certified Court Reporter	1		

# COUNTY COURT AT LAW NO. 4

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Each County Court at Law hears both civil and criminal cases. In civil cases the Court exercises jurisdiction concurrent with the District Courts in all cases in which the matter in controversy exceeds \$500 and less than \$5,000, exclusive of interest. In criminal cases, the Court may hear all Class "A" and Class "B" misdemeanors other than those involving official misconduct and cases in which the highest fine that may be imposed is \$500 or less. The Judge of the Court is also a member of the Council of Judges of El Paso and as such, takes part in formulating the rules and regulations for the Courthouse and the Administration of Justice in El Paso County by the District Courts and the Statutory County Courts.

## GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the Court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage
	Actuals	Budget	Budget	Change in Budget
Personnel	\$111,792	\$102,101	\$159,871	56.58%
Operating	6,890	11,250	9,450	-16.00%
Capital				
<b>Totals</b>	<b>\$118,682</b>	<b>\$113,351</b>	<b>\$169,321</b>	<b>49.38%</b>

### WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
Outputs	Actuals	Actuals	Projected
Prior year cases	4,381	2,735	2,599
New civil cases	198	202	208
New Criminal cases	1,778	2,626	2,705
Cases disposed	3,622	3,716	3,827
Pending cases	2,735	2,599	1,684
<b>Effectiveness Indicator</b>			
Clearance rate	183%	131%	131%

### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	3	3	3
Part-time employees			
<b>Totals</b>	<b>3</b>	<b>3</b>	<b>3</b>

### AUTHORIZED POSITION DETAIL

Bailiff	1	Court Coordinator	1
Certified Court Reporter	1		



# COUNTY COURT AT LAW NO. 5

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Each County Court at Law hears both civil and criminal cases. In civil cases the Court exercises jurisdiction concurrent with the District Courts in all cases in which the matter in controversy exceeds \$500 and less than \$5,000, exclusive of interest. In criminal cases, the Court may hear all Class "A" and Class "B" misdemeanors other than those involving official misconduct and cases in which the highest fine that may be imposed is \$500 or less. The Judge of the Court is also a member of the Council of Judges of El Paso and as such, takes part in formulating the rules and regulations for the Courthouse and the Administration of Justice in El Paso County by the District Courts and the Statutory County Courts.

## GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the Court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage
	Actuals	Budget	Budget	Change in Budget
Personnel	\$169,794	\$173,758	\$172,554	-0.69%
Operating	12,427	11,850	9,650	-18.57%
Capital				
Totals	\$182,221	\$185,608	\$182,204	-1.83%

### WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
Outputs	Actuals	Actuals	Projected
Prior year cases	727	1,586	1,512
New civil cases	1,416	567	584
New Criminal cases	0	0	560
Cases disposed	557	594	1,456
Pending cases	1,586	1,512	1,200
<b>Effectiveness Indicator</b>			
Clearance rate	39%	105%	127%

### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	3	3	3
Part-time employees			
Totals	3	3	3

### AUTHORIZED POSITION DETAIL

Bailiff	1	Court Coordinator	1
Certified Court Reporter	1		

# COUNTY COURT AT LAW NO. 6

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Each County Court at Law hears both civil and criminal cases. In civil cases the Court exercises jurisdiction concurrent with the District Courts in all cases in which the matter in controversy exceeds \$500 and less than \$5,000, exclusive of interest. In criminal cases, the Court may hear all Class "A" and Class "B" misdemeanors other than those involving official misconduct and cases in which the highest fine that may be imposed is \$500 or less. The Judge of the Court is also a member of the Council of Judges of El Paso and as such, takes part in formulating the rules and regulations for the Courthouse and the Administration of Justice in El Paso County by the District Courts and the Statutory County Courts.

## GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the Court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

### **FINANCIAL TRENDS**

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change
				in Budget
Personnel	\$168,188	\$179,101	\$179,922	0.46%
Operating	14,116	12,450	8,485	-31.85%
Capital				
Totals	\$182,304	\$191,551	\$188,407	-1.64%

### **WORK PROGRAM TRENDS**

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
Prior year cases	4,000	2,324	1,512
New civil cases	163	168	173
New Criminal cases	1,949	3,375	3476
Cases disposed	3,788	3,783	4,000
Pending cases	2,324	1,512	1,161
<b>Effectiveness Indicator</b>			
Clearance rate	179%	107%	110%

### **STAFFING TRENDS**

Authorized Positions	Fiscal Year		
	2001	2002	2003
Full-time employees	3	3	3
Part-time employees			
Totals	3	3	3

**COUNTY COURT AT LAW NO. 6**

---

**AUTHORIZED POSITION DETAIL**

Bailiff	1	Court Coordinator	1
Certified Court Reporter	1		



# COUNTY COURT AT LAW NO. 7

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Each County Court at Law hears both civil and criminal cases. In civil cases the Court exercises jurisdiction concurrent with the District Courts in all cases in which the matter in controversy exceeds \$500 and less than \$5,000, exclusive of interest. In criminal cases, the Court may hear all Class "A" and Class "B" misdemeanors other than those involving official misconduct and cases in which the highest fine that may be imposed is \$500 or less. The Judge of the Court is also a member of the Council of Judges of El Paso and as such, takes part in formulating the rules and regulations for the Courthouse and the Administration of Justice in El Paso County by the District Courts and the Statutory County Courts.

## GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the Court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in
				Budget
Personnel	\$159,543	\$168,757	\$168,532	-0.13%
Operating	5,644	12,715	10,265	-19.27%
Capital				
Totals	\$165,187	\$181,472	\$178,797	-1.47%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
Prior year cases	588	601	557
New civil cases	559	556	573
New Criminal cases	0	0	0
Cases disposed	546	595	700
Pending cases	601	557	430
<b>Effectiveness Indicator</b>			
Clearance rate	98%	107%	122%

### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	3	3	3
Part-time employees			
Totals	3	3	3

**COUNTY COURT AT LAW NO. 7**

---

**AUTHORIZED POSITION DETAIL**

Bailiff	1	Court Coordinator	1
Certified Court Reporter	1		

# COUNTY CRIMINAL COURT AT LAW NO. 1

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

In matter of concurrent jurisdiction, a judge of a statutory County Court in El Paso County and a judge of a District Court or another statutory County Court in El Paso County may transfer cases between the Courts in the same manner judges of District Courts transfer cases under Section 24.303. This subsection does not apply to a County Criminal Court at law in El Paso County. A judge of a statutory County Court in El Paso County and a judge of a District Court in El Paso County may exchange benches and may sit and act for each other in any matter pending before the Court. This subsection does not apply to a County Criminal Court at law in El Paso County. The El Paso Council of Judges shall order the transfer of criminal misdemeanor cases to the County Criminal Courts from time to time to equalize the criminal misdemeanor dockets of the Court system and the effective administration of justice. The County Criminal Courts have the criminal jurisdiction provided by law for County Courts and appellate jurisdiction in appeals of criminal cases from justice Courts and municipal Courts in the County as provided by Article 45.042, Code of Criminal Procedure, but have no other jurisdiction. The County Criminal Courts have exclusive jurisdiction over environmental offenses.

## GOAL AND OBJECTIVE

- Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.
- Objective:** To reduce the Court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

### **FINANCIAL TRENDS**

Character	2002	2003	2004	Percentage
	Actuals	Budget	Budget	Change in Budget
Personnel	\$76,332	\$159,813	\$158,670	-0.72%
Operating	30,244	13,150	11,691	-11.10%
Capital				
Totals	\$106,576	\$172,963	\$170,361	-1.50%

### **WORK PROGRAM TRENDS**

Department Activity	2002	2003	2004
Outputs	Actuals	Actuals	Projected
Prior year cases	359	2,784	2,465
New civil cases	14	203	209
New Criminal cases	5,381	3,300	3399
Cases disposed	2,970	4,030	4,151
Pending cases	2,784	2,465	1,922
<b>Effectiveness Indicator</b>			
Clearance rate	55%	115%	115%



# COUNTY CRIMINAL COURT AT LAW NO. 1

---

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	3	3	3
Part-time employees			
Totals	<u>3</u>	<u>3</u>	<u>3</u>

## AUTHORIZED POSITION DETAIL

Bailiff	1	Court Coordinator	1
Certified Court Reporter	1		

# COUNTY CRIMINAL COURT AT LAW NO. 2

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

In matter of concurrent jurisdiction, a judge of a statutory County Court in El Paso County and a judge of a District Court or another statutory County Court in El Paso County may transfer cases between the Courts in the same manner judges of District Courts transfer cases under Section 24.303. This subsection does not apply to a County Criminal Court at law in El Paso County. A judge of a statutory County Court in El Paso County and a judge of a District Court in El Paso County may exchange benches and may sit and act for each other in any matter pending before the Court. This subsection does not apply to a County Criminal Court at law in El Paso County. The El Paso Council of Judges shall order the transfer of criminal misdemeanor cases to the County Criminal Courts from time to time to equalize the criminal misdemeanor dockets of the Court system and the effective administration of justice. The County Criminal Courts have the criminal jurisdiction provided by law for County Courts and appellate jurisdiction in appeals of criminal cases from justice Courts and municipal Courts in the County as provided by Article 45.042, Code of Criminal Procedure, but have no other jurisdiction.

## GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the Court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel	\$99,024	\$157,459	\$158,414	0.61%
Operating	32,130	13,075	11,354	-13.16%
Capital				
<b>Totals</b>	<b>\$131,154</b>	<b>\$170,534</b>	<b>\$169,768</b>	<b>-0.45%</b>

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
Prior year cases	380	2,843	2,784
New civil cases	30	227	234
New Criminal cases	5,331	3,290	3389
Cases disposed	2,898	4,012	4,132
Pending cases	2,843	2,784	2,274
<b>Effectiveness Indicator</b>			
Clearance rate	54%	114%	114%

# COUNTY CRIMINAL COURT AT LAW NO. 2

---

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	3	3	3
Part-time employees			
Totals	<u>3</u>	<u>3</u>	<u>3</u>

## AUTHORIZED POSITION DETAIL

Certified Court Reporter	1	Bailiff	1
Court Coordinator	1		



# COUNTY CRIMINAL MAGISTRATE JUDGES ACCOUNT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The salaries and fringe benefits of the 2 County Criminal Courts at Law are funded separately from their individual Courts through this index.

FINANCIAL TRENDS				
Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	\$146,157	\$268,835	\$269,567	0.27%
Operating				
Capital				
Totals	\$146,157	\$268,835	\$269,567	0.27%

WORK PROGRAM TRENDS			
Department Activity	2002 Actuals	2003 Actuals	2004 Projected
Work program trends are shown under the respective court.			

STAFFING TRENDS			
Authorized Positions	2002	Fiscal Year 2003	2004
Full-time employees	2	2	2
Part-time employees			
Totals	2	2	2

AUTHORIZED POSITION DETAIL	
County Criminal Court at Law Judges	2

# CRIMINAL LAW MAGISTRATE I

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Criminal Law Magistrate department was established by the Commissioners Court in 1986. The Magistrate is appointed by the Council of Judges and presides over the arraignment of all prisoners booked into the El Paso County Detention Facility. The Magistrate is an auxiliary to the Council of Judges with jurisdiction limited to being empowered to accepting uncontested pleas, conducting and examining trials, and special hearings with felony district court cases for the fifteen District Courts.

### FINANCIAL TRENDS

Character	2002	2003	2003	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel	\$290,677	\$293,156	\$291,789	-0.47%
Operating	4,546	6,770	5,021	-25.83%
Capital				
	<u>\$295,223</u>	<u>\$299,926</u>	<u>\$296,810</u>	-1.04%

### WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
	Actuals	Actuals	Projected
		Not Available	

### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	5	5	5
Part-time employees			
Totals	<u>5</u>	<u>5</u>	<u>5</u>

### AUTHORIZED POSITION DETAIL

Caseworker	1	Assoc. Judge/Crim Magistrate	1
Senior Caseworker	1	Court Administration	
Certified Court Reporter	1	Assistant	1

# DISTRICT ATTORNEY

## MISSION STATEMENT

The mission of the District Attorney's Office for the 34<sup>th</sup> Judicial District is to see that justice is served in Criminal matters within its jurisdiction. Furthermore, the office provides vital assistance to victims of crime and informs them of their rights within the criminal justice system. The District Attorney's Office for the 34<sup>th</sup> Judicial District represents the State of Texas in criminal matters in El Paso, Hudspeth and Culberson Counties.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The District Attorney's Office for the 34<sup>th</sup> Judicial District is primarily responsible for prosecuting State cases in the Culberson, El Paso and Hudspeth Counties. This office is responsible for representing the State of Texas in all felony criminal actions filed in the State District Courts, in all misdemeanor criminal actions filed in the County Courts as Law (exclusive of juvenile offender prosecution) and Justice of the Peace Courts. The District Attorney also administers the County's Victim Assistance Program for victims of misdemeanor, felony and juvenile crime.

## GOALS AND OBJECTIVE

- Goal 1:** To modernize and automate our operations and remain faithful to the rule of law in order to serve the citizens of the 34<sup>th</sup> Judicial District in the most efficient manner.
- Goal 2:** To fairly and efficiently represent the State of Texas in legal matters within the judicial system.
- Objective:** To represent the State of Texas and to "see that justice is done", pursuant to *TEX.CODE.CRIM.PROC.ANN.art.2.01* (Duties of District Attorney).

### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel	\$6,455,238	\$6,915,316	\$7,091,346	2.55%
Operating	547,872	552,522	510,551	-7.60%
Capital				
Totals	\$7,003,110	\$7,467,838	\$7,601,897	1.80%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
			Not Available

### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	124	128	133
Part-time employees			
Totals	124	128	133



# DISTRICT ATTORNEY

---

## AUTHORIZED POSITION DETAIL

Accounting Clerk III	1	Investigator (DA)	14
Asst. Program Director	1	Legal Secretary I	9
Chief Investigator (DA)	1	Legal Secretary II	4
Clerk I	4	Office Admin/Support Mgr.	1
Clerk II	5	Paralegal	3
Clerk III	5	Program Director-Vict Serv	1
Comp. System Support Analyst	1	Receptionist	2
Deputy Chief Investigator (DA)	1	Senior Trial Attorney	21
District Attorney	1	Service Coordinator	2
Division/Unit Chief Atty.	4	Special Project Director	1
Executive Secretary/Admin. Assist.	1	Supervisor	4
Financial Analyst	1	Trial Attorney	30
First Assistant	1	Trial Team Chief Atty.	14

See Personnel Changes for this department in Appendix A.

During budget hearings, the Commissioners Court approved the addition of a Clerk I, Financial Analyst, and one new Senior Trial Attorney to assist in the Money Laundering Division and one new Senior Trial Attorney to assist with the Local Law Grant to be partially funded from the Sheriff's Discretionary Funds. In addition, the Commissioners Court also approved converting a Senior Trial Attorney to a Trial Team Chief to offer better supervision of Court and training to other Attorneys and an additional Legal Secretary II position, to ensure efficient identification and tagging of files so that the data that is necessary to compile future billings is properly maintained for a Federal government reimbursement program.

# DISTRICT JUDGES SALARY SUPPLEMENT ACCOUNT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This index is utilized solely to account for supplemental salary compensation and benefits paid to the fifteen District Judges of the County as provided by the Commissioners Court.

FINANCIAL TRENDS				
Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel	\$165,577	\$164,568	\$164,596	0.02%
Operating				
Capital				
Totals	<u>\$165,577</u>	<u>\$164,568</u>	<u>\$164,596</u>	0.02%

WORK PROGRAM TRENDS			
Department Activity	2002 Actuals	2003 Actuals	2004 Projected
Work program trends are shown under the respective Court.			

STAFFING TRENDS			
Authorized Positions	2002	Fiscal Year 2003	2004
Full-time employees	15	15	15
Part-time employees			
Totals	<u>15</u>	<u>15</u>	<u>15</u>

AUTHORIZED POSITION DETAIL	
District Judge	15

# IMPACT COURT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Impact Court handles the additional caseload created by the El Paso County Metro Narcotics Task Force and other drug related violent crime cases. This Court will also hear drug related cases which have been transferred from other District Courts within El Paso County. The Metro Narcotics Task Force cases and their drug related violent crime cases take priority over all drug related cases transferred from other Courts.

## GOAL AND OBJECTIVE

**Goal:** To move Metro Narcotics Task Force cases and drug related violent crime cases quickly through the Court System.

**Objective:** Decrease the time from arrest to disposition of a case from more than one year to one to three months.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel	\$163,175	\$171,014	\$169,912	-0.64%
Operating	10,021	8,844	4,074	-53.93%
Capital				
Totals	\$173,196	\$179,858	\$173,986	-3.26%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
Prior year cases	309	0	630
New civil cases	198	179	184
New Criminal cases	863	907	934
Cases disposed	1,370	1,206	1,242
Pending cases	0	630	506
<b>Effectiveness Indicator</b>			
Clearance rate	129%	111%	111%

### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	3	3	3
Part-time employees			
Totals	3	3	3

### AUTHORIZED POSITION DETAIL

Floating Court Coordinator/Bailiff	1	Court Coordinator	1
Bailiff	1		



# JUSTICE OF THE PEACE NO. 1

## MISSION STATEMENT

To provide all citizens fair and equal access to the judicial system.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Each Justice of the Peace Court has original jurisdiction in criminal case where the fine does not exceed \$500, and civil matter when the amount in controversy does not exceed \$5,000. The Court has exclusive jurisdiction in forcible entry and detainer (eviction) suits. A Justice of the Peace may issue search and arrest warrant, conduct preliminary hearings, perform marriages, and is elected for a term of four years.

## GOALS AND OBJECTIVE

- Goal 1:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.
- Goal 2:** To provide court clerks with adequate training to achieve high productivity and efficiency in order to better serve the public.
- Objective:** To reduce the Court docket and increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel	\$144,759	\$154,872	\$151,345	-2.28%
Operating	31,380	37,025	33,175	-10.40%
Capital				
Totals	\$176,139	\$191,897	\$184,520	-3.84%

### WORK PROGRAM TRENDS

Department Activity	2002 Estimated*	2003 Actuals	2004 Projected
<b>Outputs</b>			
<b>Cases Filed</b>			
Traffic	879	1,236	1,273
Non-Traffic	299	478	492
Small claims suits	277	263	271
Forcible entry and detainer	906	949	977
Other civil suits	107	138	142
<b>Cases Disposed</b>			
Traffic	821	1,015	1,045
Non-Traffic	376	391	403
Small claims suits	81	101	104
Forcible entry and detainer	577	499	514
Other civil suits	29	41	42
Cases pending end of year	584	1,601	2,649
Total revenue generated	\$209,623	\$211,187	\$217,522

\*Texas Judicial System Annual Report

# JUSTICE OF THE PEACE NO. 1

## WORK PROGRAM TRENDS

Department Activity	2002 Estimated*	2003 Actuals	2004 Projected
<b>Effectiveness Indicators</b>			
<b>Cases Appealed</b>			
Traffic	1	1	1
Forcible entry and detainer	0	1	1
Clearance rate	N/A	67%	67%

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	4	4	4
Part-time employees			
Totals	4	4	4

## AUTHORIZED POSITION DETAIL

Admin. Assistant II	1	Senior Clerk I	1
Justice of the Peace	1	Senior Clerk II	1

## JUSTICE OF THE PEACE NO. 2

### MISSION STATEMENT

To provide all citizens fair and equal access to the judicial system.

### DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Each Justice of the Peace Court has original jurisdiction in criminal case where the fine does not exceed \$500, and civil matter when the amount in controversy does not exceed \$5,000. The court has exclusive jurisdiction in forcible entry and detainer (eviction) suits. A Justice of the Peace may issue search and arrest warrant, conduct preliminary hearings, perform marriages, and is elected for a term of four years.

### GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the Court docket and increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

#### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage
	Actuals	Budget	Budget	Change in Budget
Personnel	\$171,410	\$186,344	\$209,344	12.34%
Operating	24,475	44,400	41,388	-6.78%
Capital				
Totals	<u>\$195,885</u>	<u>\$230,744</u>	<u>\$250,732</u>	8.66%

#### WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
Outputs	Estimated*	Actuals	Projected
<b>Cases Filed</b>			
Traffic	4,593	3,902	4,019
Non-Traffic	1,436	2,776	2,859
Small claims suits	178	212	218
Forcible entry and detainer	559	620	639
Other civil suits	424	173	178
<b>Cases Disposed</b>			
Traffic	3,697	3,725	3,837
Non-Traffic	823	1,632	1,681
Small claims suits	123	200	206
Forcible entry and detainer	543	610	628
Other civil suits	202	318	328
Cases pending at end of year	1,802	3,000	4,234
Total revenue generated	\$465,303	\$472,319	\$486,489

\*Texas Judicial System Annual Report

## JUSTICE OF THE PEACE NO. 2

### WORK PROGRAM TRENDS

Department Activity	2002 Estimated*	2003 Actuals	2004 Projected
<b>Effectiveness Indicators</b>			
<b>Cases Appealed</b>			
Traffic	9	16	16
Non-Traffic	1	1	1
Small claims suits	1	0	0
Forcible entry and detainer	0	0	0
Other civil suits	0	0	0
Clearance rate	N/A	84%	84%

### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	5	5	6
Part-time employees			
Totals	5	5	6

### AUTHORIZED POSITION DETAIL

Admin. Assistant II.	1	Senior Clerk I	3
Justice of the Peace	1	Senior Clerk II	1

See Personnel Changes for this department in Appendix A.

During budget hearings, the Commissioners Court approved a new Sr. Clerk I, in support of the new Warrant Pilot Program effective April 1<sup>st</sup>, 2003, to enhance revenues for the County.



# JUSTICE OF THE PEACE NO. 3

## MISSION STATEMENT

To provide all citizens fair and equal access to the judicial system.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Each Justice of the Peace Court has original jurisdiction in criminal case where the fine does not exceed \$500, and civil matter when the amount in controversy does not exceed \$5,000. The court has exclusive jurisdiction in forcible entry and detainer (eviction) suits. A Justice of the Peace may issue search and arrest warrant, conduct preliminary hearings, perform marriages, and is elected for a term of four years.

## GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the Court docket and increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

<b>FINANCIAL TRENDS</b>				
	2002	2003	2004	Percentage
Category	Actuals	Budget	Budget	Change in Budget
Personnel	\$187,214	\$206,653	\$233,634	13.06%
Operating	4,734	9,009	6,209	-31.08%
Capital				
<b>Totals</b>	<b>\$191,948</b>	<b>\$215,662</b>	<b>\$239,843</b>	<b>11.21%</b>

<b>WORK PROGRAM TRENDS</b>			
Department Activity	2002	2003	2004
	Estimated*	Actuals	Projected
<b>Outputs</b>			
<b>New Cases Filed</b>			13,396
Traffic	7,098	8,760	9,023
Non-Traffic	2,340	3,408	3,510
Small claims suits	180	210	216
Forcible entry and detainer	439	440	453
Other civil suits	344	188	194
<b>Cases Disposed</b>			6,030
Traffic	3,436	4,469	4,603
Non-Traffic	863	1,268	1,306
Small claims suits	25	31	32
Forcible entry and detainer	38	50	52
Other civil suits	28	36	37
Pending cases at end of year	6,011	7,152	7,367
Total revenue generated	\$500,161	\$695,656	\$716,526

Source: Texas Judicial System Annual Report

# JUSTICE OF THE PEACE NO. 3

## WORK PROGRAM TRENDS

Department Activity	2002 Estimated*	2003 Actuals	2004 Projected
<b>Effectiveness Indicators</b>			
<b>Cases Appealed</b>			
Traffic	17	18	18
Non-traffic	1	1	1
Clearance rate	N/A	45%	45%

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	6	6	7
Part-time employees			
Totals	6	6	7

## AUTHORIZED POSITION DETAIL

Admin. Assistant II	1	Senior Clerk I	4
Justice of the Peace	1	Senior Clerk II	1

See Personnel Change for this department in Appendix A.

During budget hearings, the Commissioners Court approved a new Sr. Clerk I, in support of the new Warrant Pilot Program effective April 1<sup>st</sup>, 2003, to enhance revenues for the County.

# JUSTICE OF THE PEACE NO. 4

## MISSION STATEMENT

To provide all citizens fair and equal access to the judicial system.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Each Justice of the Peace Court has original jurisdiction in criminal case where the fine does not exceed \$500, and civil matter when the amount in controversy does not exceed \$5,000. The court has exclusive jurisdiction in forcible entry and detainer (eviction) suits. A Justice of the Peace may issue search and arrest warrant, conduct preliminary hearings, perform marriages, and is elected for a term of four years.

## GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the Court docket and increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

### **FINANCIAL TRENDS**

Character	2002	2003	2004	Percentage
	Actuals	Budget	Budget	Change in Budget
Personnel	\$182,715	\$197,256	\$220,917	12.00%
Operating	33,936	41,847	40,347	-3.58%
Capital				
Totals	<u>\$216,651</u>	<u>\$239,103</u>	<u>\$261,264</u>	9.27%

### **WORK PROGRAM TRENDS**

Department Activity	2002	2003	2004
Ouputs	Estimated*	Actuals	Projected
<b>Cases Filed</b>			
Traffic	7,353	5,183	5,338
Non-Traffic	1,036	1,478	1,522
Small claims suits	297	249	256
Forcible entry and detainer	1,403	1,058	1,090
Other civil suits	46	67	69
<b>Cases Disposed</b>			
Traffic	4,155	3,726	3,838
Non-Traffic	536	1,176	1,211
Small claims suits	25	110	113
Forcible entry and detainer	658	457	471
Other civil suits	7	24	25
Pending cases at end of year	4,754	2,542	2,618
Total revenue generated	\$409,856	\$498,565	\$513,522

\* Texas Judicial System Annual Report

# JUSTICE OF THE PEACE NO. 4

## WORK PROGRAM TRENDS

Department Activity	2002 Estimated*	2003 Actuals	2004 Projected
<b>Effectiveness Indicators</b>			
<b>Cases Appealed</b>			
Traffic	1	0	0
Small claims suits	2	2	2
Forcible entry and detainer	9	1	1
Clearance rate	N/A	68%	68%

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	5	5	6
Part-time employees	1	1	1
<b>Totals</b>	<b>6</b>	<b>6</b>	<b>7</b>

## AUTHORIZED POSITION DETAIL

Admin. Assistant II	1	Senior Clerk I, part-time	1
Justice of the Peace	1	Senior Clerk II	1
Senior Clerk I	3		

See Personnel Changes for this department in Appendix A.

During budget hearings, the Commissioners Court approved a new Sr. Clerk I, in support of the new Warrant Pilot Program effective April 1<sup>st</sup>, 2003, to enhance revenues for the County.



# JUSTICE OF THE PEACE NO. 5

---

## MISSION STATEMENT

To provide all citizens fair an equal access to the judicial system.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Each Justice of the Peace Court has original jurisdiction in criminal case where the fine does not exceed \$500, and civil matter when the amount in controversy does not exceed \$5,000. The court has exclusive jurisdiction in forcible entry and detainer (eviction) suits. A Justice of the Peace may issue search and arrest warrant, conduct preliminary hearings, perform marriages, and is elected for a term of four years.

## GOALS AND OBJECTIVES

- Goal 1:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.
- Goal 2:** To reduce time between civil filing and finding dispositions to under 90 days. To reduce time between criminal filing to issuance of judgment to under 120 days. To decrease repeat truant students through increased supervision and better reviews.
- Goal 3:** To improve efficiency and organization to provide Court Clerks with adequate training in order to better serve the public.
- Objective 1:** To clear the Court docket by providing results to each docket item so that we provide efficiency in every aspect to the appropriate preparation of every case.
- Objective 2:** To provide timely, accurate disposition of all cases filed consistent with the Law.
- Objective 3:** To provide friendly, prompt service to the citizens of El Paso County in order to maintain an effective and equitable operation of the Court.
- Objective 4:** To stay current on Court's filings such as the issuance of warrants to keep the productivity achieved on the collection of the fines.

## **FINANCIAL TRENDS**

Character	2002	2003	2004	Percentage
	Actuals	Budget	Budget	Change in Budget
Personnel	\$119,950	\$142,225	\$141,552	-0.47%
Operating	28,444	35,351	33,624	-4.89%
Capital				
Totals	<u>\$148,394</u>	<u>\$177,576</u>	<u>\$175,176</u>	-1.35%

# JUSTICE OF THE PEACE NO. 5

## WORK PROGRAM TRENDS

Department Activity	2002 Estimated*	2003 Actuals	2004 Projected
<b>Outputs</b>			
<b>Cases Filed</b>			
Traffic	5,313	3,972	4,091
Non-Traffic	252	161	166
Small Claims	0	2	0
Forcible entry and detainer	554	537	553
Other civil suits	190	195	201
<b>Cases Disposed</b>			
Traffic	2,822	2,344	2,414
Non-Traffic	140	116	119
Forcible entry and detainer	414	342	352
Other civil suits	115	113	116
Pending cases end of year	2,818	1,952	2,009
Total revenue generated	\$356,855	\$285,552	\$294,118
<b>Effectiveness Indicators</b>			
<b>Cases Appealed</b>			
Traffic	0	0	0
Forcible entry and detainer	0	0	0
Other civil suits	0	0	0
Clearance rate	NA	60%	60%

\* Texas Judicial System Annual Report

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	3	3	3
Part-time employees	1	1	1
Totals	4	4	4

## AUTHORIZED POSITION DETAIL

Admin. Assistant II	1	Senior Clerk II	1
Justice of the Peace	1	Senior Clerk I, part-time	1

See Personnel Changes for this department in Appendix A.

During budget hearings, the Commissioners Court approved a new Sr. Clerk I, in support of the new Warrant Pilot Program, effective April 1<sup>st</sup>, 2003, to enhance revenues for the County. This position was later transferred to Justice of the Peace Precinct No. 6.

# JUSTICE OF THE PEACE NO. 6

---

## MISSION STATEMENT

To provide all citizens fair an equal access to the judicial system.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Each Justice of the Peace Court has original jurisdiction in criminal case where the fine does not exceed \$500, and civil matter when the amount in controversy does not exceed \$5,000. The court has exclusive jurisdiction in forcible entry and detainer (eviction) suits. A Justice of the Peace may issue search and arrest warrant, conduct preliminary hearings, perform marriages, and is elected for a term of four years.

## GOALS AND OBJECTIVES

- Goal 1:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.
- Goal 2:** To reduce time between civil filing and finding dispositions to under 90 days. To reduce time between criminal filing to issuance of judgment to under 120 days. To decrease repeat truant students through increased and better reviews.
- Goal 3:** To improve efficiency and organization to provide Court Clerks with adequate training in order to better serve the public.
- Objective 1:** To clear the Court docket by providing results to each docket item so that we provide efficiency in every aspect to the appropriate preparation of every case.
- Objective 2:** To provide timely, accurate disposition of all cases filed consistent with the Law.
- Objective 3:** To provide friendly, prompt service to the citizens of El Paso County in order to maintain an effective and equitable operation of the Court.
- Objective 4:** To stay current on Court's filings such as the issuance of warrants to keep the productivity achieved on the collection of the fines.

## FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel	\$313,509	\$312,787	\$338,466	8.21%
Operating	46,856	49,600	48,045	-3.14%
Capital				
Totals	<u>\$360,365</u>	<u>\$362,387</u>	<u>\$386,511</u>	6.66%

# JUSTICE OF THE PEACE NO. 6

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
<b>Cases Filed</b>			
Traffic	22,460	23,306	24,005
Non-Traffic	4,120	4,787	4,931
Small claims suits	193	155	160
Forcible entry and detainer	113	138	142
Other civil suits	25	90	93
<b>Cases Disposed</b>			
Traffic	28,555	23,667	24,377
Non-Traffic	4,412	5,053	5,205
Small claims suits	40	9	9
Forcible entry and detainer	45	8	8
Other civil suits	5	1	1
Pending cases end of year	2,858	12,738	22,914
Total revenue generated	\$1,918,770	\$1,905,576	\$1,962,744
<b>Effectiveness Indicators</b>			
<b>Cases Appealed</b>			
Traffic	68	70	72
Non-Traffic	3	3	3
Clearance rate	N/A	101%	101%

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	10	10	11
Part-time employees			
Totals	10	10	11

## AUTHORIZED POSITION DETAIL

Admin. Assistant II	1	Senior Clerk I	8
Justice of the Peace	1	Senior Clerk II	1

See Personnel Changes for this department in Appendix A.

During budget hearings, the Commissioners Court approved a new Sr. Clerk I, in support of the new Warrant Pilot Program effective April 1<sup>st</sup>, 2003, to enhance revenues for the County under the Justice of the Peace Precinct No. 5. This position was transferred subsequently to Justice of Peace Precinct No. 6.



# JUSTICE OF THE PEACE NO. 7

---

## MISSION STATEMENT

To provide all citizens fair an equal access to the judicial system.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Each Justice of the Peace Court has original jurisdiction in criminal case where the fine does not exceed \$500, and civil matter when the amount in controversy does not exceed \$5,000. The court has exclusive jurisdiction in forcible entry and detainer (eviction) suits. A Justice of the Peace may issue search and arrest warrant, conduct preliminary hearings, perform marriages, and is elected for a term of four years.

## GOAL AND OBJECTIVE

- Goal 1:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.
- Goal 2:** To reduce time between civil filing and finding dispositions to under 90 days. To reduce time between criminal filing to issuance of judgment to under 120 days. To decrease repeat truant students through increased and better reviews.
- Goal 3:** To improve efficiency and organization by being able to provide Court Clerks with adequate training in order to better serve the public and for the betterment of this Court.
- Objective 1:** To clear the Court docket by providing results to each docket item so that we provide efficiency in every aspect to the appropriate preparation of every case.
- Objective 2:** To provide timely, accurate disposition of all cases filed consistent with the Law/Justice.
- Objective 3:** To provide friendly, prompt service to the citizens of El Paso County in order to maintain an effective and equitable operation of the Court.
- Objective 4:** To stay current on Court's filings such as the issuance of warrants to keep the productivity achieved on the collection of the fines.

## FINANCIAL TRENDS

Character	2002	2003	2004	Percentage
	Actuals	Budget	Budget	Change in Budget
Personnel	\$219,891	\$231,640	\$259,360	11.97%
Operating	59,151	71,234	68,334	-4.07%
Capital				
Totals	\$279,042	\$302,874	\$327,694	8.19%

**WORK PROGRAM TRENDS-CONTINUED**

Department Activity	2001 Estimated*	2002 Actuals	2003 Projected
<b>Outputs</b>			
<b>Cases Filed</b>			
Traffic	6,247	5,468	5,632
Non-Traffic	2,544	3,922	4,040
Small claims suits	62	103	106
Forcible entry and detainer	79	98	101
Other civil suits	63	27	28
<b>Cases Disposed</b>			
Traffic	8,316	3,880	3,996
Non-Traffic	2,309	1,897	1,954
Small claims suits	22	29	30
Forcible entry and detainer	30	26	27
Other civil suits	56	12	12
Pending cases end of year	N/A	3,774	3,887
Total revenue generated	\$626,116	\$627,067	\$645,879
<b>Effectiveness Indicators</b>			
<b>Cases Appealed</b>			
Traffic	1	12	12
Non-Traffic	2	3	3
Clearance rate	N/A	61%	61%

**STAFFING TRENDS**

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	7	7	8
Part-time employees			
<b>Totals</b>	<u>7</u>	<u>7</u>	<u>8</u>

**AUTHORIZED POSITION DETAIL**

Admin. Assistant II	1	Senior Clerk I	5
Justice of the Peace	1	Senior Clerk II	1

See Personnel Changes for this department in Appendix A.

During budget hearings, the Commissioners Court approved a new Sr. Clerk I, in support of the new Warrant Pilot Program effective April 1<sup>st</sup>, 2003, to enhance revenues for the County.

# JUVENILE COURT REFEREE

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Juvenile Court Referee department was established by Commissioner's Court in 1997. This court was part of the 327<sup>TH</sup> District Court. The Court Referee is appointed by the Council of Judges and presides over juvenile cases.

## GOAL AND OBJECTIVE

**Goal:** To Serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the Court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage
	Actuals	Budget	Budget	Change in Budget
Personnel	\$296,204	\$300,468	\$300,365	-0.03%
Operating	9,199	11,100	6,879	-38.03%
Capital				
<b>Totals</b>	<b>\$305,403</b>	<b>\$311,568</b>	<b>\$307,244</b>	<b>-1.39%</b>

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Estimated	2004 Projected
<b>Outputs</b>			
Prior year cases	940	721	495
New cases filed	2,095	2,158	2,223
Total cases disposed	2,314	2,383	2,455
Pending cases	721	495	263
<b>Effectiveness Indicator</b>			
Clearance rate	110%	110%	110%

### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	5	5	5
Part-time employees			
<b>Totals</b>	<b>5</b>	<b>5</b>	<b>5</b>

### AUTHORIZED POSITION DETAIL

Administrative Assistant I	1	Court Coordinator	1
Bailiff	1	Juvenile Court Referee	1
Certified Court Reporter	1		

# PROBATE COURT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The County Probate Court is responsible for handling all probate matters of El Paso County, including probating of a decedent's will, administration of a decedent's estate, guardianships of adults and minors, and mental health proceedings. The court inherited 9,000 cases when it was created in 1991. Along with the probate matters, this Court is also responsible for the Child Welfare Docket, which includes child abuse and/or neglect cases brought by the Texas Department of Human Services involving approximately 300 children in foster care.

## GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel	\$493,660	\$484,761	\$485,252	0.10%
Operating	24,834	30,900	24,415	-20.99%
Capital				
Totals	\$518,494	\$515,661	\$509,667	-1.16%

### WORK PROGRAM TRENDS

Department Activity	2002 Estimated	2003 Estimated	2004 Projected
<b>Outputs</b>			
<b>Probate Court</b>			
Cases filed	1,982	2,041	2,103
Hearings held	3,813	3,927	4,045
<b>Mental Health</b>			
Cases filed	501	516	532
Hearings held	841	866	892
<b>Revenue</b>			
Total revenue generated	\$385,293	\$396,852	\$408,757

Source: Texas Judicial System Annual Report.

### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	8	8	8
Part-time employees			
Totals	8	8	8



# PROBATE COURT

---

<b>AUTHORIZED POSITION DETAIL</b>			
-----------------------------------	--	--	--

Certified Court Reporter	1	Probate Assistant I	1
Court Coordinator	1	Probate Court Clerk	1
Court Visitor Coordinator	1	Probate Court Investigator	1
Probate Administrator/Auditor	1	Probate Judge	1

# PUBLIC DEFENDER

## MISSION STATEMENT

To effectuate the County's constitutionally mandated duty to provide legal representation to criminally accused adults and juveniles who cannot afford to hire counsel.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Public Defender's Office, represents indigent individuals charged with juvenile, misdemeanor and felony offenses from pretrial up to and including appeal, as well as post conviction writ of habeas corpus. On average, we handles between forty-five and fifty percent of the appointed felony cases, between fifteen and twenty percent of the appointed misdemeanor cases, and over two-thirds of the appointed juvenile cases. The Public Defender receives appointments to represent indigent individuals from a variety of sources, including appointments from the Jail Magistrate, or Council of Judges in the case of un-indicted felony cases; directly from each District Court handling indicted felony cases; and in the case of misdemeanors, directly from each of the County Courts at Law and from the Jail Magistrate for Misdemeanor pleas.

## GOAL AND OBJECTIVE

**Goal:** To provide quality legal representation to our clients on felony, misdemeanor juvenile, extradition, direct appeal, and post conviction cases.

**Objective:** To provide timely client interviews, provide quality representation, and obtain the best possible resolution for clients.

## FISCAL YEAR 2003 ACCOMPLISHMENTS

- Department has started an in-house monthly continuing education program in order to reduce costs.
- Assumed responsibility for coordinating the monthly case law seminars.

<b>FINANCIAL TRENDS</b>				
	<b>2002</b>	<b>2003</b>	<b>2003</b>	<b>Percentage</b>
<b>Character</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>
Personnel	\$2,689,934	\$2,937,228	\$2,835,342	-3.47%
Operating	113,038	135,488	105,549	-22.10%
Capital				
Totals	<u>\$2,802,972</u>	<u>\$3,072,716</u>	<u>\$2,940,891</u>	-4.29%

# PUBLIC DEFENDER

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
<b>Felony Cases:</b>			
Prior year cases	1,534	1,649	2,112
Opened	3,051	3,406	3,508
Closed	3,439	2,943	3,031
Ending cases	1,649	2,112	2,589
<b>Felony Appeals:</b>			
Prior year cases	65	78	100
Opened	15	49	50
Closed	2	27	28
Ending cases	78	100	123
<b>Misdemeanor Cases</b>			
Prior year cases	580	516	1,416
Opened	3,537	5,339	5,499
Closed	3,601	4,439	4,572
Ending cases	516	1,416	2,343
<b>Misdemeanor Appeals</b>			
Prior year cases	3	1	0
Opened	1	2	2
Closed	3	3	2
Ending cases	1	0	0
<b>Juvenile Cases Appeals</b>			
Prior year cases	19	23	18
Opened	7	7	7
Closed	3	12	12
Ending cases	23	18	13
<b>Writs</b>			
Prior year cases	26	29	27
Opened	7	5	5
Closed	4	7	7
Ending cases	29	27	25
<b>Drug Court</b>			
Prior year cases	0	113	135
Opened	113	34	35
Closed	0	12	12
Ending cases	113	135	158
<b>Hearings</b>			
Detention hearings	795	644	663
Review hearings	508	657	677
<b>Hearings</b>			
No. of cases per attorney	N/A	87	105
No. of cases closed per attorney	N/A	82	98
No. of sustained grievances	N/A	0	0

# PUBLIC DEFENDER

## WORK PROGRAM TRENDS

	2002 Actuals	2003 Actuals	2004 Projected
<b>Department Activity</b>			
<b>Efficiency Indicators</b>			
Percentage of clients interviewed within 24 hours	N/A	100%	100%
<b>Effectiveness Indicator</b>			
<b>Felony cases:</b>			
Clearance rate	75%	58%	54%
<b>Felony Appeals:</b>			
Clearance rate	3%	21%	18%
<b>Misdemeanor Cases</b>			
Clearance rate	87%	76%	66%
<b>Misdemeanor Appeals</b>			
Clearance rate	75%	100%	97%
<b>Juvenile Cases Appeals</b>			
Clearance rate	12%	40%	49%
<b>Writs</b>			
Clearance rate	12%	21%	22%
<b>Drug Court</b>			
Clearance rate	0%	8%	7%
Percentage of cases in clients' favor	N/A	53.98%	60%

## STAFFING TRENDS

	Fiscal Year		
	2002	2003	2004
<b>Authorized Positions</b>			
Full-time employees	42	42	43
Part-time employees	3	3	
Totals	45	45	43

## AUTHORIZED POSITION DETAIL

Administrative Assistant II	1	Legal Secretary III	1
Caseworker	2	Office Admin/Support Mgr.	1
Case Administrator	1	Public Defender	1
Data Entry I	2	Receptionist	2
Division/Unit Chief Attorney	2	Senior Trial Attorney	18
Ex. Secretary/Admin Asst.	1	Social Worker	1
First Assistant	1	Trial Attorney	3
Investigator	1	Trial Team Chief Attorney	3
Legal Secretary I	2		

See Personnel Changes for this department in Appendix A.

During budget hearings, Commissioners Court converted two part time Receptionists to full time regular status, an Administrator position to a Case Administrator, a part time Data Entry Clerk I to full time regular status, two Investigators to Caseworkers, and deleted one Investigator and one Chief Investigator in compliance with their Court order three percent current year budget reduction.



# TAX COURT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Tax Court is a specialty Court under the authority of the 34th District Court. The Tax Court will hear all tax cases filed in El Paso County. The Tax Court will also hear asset forfeiture and bond forfeiture cases.

### GOAL AND OBJECTIVE

**Goal:** To serve the State of Texas, the County of El Paso and the general public more efficiently in all judicial matters in accordance with the laws of the State of Texas.

**Objective:** To reduce the court docket through the use of mediation and pre-trial intervention programs when possible and to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

#### **FINANCIAL TRENDS**

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel	\$109,697	\$112,442	\$50,603	-55.00%
Operating	4,734	3,279	53,016	1516.83%
Capital				
Totals	\$114,431	\$115,721	\$103,619	-10.46%

#### **WORK PROGRAM TRENDS**

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
Prior year cases	N/A	123	941
New cases filed	659	922	950
Cases disposed	536	690	711
Pending cases	123	941	1,180
<b>Effectiveness Indicator</b>			
Clearance rate	81%	75%	75%

#### **STAFFING TRENDS**

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	2	2	1
Part-time employees			
Totals	2	2	1

#### **AUTHORIZED POSITION DETAIL**

Court Coordinator 1

See Personnel Changes for this department in Appendix A.

During budget hearings, Commissioners Court approved the deletion of one Certified Court Reporter position in compliance with a Court ordered three percent current year budget reduction.



# **PUBLIC SAFETY**

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
GENERAL FUND TYPE PUBLIC SAFETY  
WITH COMPARATIVE BUDGETS BY DEPARTMENTS**

Page No.	Department	2002 Actuals	2003 Budget	2004 Budget	Percent Change
248	Ambulance Services	\$353,280	\$353,280	\$353,280	
250	Constable Precinct No. 1	52,879	80,894	100,713	24.50%
252	Constable Precinct No. 2	48,052	75,439	96,149	27.45%
254	Constable Precinct No. 3	51,158	78,457	98,309	25.30%
256	Constable Precinct No. 4	40,829	76,629	98,169	28.11%
258	Constable Precinct No. 5	36,708	62,699	45,735	-27.06%
260	Constable Precinct No. 6	24,509	93,433	142,004	51.98%
262	Constable Precinct No. 7	49,307	79,219	100,350	26.67%
264	County Sheriff-Courthouse Security	561,456	677,789	678,292	0.07%
266	County Sheriff-Detention Facility	19,308,744	21,509,403	22,905,480	6.49%
269	County Sheriff-Jail Annex	17,315,915	19,716,770	21,588,570	9.49%
271	County Sheriff-Law Enforcement	16,948,140	17,810,927	18,700,222	4.99%
278	Emergency Management	54,694	56,631	56,631	
280	Juvenile Probation	8,568,148	9,783,502		-100.00%
286	West Texas Community Supervision and Corrections	490,159	552,730	564,609	2.15%
	<b>Totals</b>	<b>\$63,903,978</b>	<b>\$71,007,802</b>	<b>\$65,528,513</b>	<b>-7.72%</b>

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY BY  
CHARACTER-GENERAL FUND TYPE  
PUBLIC SAFETY**

Character	2002 Actuals	2003 Budget	2004 Budget	Percent Change
Personnel	\$53,017,992	\$58,753,124	\$54,462,344	-7.30%
Operating	10,853,351	12,196,957	11,066,169	-9.27%
Capital	32,635	57,721		-100.00%
<b>Totals</b>	<b>\$63,903,978</b>	<b>\$71,007,802</b>	<b>\$65,528,513</b>	<b>-7.72%</b>



# AMBULANCE SERVICES

## MISSION STATEMENT

To provide the Citizens of El Paso County the best possible high performance pre-hospital care within the constraints of the funds available and the large areas to be served in order to create constancy of purpose for improving the standard of patient care.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Life Ambulance Service provides emergency pre-hospital care and transport for the public within the County of El Paso. The company is under contract with the County and has five bases and sixteen ambulances providing Advanced Life Support and paramedic support. The company is responsible for maintaining a system status to Federal Rural standards.

## GOAL AND OBJECTIVES

- Goal:** To provide the best possible pre-hospital emergency care and transport to the public, educate the community for prevention and access, and constantly improve the process of planning, standard of care and service.
- Objective 1:** To maintain strategic placement of stations.
- Objective 2:** To continue utilizing an ambulance management system called "System Status Management" to minimize response time by posting ambulance units according to critical zones.
- Objective 3:** To have continual clinical education through critical incident stress debriefing, employer assistance program, and specialized management training.

## FISCAL YEAR 2003 ACCOMPLISHMENTS

- The Horizon Station was added as a non-dedicated 24-hour station at no charge to the County.
- A new computer aided dispatch system was installed.
- An automated vehicle locating system is in the process of being installed.
- The Socorro Station has been temporarily moved to Horizon while a new station in Socorro is being established at 131 Passmore.

<b>FINANCIAL TRENDS</b>				
	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>Percentage</b>
<b>Character</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>
<b>Personnel</b>				<b>in</b>
<b>Operating</b>	\$353,280	\$353,280	\$353,280	<b>Budget</b>
<b>Capital</b>				
<b>Total</b>	<u>\$353,280</u>	<u>\$353,280</u>	<u>\$353,280</u>	

# AMBULANCE SERVICES

## WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
	Actuals	Actuals	Projected
Number of calls	6,772	7,412	7,634
Number of stations	5	5	5
Number of 24 hour units	5	5	5
Level of service provided*	Paramedic	Paramedic	Paramedic
<b>Efficiency Indicators</b>			
Average response times:			
Upper Valley	5.8 min.	6.43 min.	5.8 min.
Lower Valley	9.06 min.	9.33 min.	8.9 min.
Cost per call	\$52.16	\$47.10	\$48.51
Cost per capita	\$0.52	\$0.52	\$0.54

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

## AUTHORIZED POSITION DETAIL

Not Applicable

# CONSTABLE PRECINCT NO. 1

---

## MISSION STATEMENT

To maintain the peace and good order in the precincts of the County in order to prevent and suppress crime.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Constable is elected to a constitutionally created office, is recognized by the Texas Code of Criminal Procedure as a Peace Officer and is the chief process server of the Justice Court. The Constable has statewide jurisdiction to execute criminal process and County-wide jurisdiction to execute civil process. The Constable may enforce State Traffic Regulations and enforce ordinances under the Texas Litter Abatement Act. The Constable may also appoint Deputy Constables but only with application to Commissioner's Court. Each Constable is subject to standards developed by the Commission on Law Enforcement Officer Standards and Education. The Constable shall execute and return as provided by law each process, warrant, and precept that is directed to the Constable and is delivered by a lawful officer. The Constable will act to maintain the peace and good order in the precincts of the County, arrest offenders violating the state penal laws, and interfere without warrant to prevent and suppress crime in the precincts of the County.

## GOALS AND OBJECTIVES

- Goal 1:** To provide the highest level of law enforcement services to our community, in an impartial, fair and honest manner.
- Goal 2:** To execute our duties in a timely manner, and to serve our community with integrity, pride and professionalism.
- Goal 3:** To provide professionalism, efficiency, accessibility, and quality service to the citizens of El Paso County.
- Objective 1:** To increase professionalism of the Constables and Deputy Constable through training programs and professional education.
- Objective 2:** To increase the quality of performance of the Constable through education and training programs.
- Objective 3:** To maintain a close and positive relationship with all other law enforcement agencies.

## FISCAL YEAR 2003 ACCOMPLISHMENTS

- Employed a Deputy Constable in fiscal year 2003 as approved by Commissioners Court to implement the Warrant Pilot Program to increase revenue for the County and ensure all warrants are served.

FINANCIAL TRENDS				
Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel	\$46,122	\$66,218	\$88,604	33.81%
Operating	6,757	14,676	12,109	-17.49%
Capital				
Total	<u>\$52,879</u>	<u>\$80,894</u>	<u>\$100,713</u>	24.50%

# CONSTABLE PRECINCT NO. 1

## WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
	Actuals	Actuals	Projected
<b>Outputs</b>			
<b>Documents</b>			
FED's evictions	841	683	703
Summons served	168	330	340
Small justice claims	434	397	409
Writs	92	103	106
Subpeonas	17	3	3
Warrants	305	577	594
Absent Student Assist. Program	51	3	3
Temporary restraining orders	1	0	1
Bailif hours	800	N/A	N/A
Training hours	40	N/A	N/A
Foreign service	70	N/A	N/A
Service hours	2,000	N/A	N/A
Revenue collected	\$86,279	\$81,984	\$84,444
<b>Efficiency Indicator</b>			
No. of documents/FTE	1,909	1,048	1,080
<b>Effectiveness Indicator</b>			
Success rate-disposition	N/A	N/A	N/A

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	1	1	2
Part-time employees			
Totals	1	1	2

## AUTHORIZED POSITION DETAIL

Constable	1	Deputy Constable	1
-----------	---	------------------	---

See Personnel Changes for this department in Appendix A.

During budget hearings, the Commissioners Court approved a new Deputy Constable, in support of the new Warrant Pilot Program, effective April 1<sup>st</sup>, 2003, to enhance the revenues for the County.



# CONSTABLE PRECINCT NO. 2

---

## MISSION STATEMENT

To maintain the peace and good order in the precincts of the County in order to prevent and suppress crime.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Constable is elected to a constitutionally created office, is recognized by the Texas Code of Criminal procedure as a Peace Officer and is the chief process server of the Justice Court. The Constable has statewide jurisdiction to execute criminal process and County-wide jurisdiction to execute civil process. The Constable may enforce State Traffic Regulations and enforce ordinances under the Texas Litter Abatement Act. The Constable may also appoint Deputy Constables but only with application to Commissioner's Court. Each Constable is subject to standards developed by the Commission on Law Enforcement Officer Standards and Education. The Constable shall execute and return as provided by law each process, warrant, and precept that is directed to the Constable and is delivered by a lawful officer. The Constable will act to maintain the peace and good order in the precincts of the County, arrest offenders violating the state penal laws, and interfere without warrant to prevent and suppress crime in the precincts of the County.

## GOALS AND OBJECTIVES

- Goal 1:** To provide the highest level of law enforcement services to the community in an impartial, fair and honest manner.
- Goal 2:** To execute our duties in a timely manner and to serve the community with integrity, pride and professionalism.
- Goal 3:** To provide professionalism, efficiency, accessibility and quality service to the citizens of El Paso County.
- Objective 1:** To increase professionalism of the Constable through a training program.
- Objective 2:** To upgrade the quality of performance of the Constable and Deputies through education and training programs.
- Objective 3:** To maintain a close and positive relationship with all other law enforcement agencies.

## FISCAL YEAR 2003 ACCOMPLISHMENTS

- Employed a Deputy Constable in fiscal year 2003 as approved by Commissioners Court to implement the Warrant Pilot Program to increase revenue for the County and ensure all warrants are served.

FINANCIAL TRENDS				
Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel	\$45,233	\$63,316	\$86,829	37.14%
Operating	2,819	12,123	9,320	-23.12%
Capital				
Total	\$48,052	\$75,439	\$96,149	27.45%

# CONSTABLE PRECINCT NO. 2

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
<b>Documents</b>			
FED's evictions	572	622	641
Summons & subpoenas	682	565	582
Small justice claims	192	248	255
Writs	60	60	62
Warrants	19	1,917	1,975
Foreign service citations	11	16	16
Total number of documents	1,536	3,428	3,531
Revenue collected	\$36,615	\$68,235	\$70,282
Bailiff's hours	1,040	1,200	1,236
Record keeping	780	1,340	1,380
Training hours	52	1,440	1,483
<b>Efficiency Indicator</b>			
No. of documents/FTE	1,536	1,714	1,765
<b>Effectiveness Indicator</b>			
Success rate-Disposition	N/A	N/A	N/A

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	1	1	2
Part-time employees			
Totals	1	1	2

## AUTHORIZED POSITION DETAIL

Constable	1	Deputy Constable	1
-----------	---	------------------	---

See Personnel Changes for this department in Appendix A.

During budget hearings, the Commissioners Court approved a new Deputy Constable, in support of the new Warrant Pilot Program, effective April 1<sup>st</sup>, 2003, to enhance the revenues for the County.

# CONSTABLE PRECINCT NO. 3

---

## MISSION STATEMENT

To maintain the peace and good order in the precincts of the County in order to prevent and suppress crime.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Constable is elected to a constitutionally created office, is recognized by the Texas Code of Criminal procedure as a Peace Officer and is the chief process server of the Justice Court. The Constable has statewide jurisdiction to execute criminal process and County-wide jurisdiction to execute civil process. The Constable may enforce State Traffic Regulations and enforce ordinances under the Texas Litter Abatement Act. The Constable may also appoint Deputy Constables but only with application to Commissioner's Court. Each Constable is subject to standards developed by the Commission on Law Enforcement Officer Standards and Education. The Constable shall execute and return as provided by law each process, warrant, and precept that is directed to the Constable and is delivered by a lawful officer. The Constable will act to maintain the peace and good order in the precincts of the County, arrest offenders violating the state penal laws, and interfere without warrant to prevent and suppress crime in the precincts of the County.

## GOALS AND OBJECTIVES

- Goal 1:** To provide the highest level of law enforcement services to our community, in an impartial, fair and honest manner.
- Goal 2:** To execute our duties in a timely manner, and to serve our community with integrity, pride and professionalism.
- Goal 3:** To provide professionalism, efficiency, accessibility and quality service to the citizens of El Paso County.
- Objective 1:** To increase professionalism of the Constable and Deputy through education and training programs.
- Objective 2:** To increase the quality of performance of the Constable and Deputy through education, and training programs.
- Objective 3:** To maintain a close and positive working relationship with all other law enforcement agencies.

## FISCAL YEAR 2003 ACCOMPLISHMENTS

- Employed a Deputy Constable in fiscal year 2003 as approved by Commissioners Court to implement the Warrant Pilot Program to increase revenue for the County and ensure all warrants are served.

FINANCIAL TRENDS				
Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel	\$46,009	\$65,474	\$88,604	35.33%
Operating	5,149	12,983	9,705	-25.25%
Capital				
Total	\$51,158	\$78,457	\$98,309	25.30%

# CONSTABLE PRECINCT NO. 3

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
<b>Documents:</b>			
Civil citations	N/A	241	248
Forcible entry	N/A	349	359
Original petition	N/A	1	1
Support Affidavit	N/A	1	1
Subpoenas	N/A	1	1
Injunction	N/A	1	1
Summons	N/A	9	10
Other writs	N/A	2	2
Writ of garnishment	N/A	3	3
Writ of possession	N/A	36	37
Total	N/A	644	663
<b>Disposition:</b>			
Subserved	N/A	58	60
Moved	N/A	9	9
Recalled	N/A	11	11
Served	N/A	463	477
Unserved	N/A	38	39
No. of attempts	N/A	1,014	1,044
Total fees collected	\$37,381	\$50,831	\$52,356
<b>Efficiency Indicator</b>			
No. of documents/FTE	N/A	322	332
<b>Effectiveness Indicator</b>			
Success rate-disposition	N/A	83%	85%

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	1	1	2
Part-time employees			
Totals	1	1	2

## AUTHORIZED POSITION DETAIL

Constable	1	Deputy Constable	1
-----------	---	------------------	---

See Personnel Changes for this department in Appendix A.

During budget hearings, the Commissioners Court approved a new Deputy Constable, in support of the new Warrant Pilot Program, effective April 1<sup>st</sup>, 2003, to enhance the revenues for the County.



# CONSTABLE PRECINCT NO. 4

---

## MISSION STATEMENT

To maintain the peace and good order in the precincts of the County in order to prevent and suppress crime.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Constable is elected to a constitutionally created office, is recognized by the Texas Code of Criminal procedure as a Peace Officer and is the chief process server of the Justice Court. The Constable has statewide jurisdiction to execute criminal process and County-wide jurisdiction to execute civil process. The Constable may enforce State Traffic Regulations and enforce ordinances under the Texas Litter Abatement Act. The Constable may also appoint Deputy Constables but only with application to Commissioner's Court. Each Constable is subject to standards developed by the Commission on Law Enforcement Officer Standards and Education. The Constable shall execute and return as provided by law each process, warrant, and precept that is directed to the Constable and is delivered by a lawful officer. The Constable will act to maintain the peace and good order in the precincts of the County, arrest offenders violating the state penal laws, and interfere without warrant to prevent and suppress crime in the precincts of the County.

## GOALS AND OBJECTIVES

- Goal 1:** To provide the highest level of law enforcement services to the community in an impartial, fair and honest manner.
- Goal 2:** To execute our duties in a timely manner, and to serve the community with integrity, pride and professionalism.
- Goal 3:** To provide professionalism, efficiency, accessibility and quality service to the citizens of El Paso County.
- Objective 1:** To increase professionalism of the Constable and Deputy Constable through education and training programs.
- Objective 2:** Assist the Ysleta and Socorro Independent School Districts with the truancy problems.
- Objective 3:** To provide security in the way of a Bailiff for the Court while in session, and to process all the documents in the way of civil process for the Court.

## FISCAL YEAR 2003 ACCOMPLISHMENTS

- Employed a Deputy Constable in fiscal year 2003 as approved by Commissioners Court to implement the Warrant Pilot Program to increase revenue for the County and ensure all warrants are served.

FINANCIAL TRENDS				
Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel	\$35,338	\$64,367	\$88,610	37.66%
Operating	5,491	12,262	9,559	-22.04%
Capital				
Total	<u>\$40,829</u>	<u>\$76,629</u>	<u>\$98,169</u>	28.11%

# CONSTABLE PRECINCT NO. 4

## WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
	Actuals	Actuals	Projected
<b>Documents</b>			
Citations	295	350	361
FED's	320	1,250	1,288
Writ's	120	260	268
Warrant's	150		
Summon's	52	300	309
Subpoenas	80	N/A	80
Bailiff hours	520	700	721
Adm. Duties hrs.	420	800	824
Training hours	200	480	494
Cross walk duty hours	180	400	412
Traffic/criminal court	120	200	206
Total documents	2,457	4,740	4,962
Revenue collected	\$48,065	\$75,474	\$77,738
<b>Efficiency Indicator</b>			
No. of documents/FTE	2,457	2,370	2,481
<b>Effectiveness Indicator</b>			
Success rate-disposition	N/A	N/A	N/A

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	1	1	2
Part-time employees			
Totals	1	1	2

## AUTHORIZED POSITION DETAIL

Constable	1	Deputy Constable	1
-----------	---	------------------	---

See Personnel Changes for this department in Appendix A.

During budget hearings, the Commissioners Court approved a new Deputy Constable, in support of the new Warrant Pilot Program, effective April 1<sup>st</sup>, 2003, to enhance the revenues for the County.

# CONSTABLE PRECINCT NO. 5

---

## MISSION STATEMENT

To maintain the peace and good order in the precincts of the County in order to prevent and suppress crime.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Constable is elected to a constitutionally created office, is recognized by the Texas Code of Criminal procedure as a Peace Officer and is the chief process server of the Justice Court. The Constable has statewide jurisdiction to execute criminal process and County-wide jurisdiction to execute civil process. The Constable may enforce State Traffic Regulations and enforce ordinances under the Texas litter Abatement Act. The Constable may also appoint Deputy Constables but only with application to Commissioner's Court. Each Constable is subject to standards developed by the Commission on Law Enforcement Officer Standards and Education. The Constable shall execute and return as provided by law each process, warrant, and precept that is directed to the Constable and is delivered by a lawful officer. The Constable will act to maintain the peace and good order in the precincts of the County, arrest offenders violating the state penal laws, and interfere without warrant to prevent and suppress crime in the precincts of the County.

## GOALS AND OBJECTIVES

- Goal 1:** To provide the highest level of law enforcement services to the community in an impartial, fair, and honest manner.
- Goal 2:** To execute duties in a timely manner, and to serve our community with integrity, pride and professionalism.
- Goal 3:** To provide professionalism, efficiency, accessibility and quality of service to the citizens of El Paso County.
- Objective 1:** To increase the professionalism of the Constable and the Deputy Constable through education and training programs.
- Objective 2:** To maintain a close and positive working relationship with other law enforcement agencies.
- Objective 3:** To educate the public about the office of the Constable by meeting with community organizations.
- Objective 4:** To educate the landlords and apartment managers of the law-full process for evictions to reduce the number of complaints and increase revenue for the County.

## FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage
				Change in Budget
Personnel	\$35,723	\$52,899	\$38,943	-26.38%
Operating	985	9,800	6,792	-30.69%
Capital				
Total	<u>\$36,708</u>	<u>\$62,699</u>	<u>\$45,735</u>	-27.06%

# CONSTABLE PRECINCT NO. 5

## WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
	Actuals	Estimated	Projected
<b>Outputs</b>			
<b>Documents</b>			
Citations	180	190	196
FED's evictions	280	444	457
Writ's of possession	35	390	402
Warrant's	5	178	183
Summon's	52	6	6
Subpoenas	2	-	-
Foreign service	-	10	10
Total documents	554	1,218	1,254
Bailif's hours	6	50	52
Adm duties hours	300	150	154.5
Training hours	40	1,040	1,071
No. of hours serving documents	N/A	1,500	1,545
No. of hours serving community	N/A	240	247
Revenue collected	\$36,297	\$36,055	\$37,137
<b>Efficiency Indicator</b>			
No. of documents/FTE	554	1,218	1,254
<b>Effectiveness Indicator</b>			
Percentage of doc served	N/A	100%	100%

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	1	1	1
Part-time employees			
Totals	1	1	1

## AUTHORIZED POSITION DETAIL

Constable 1

See Personnel Changes for this department in Appendix A.

During budget hearings, the Commissioners Court approved a new Deputy Constable, in support of the new Warrant Pilot Program, effective April 1, 2003 to enhance revenues for the County. The Deputy Constable position was subsequently transferred to Constable Precinct No. 6.



# CONSTABLE PRECINCT NO. 6

## MISSION STATEMENT

To maintain the peace and good order in the precincts of the County in order to prevent and suppress crime.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Constable is elected to a constitutionally created office, is recognized by the Texas Code of Criminal procedure as a Peace Officer and is the chief process server of the Justice Court. The Constable has statewide jurisdiction to execute criminal process and County-wide jurisdiction to execute civil process. The Constable may enforce State Traffic Regulations and enforce ordinances under the Texas Litter Abatement Act. The Constable may also appoint Deputy Constables but only with application to Commissioner's Court. Each Constable is subject to standards developed by the Commission on Law Enforcement Officer Standards and Education. The Constable shall execute and return as provided by law each process, warrant, and precept that is directed to the Constable and is delivered by a lawful officer. The Constable will act to maintain the peace and good order in the precincts of the County, arrest offenders violating the state penal laws, and interfere without warrant to prevent and suppress crime in the precincts of the County.

## GOALS AND OBJECTIVES

- Goal 1:** To provide the highest level of law enforcement services to the community in an impartial, fair, and honest manner.
- Goal 2:** To execute duties in a timely manner, and to serve our community with integrity, pride and professionalism.
- Goal 3:** To provide professionalism, efficiency, accessibility and quality of service to the citizens of El Paso County.
- Objective 1:** To increase the professionalism of the Constable and the Deputy Constable through education and training programs.
- Objective 2:** To upgrade the quality of performance of the Constable and Deputy through education and training programs.
- Objective 3:** To maintain a close and positive working relationship with other law enforcement agencies.

## FISCAL YEAR 2003 ACCOMPLISHMENTS

- Employed a two Deputy Constable in fiscal year 2003 as approved by Commissioners Court to implement the Warrant Pilot Program to increase revenue for the County and ensure all warrants are served.

FINANCIAL TRENDS				
Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel	\$20,719	\$72,605	\$130,384	79.58%
Operating	3,790	20,828	11,620	-44.21%
Capital				
Total	\$24,509	\$93,433	\$142,004	51.98%

# CONSTABLE PRECINCT NO. 6

---

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
		Not Available	

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	1	1	3
Part-time employees			
Totals	<u>1</u>	<u>1</u>	<u>3</u>

## AUTHORIZED POSITION DETAIL

Constable	1	Deputy Constable	2
-----------	---	------------------	---

See Personnel Changes for this department in Appendix A.

During budget hearings, the Commissioners Court approved a new Deputy Constable, in support of the new Warrant Pilot Program, effective April 1, 2003 to enhance revenues for the County. Another Deputy Constable position was subsequently transferred from Constable Precinct No. 5.

# CONSTABLE PRECINCT NO. 7

---

## MISSION STATEMENT

To maintain the peace and good order in the precincts of the County in order to prevent and suppress crime.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Constable is elected to a constitutionally created office, is recognized by the Texas Code of Criminal procedure as a Peace Officer and is the chief process server of the Justice Court. The Constable has statewide jurisdiction to execute criminal process and County-wide jurisdiction to execute civil process. The Constable may enforce State Traffic Regulations and enforce ordinances under the Texas Litter Abatement Act. The Constable may also appoint Deputy Constables but only with application to Commissioner's Court. Each Constable is subject to standards developed by the Commission on Law Enforcement Officer Standards and Education. The Constable shall execute and return as provided by law each process, warrant, and precept that is directed to the Constable and is delivered by a lawful officer. The Constable will act to maintain the peace and good order in the precincts of the County, arrest offenders violating the state penal laws, and interfere without warrant to prevent and suppress crime in the precincts of the County.

## GOALS AND OBJECTIVES

- Goal 1:** To provide the highest level of law enforcement services to the community in an impartial, fair, and honest.
- Goal 2:** To execute duties in a timely manner, and to serve our community with integrity, pride and professionalism.
- Goal 3:** To provide professionalism, efficiency, accessibility and quality of service to the citizens of El Paso County.
- Objective 1:** To increase the professionalism of the Constable and the Deputy Constable through education and training programs.
- Objective 2:** To upgrade the quality of performance of the Constable and Deputy through education and training programs.
- Objective 3:** To maintain a close and positive working relationship with other law enforcement agencies.

## FISCAL YEAR 2003 ACCOMPLISHMENTS

- Employed a Deputy Constable in fiscal year 2003 as approved by Commissioners Court to implement the Warrant Pilot Program to increase revenue for the County and ensure all warrants are served.

FINANCIAL TRENDS				
Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel	\$45,064	\$64,776	\$88,610	36.79%
Operating	4,243	14,443	11,740	-18.71%
Capital				
Total	\$49,307	\$79,219	\$100,350	26.67%

# CONSTABLE PRECINCT NO. 7

---

## WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
	Actuals	Actuals	Projected
		Not Available	

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	1	1	2
Part-time employees			
<b>Totals</b>	<b>1</b>	<b>1</b>	<b>2</b>

## AUTHORIZED POSITION DETAIL

Constable	1	Deputy Constable	1
-----------	---	------------------	---

See Personnel Changes for this department in Appendix A.

During budget hearings, the Commissioners Court approved a new Deputy Constable, in support of the new Warrant Pilot Program, effective April 1<sup>st</sup>, 2003, to enhance the revenues for the County.



# COUNTY SHERIFF-COURTHOUSE SECURITY

## MISSION STATEMENT

The El Paso County Sheriff's Department, as part of, and empowered by the community is committed to protect lives, property and the rights of all people, maintain order, enforce the law impartially, and provide quality police service in partnership with other members of the community.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Courthouse security index was created effective October 1, 1993. It is utilized to account for security of the County Courthouse and is administered by the County Sheriff. Associated expenses are paid solely from the general fund, which is supplemented by a Courthouse security fee imposed on certain documents filed with the County.

## GOAL AND OBJECTIVES

- Goal:** To provide a safe and secure environment within the County Courthouse for the public in general and employees conducting business within the courthouse and to safeguard the County assets from theft or vandalism.
- Objective 1:** To provide for the safety of County employees and the public in general through the use of metal detectors and X-ray machines to prevent weapons or other devices from being brought into the County Courthouse.
- Objective 2:** To prevent theft of County assets by restricting access to the Courthouse after hours and the usage of alarm systems, monitoring equipment, and a sophisticated access system.

### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage
				Change in Budget
Personnel	\$541,227	\$638,079	\$654,082	2.51%
Operating	15,221	25,710	24,210	-5.83%
Capital	5,008	14,000		-100.00%
<b>Total</b>	<b>\$561,456</b>	<b>\$677,789</b>	<b>\$678,292</b>	<b>0.07%</b>

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
Persons checked	N/A	1,614,878	1,663,324
1st floor checked	N/A	1,081,100	1,113,533
3rd floor checked	N/A	533,778	549,791
No. of service calls	N/A	2,121	2,185
No. of evacuations	N/A	3	3
No. of false alarms	N/A	14	14
No. of bomb threats	N/A	3	3
No. of weapons confiscated	N/A	7,700	7,931
<b>Efficiency Indicator</b>			
Avg time to evacuate	N/A	6 min	5 min

# COUNTY SHERIFF-COURTHOUSE SECURITY

## WORK PROGRAM TRENDS

<b>Department Activity Effectiveness Indicators</b>	<b>2002 Actuals</b>	<b>2003 Actuals</b>	<b>2004 Projected</b>
No. of arrests:	N/A	122	126
Felonies	N/A	81	83
Misdemeanor	N/A	41	42

## STAFFING TRENDS

<b>Authorized Positions</b>	<b>2002</b>	<b>Fiscal Year 2003</b>	<b>2004</b>
Full-time employees	13	13	13
Part-time employees			
<b>Totals</b>	<b>13</b>	<b>13</b>	<b>13</b>

## AUTHORIZED POSITION DETAIL

Patrol Officers	4	Sergeant	1
Security Officers	8		

# **COUNTY SHERIFF-DETENTION FACILITY**

---

## **MISSION STATEMENT**

The El Paso County Sheriff's Department, as part of, and empowered by the community is committed to protect lives, property and the rights of all people, maintain order, enforce the law impartially, and provide quality police service in partnership with other members of the community. To fulfill our mission, we will strive to attain the highest degree of ethical behavior and professional conduct at all times.

## **DEPARTMENT DESCRIPTION AND RESPONSIBILTIES**

The County Sheriff Detention Facility has the responsibility for the incarceration of federal, state, and local prisoners. This budget includes all costs of operating and maintaining the detention facility such as providing adequate staff to meet jail standards board committee requirements of manning the jail, and providing food, clothing, and medical care to inmates.

## **GOALS AND OBJECTIVES**

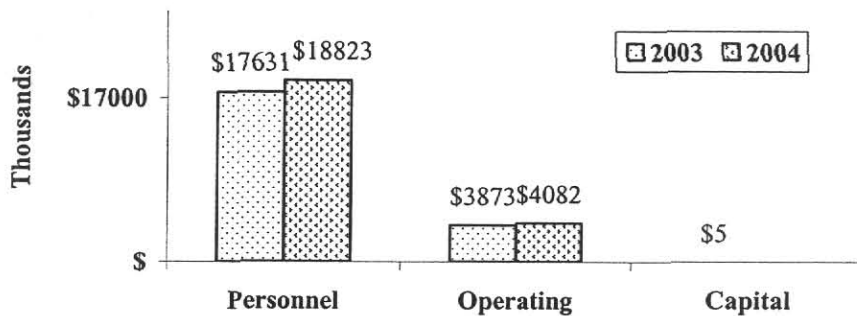
- Goal 1:** To reduce the number of hours used for sick leave by monitoring all sick leave used by recognizing employees who have not taken any leave at the end of the fiscal year.
- Goal 2:** To reduce overtime by monitoring staffing levels and the scheduling of officers to avoid unnecessary overtime.
- Goal 3:** To reduce workers compensation claims through training of employees to be more safety conscious. Incidents will be monitored and reports will be reviewed to identify patterns for training issues to prevent reoccurring incidents.
- Goal 4:** To minimize errors by means of instruction and proper supervision of all employees.
- Goal 5:** To maintain TCLEOSE Training Requirements.
- Goal 6:** To obtain 75% of all personnel passing the "meet standards" physical assessment.
- Goal 7:** To maintain open communication lines between jail facilities in order to reduce errors, increase efficiency and promote a one-detention operation.
- Goal 8:** To apply year round inspection ready, and obtain American Corrections Association accreditation.
- Objective 1:** Establishing secondary and tertiary systems for primary operating sections.
- Objective 2:** Streamline operations and consolidating functions to free up personnel.
- Objective 3:** Conduct realistic drills to simulate emergencies, testing the response and capabilities of equipment and staff.
- Objective 4:** Training will once again be emphasized as a critical component in the preparedness process. Fitness assessments and in-service training through the Detention Training Series will be used to maintain officer performance through the year.
- Objective 5:** To have facility work in unison with the jail annex after the implementation of the inmate processing unit to assist in booking, records and inmate management.

# COUNTY SHERIFF-DETENTION FACILITY

## FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel	\$15,831,822	\$17,631,269	\$18,823,110	6.76%
Operating	3,471,433	3,873,019	4,082,370	5.41%
Capital	5,489	5,115		-100.00%
<b>Total</b>	<b>\$19,308,744</b>	<b>\$21,509,403</b>	<b>\$22,905,480</b>	<b>6.49%</b>

2003 & 2004 Budgets



## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Estimated	2004 Projected
<b>Outputs</b>			
No. of people booked	41,013	42,243	43,511
No. of people classified	29,792	30,686	31,606
No. of people released/unclassified	10,996	11,326	11,666
No. of people released/Downtown	32,238	33,205	34,201
No. of people escorted to court	23,382	24,083	24,806
No. of meals served	1,153,083	1,187,675	1,223,306
No. of workers comp claims	N/A	48	49
Sick leave hours paid	N/A	15,364	15,825
<b>Efficiency Indicators</b>			
Daily average classed	1,135	1,169	1,204
Avg. food costs/plate	\$0.50	\$0.52	\$0.53
<b>Effectiveness Indicator</b>			
Overtime paid	\$920,319	\$645,464	\$664,828



# COUNTY SHERIFF-DETENTION FACILITY

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	367	360	377
Part-time employees			
Totals	367	360	377

## AUTHORIZED POSITION DETAIL

Baker	1	Food Service Specialist	5
Bookkeeper	6	Lieutenant (Deputy)	1
Captain Sheriff	1	Lieutenant (Detention)	4
Cashier (Sheriff)	5	Maintenance Elect. Technician	1
Clerk (Sheriff)	5	Maintenance Technician	10
Computer Support Specialist	1	Maintenance Foreman	1
Court Coordinator/Data Entry	8	Procurement and Indency Specialist	1
Director B.I.T.S.	1	Secretary	1
Detention Officer	262	Sergeant (Detention)	11
Electronic System Specialist Jail	1	Supervisor Bookkeeper/Cash	1
Floor Control Officer	46	Supply Clerk Sheriff	1
Food Service Director	1		
Food Service Leader	2		

See Personnel Changed for this department in Appendix A.

During budget hearings, the Commissioners Court approved 10 new Detention Officers at the Sheriff Detention Facility to reduce overtime costs. During the fiscal year, the Commissioners Court approved transferring one B.I.T.S. Director, one Supervisor Bookkeeper, and 5 Bookkeepers from the Sheriff Law Enforcement budget based on where these individual were working. Also in concurrence with the changes for the Jail Annex and Sheriff Law Enforcement Changes, a Computer Support Technician was converted to a Computer Support Specialist for an overall savings to the budget.

# SHERIFF-JAIL ANNEX

## MISSION STATEMENT

The El Paso County Sheriff's Department, as part of, and empowered by the community is committed to protect lives, property and the rights of all people, maintain order, enforce the law impartially, and provide quality police service in partnership with other members of the community.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The County Sheriff Jail Annex began receiving inmates early in the fiscal year 1998. With an authorized staff of 328 personnel the Jail Annex division is the fastest growing division within the Sheriff's Department. The facility is designated to house 1440 inmates, making it the largest facility within the Sheriff's Department and it is responsible for the supervision, care, safety and custody of all inmates housed within its walls.

## GOALS AND OBJECTIVES

**Goal 1:** To protect the lives, property and rights of all people; maintain order and enforce the law impartially; provide quality police service in partnership with other members of the community.

### ADMINISTRATION DIVISION:

- Objective 1:** To obtain accreditation from CALEA for the Sheriff's Department ensuring compliance with all standards.
- Objective 2:** To revise the office's operation manual and revise the employee evaluation form to fit the positions.
- Objective 3:** To establish a review procedure that reduces the number of times that correspondence has to be rewritten before signed by the Sheriff by conducting staff coordination classes.
- Objective 4:** To establish an on-going plan for CALEA re-accreditation that can be followed by future accreditation managers.
- Objective 5:** To conduct line inspections within all organizational components.
- Objective 6:** To pass the mock on-site inspection.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage
	Actuals	Budget	Budget	Change in Budget
Personnel	\$13,479,307	\$15,284,611	\$17,045,062	11.52%
Operating	3,835,236	4,432,159	4,543,508	2.51%
Capital	1,372			
<b>Total</b>	<b>\$17,315,915</b>	<b>\$19,716,770</b>	<b>\$21,588,570</b>	<b>9.49%</b>

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
		Not Available	

# COUNTY SHERIFF-JAIL ANNEX

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	316	328	343
Part-time employees			
<b>Totals</b>	<b>316</b>	<b>328</b>	<b>343</b>

## AUTHORIZED POSITION DETAIL

Baker	2	Food Service Specialist	7
Budget Clerk	2	Forms Reproduction Technician	1
Cabinet Maker	1	Human Resources Clerk	1
Captain Sheriff	1	Lieutenant	5
Cashier	4	Maintenance Foreman	1
Clerk	7	Maintenance Technician	8
Court Coordinator/Data Entry	4	Major	1
Detention Officer	237	Secretary	1
Electronic System Specialist	1	Sergeant	11
Floor Control Officer	42	Supply Clerk	2
Food Service Director	1	TDCJ Coordinator Clerk	1
Food Service Shift Leader	2		

See Personnel Changes for this department in Appendix A.

During budget hearings, the Commissioners Court approved 15 new Detention Officers at the Sheriff Detention Facility to reduce overtime costs. During the fiscal year, in concurrence with the changes for the Sheriff Detention and Sheriff Law Enforcement changes, the Commissioners Court approved converting a Computer Support Program Analyst to a Clerk position for an overall savings to the budget.

# **COUNTY SHERIFF-LAW ENFORCEMENT**

---

## **MISSION STATEMENT**

The El Paso County Sheriff's Department, as part of, and empowered by the community is committed to protect lives, property and the rights of all people, maintain order, enforce the law impartially, and provide quality police service in partnership with other members of the community.

## **DEPARTMENT DESCRIPTION AND RESPONSIBILITIES**

The County Sheriff is elected for a four-year term and administers the largest department within the County. The Sheriff is mainly responsible for the County Detention Facility, law enforcement administration of the outlying areas, and jail administration. The structure of this department includes various sections such as jail administration, identification and records, booking, warrants, civil, medical, patrol, dispatch, maintenance, auditing, crime prevention, drug education, motorcycle patrol, and motor pool.

## **GOAL AND OBJECTIVES**

**Goal 1:** To protect the lives, property and rights of all people; maintain order and enforce the law impartially; provide quality police service in partnership with other members of the community.

### **ADMINISTRATION DIVISION:**

- Objective 1:** To obtain accreditation from CALEA for the Sheriff's Department ensuring compliance with all standards.
- Objective 2:** To revise the office's operation manual and revise the employee evaluation form to fit the positions.
- Objective 3:** To establish a review procedure that reduces the number of times that correspondence has to be rewritten before signed by the Sheriff by conducting staff coordination classes.
- Objective 4:** To establish an on-going plan for CALEA re-accreditation that can be followed by future accreditation managers.
- Objective 5:** To conduct line inspections within all organizational components.
- Objective 6:** To pass the mock on-site inspection.
- Objective 7:** Attend a minimum of two national CALEA conferences an on RMAN meeting/workshop.

### **VEHICLE FLEET DIVISION:**

- Objective 1:** To implement HEAT program to improve vehicle history and maintenance work history records.
- Objective 2:** To obtain updated automotive equipment and training for personnel.
- Objective 3:** To continue performing bodywork repairs in house to keep cost down.
- Objective 4:** To provide service within budget for parts and outside services.

### **CIVIL DIVISION:**

- Objective 1:** To train all personnel on investigative methods and database to achieve maximum results.
- Objective 2:** To increase the number of civil process documents served and identify assets to collect on civil judgment.



# **COUNTY SHERIFF-LAW ENFORCEMENT**

---

## **GOAL AND OBJECTIVES CONTINUED**

**Objective 3:** To provide further education and updates on civil process laws as they relate to duties of the clerical staff and deputies.

### **INFORMATION TECHNOLOGY DIVISION:**

**Objective 1:** To complete migration of the Sheriff's Department servers, computers and applications to Microsoft 2000.

**Objective 2:** To establish an intranet website for Sheriff's personnel to access newsletters, reports forms and CALEA standards to reduce network traffic thru e-mail.

**Objective 3:** To replace in-house built tracking system with the Crime Records Information Management Enterprise System.

**Objective 4:** To automate daily reports with a new database application.

### **VICTIM SERVICES SECTION:**

**Objective 1:** To improve community outreach in the County through partnerships with other law enforcement agencies and service providers.

**Objective 2:** To provide training and presentations to law enforcement as well as community groups on victim services and compensation.

**Objective 3:** To work with the Crime Victim's Rights Council to raise funds for the Crime Victim's Memorial in conjunction with the Sheriff's Office Courthouse Security Project.

### **INTERNAL AFFAIRS DIVISION:**

**Objective 1:** Increase the number of interdepartmental complaints sustained.

### **HUMAN RESOURCES DIVISION:**

**Objective 1:** Reduce turnover in department.

## **FISCAL YEAR 2003 ACCOMPLISHMENTS**

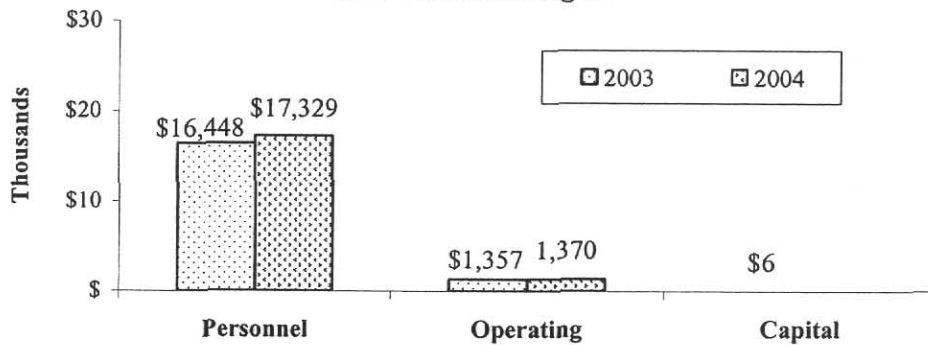
- The personnel turnover rate decreased by 1.67%.
- First time pass rates for all detention officers (94.3%) and peace officers (93.4%) academies exceed the state average.
- Established a new file server to increase data storage capacity for the Sheriff's Office from 32 gigabytes to 64 gigabytes of storage capacity.
- Successfully installed and tested terminal emulation software to access 911 system utilizing IP restricted access.
- Implemented new database application to track Sex Offender Registrations.

# COUNTY SHERIFF-LAW ENFORCEMENT

## FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel	\$15,664,598	\$16,447,727	\$17,329,506	5.36%
Operating	1,280,112	1,357,072	1,370,716	1.01%
Capital	3,430	6,128		-100.00%
<b>Total</b>	<b>\$16,948,140</b>	<b>\$17,810,927</b>	<b>\$18,700,222</b>	<b>4.99%</b>

## 2003 & 2004 Budgets



## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Estimated	2004 Projected
<b>Internal Affairs Division:</b>			
<b>Outputs</b>			
Citizen complaints	37	38	39
Intra-departmental	171	176	181
Total complaints	208	214	221
No. of complaints sustained	99	102	105
No. of complaints not sustained	44	45	47
No. of compl/handled div level	16	16	17
No. of complaints/resignation	17	18	18
No. of complaints pending	26	27	28
No. of complaints/termination	4	4	4
No. of complaints/no action	2	2	2
<b>Motor Vehicle Service:</b>			
<b>Outputs</b>			
No. of vehicles serviced	220	227	233
No. of services provided	2,568	2,645	2,724
Total service costs	209,362	215,643	222,112
<b>Efficiency Indicators</b>			
Cost per service	\$82	\$84	\$86
Avg cost per vehicle	\$952	\$980	\$1,010

Cont. on next page.

# COUNTY SHERIFF-LAW ENFORCEMENT

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Estimated	2004 Projected
<b>Civil process collections:</b>			
<b>Outputs</b>			
Local citations unit	\$916,980	\$944,489	\$972,824
Subpeona Unit	\$59,700	\$61,491	\$63,336
Foreign citations unit	\$64,470	\$66,404	\$68,396
Personnel Trained ( 6 Total)	4	6	6
<b>Local citations unit statistics:</b>			
<b>Outputs</b>			
Documents received	22,918	23,606	24,314
Documents served	12,206	12,572	12,949
Documents unserved	2,137	2,201	2,267
Documents pending	8,575	8,832	9,097
<b>Subpeona Unit</b>			
<b>Outputs</b>			
Documents received	1,420	1,463	1,506
Documents served	959	988	1,017
Documents unserved	5,930	6,108	6,291
Documents pending	749	771	795
<b>Foreign Services Unit</b>			
<b>Outputs</b>			
Documents served	959	988	1,017
Documents unserved	376	387	399
Documents pending	85	88	90
<b>Executions unit</b>			
<b>Outputs</b>			
Documents received	602	620	639
Documents served	150	155	159
Documents unserved	452	466	480
<b>Crimes against persons division:</b>			
<b>Outputs</b>			
New cases	2,754	2,837	2,922
Cases inactivated/closed/cleared	2,788	2,872	2,958
Interviews	9,639	9,928	10,226
Confessions	189	195	201
Statements taken	1,345	1,385	1,427
Arrests	273	281	290
<b>CAP Clearance rates (persons):</b>			
<b>Effectiveness</b>			
Murder/ Nat. rate 63%	100%	100%	100%
Sexual assault/Nat. rate 47%	68%	61%	61%
Robbery/Nat. rate 26%	33%	26%	26%
All assaults/Nat. rate 48%	73%	48%	48%
<b>Human Resources Division</b>			
Turnover Rate Decrease	1.67%	1.67%	1.67%
Cases assigned	122	126	129

# COUNTY SHERIFF-LAW ENFORCEMENT

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Estimated	2004 Projected
<b>Crimes against property division</b>			
<b>Outputs</b>			
New cases	2,687	2,768	2,851
Cases inactivated/closed/cleared	3,086	3,179	3,274
Supplements	4,038	4,159	4,284
Statements taken	999	1,029	1,060
Confessions	74	76	79
Interviews	6,346	6,536	6,732
Arrests	162	167	172
Warrants executed	145	149	154
<b>CAP Clearance rates (property):</b>			
<b>Effectiveness</b>			
Burglary/nat. rates 13%	18%	13%	13%
Arson/nat. rate 16%	5%	12%	12%
Theft (all)/nat. rate 18%	8%	10%	10%
Vehicle theft/nat. rate 14%	14%	14%	14%
<b>Burglary Suppression Team:</b>			
<b>Outputs</b>			
Cases assigned	122	126	129
Cases cleared by arrest	118	122	125
Exceptionally cleared	8	8	8
Juvenile citations	26	27	28
<b>Victim Services Unit:</b>			
<b>Outputs</b>			
Adult sexual assault	6	6	6
Assault	784	808	832
Burglary of habitation	13	13	14
Child sexual assault	39	40	41
DUI	3	3	3
Harrassment	68	70	72
Homicides	3	3	3
Stalking	10	10	11
<b>Information Technology Division:</b>			
<b>Outputs</b>			
PCs installed	33	34	35
<b>Patrol Division:</b>			
<b>Outputs</b>			
No. of responses to calls	59,340	61,120	62,954
No. of reports generated	8,435	8,688	8,949
Class "C" citations	1,457	1,501	1,546
Traffic citations	31,365	32,306	33,275
Felony arrests	638	657	677
Misdemeanor arrests	2,433	2,506	2,581
Referrals	551	568	585
Vehicles impounded	723	745	767



# COUNTY SHERIFF-LAW ENFORCEMENT

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Estimated	2004 Projected
<b>Patrol Division:</b>			
<b>Outputs</b>			
Vehicles impounded	723	745	767
<b>Crime Prevention</b>			
<b>Outputs</b>			
School resource officer programs	2,378	2,449	2,523
Drug eradication programs	624	643	662
DARE lessons	769	792	816
Crime prevention presentations	881	907	935
Community events	212	218	225
<b>Traffic</b>			
Calls for service	59,340	61,120	62,954

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	269	271	267
Part-time employees			
Totals	269	271	267

## AUTHORIZED POSITION DETAIL

Abandoned Motor Vehicle Tech	1	Garage Supervisor (Sheriff)	1
Administrative Assistant	1	Grant Writer	1
Administrative Secretary	1	Human Resource Assistant	1
Assistant Office Manager	1	Human Resource Director	1
Auto Mechanic	5	Human Resource Specialist	1
Automotive Parts Clerk	1	Human Resource Clerk	1
Budget Analyst	1	Legal Advisor (Sheriff)	1
Budget Clerk	3	Lieutenant	5
Budget/Procurement Supervisor	1	Network/Computer Supervisor	1
Captain Sheriff	4	Paralegal	1
Chief Deputy Sheriff	1	Patrolman	127
Civilian Comm. Specialist	12	Payroll Analyst	1
Civ. Comm. Spec. Supervisor	1	Public Information Officer	1
Clerk	19	Secretary (Sheriff)	2
Computer Programmer	1	Sergeant	19
Crime Analyst	1	Sheriff	1
Crime Vic. Res. Provider	1	Sheriff Human Resource Director	1
Crime Victims Liaison	1	Supervisor Clerical (SO)	1
Crime Scene Technician	5	Supply Clerk (Sheriff)	1
Data Entry Clerk	1	Volunteer Coordinator	1
Detective	36		

See Personnel Changes for this department in Appendix A.

During the fiscal year, the Commissioners Court approved transferring one B.I.T.S.  
(Continued on next page)

## COUNTY SHERIFF-LAW ENFORCEMENT

---

Director, one Supervisor Bookkeeper, and 5 Bookkeepers to the Sheriff Detention Facility budget based on where these individuals were working. Also in concurrence with the changes for the Jail Annex and Sheriff Detention changes, a Clerk position was converted to an Abandoned Motor Vehicle Technician for an overall savings to the budget. During budget hearings, the Commissioners Court approved 2 new Deputies and one Warrant Clerk, in support of the Warrant Pilot Revenue Enhancement Program.

# **EMERGENCY MANAGEMENT**

---

## **MISSION STATEMENT**

To administer an Emergency Management program for the citizens of El Paso County for mitigation, preparedness, response and recovery from natural or man-made disasters.

## **DEPARTMENT DESCRIPTION AND RESPONSIBILITIES**

Emergency Management is responsible for the development and implementation of plans for the protection of the community and for minimizing the effects of a disaster. The County and the City of El Paso, through a joint resolution, agree to the preparation and maintenance of a joint emergency management plan and its Coordinator employed by the City of El Paso. This department serves the 1,013 square miles of El Paso County and the 679,622 people within its jurisdiction. Its responsibilities further include designing and directing local emergency exercises, coordinating the activities of local agencies and resources during a disaster, coordinating request for assistance and providing information to State and Federal agencies during disaster operations, coordinating responsibilities with the City and County department heads in case of a disaster, and compiling and submitting all reports required by State and Federal agencies.

## **GOALS AND OBJECTIVES**

- Goal 1:** To review and update the El Paso/County Emergency Operations Plan to comply with FEMA and State of Texas planning standards.
- Goal 2:** To coordinate training programs and exercises for the Citizens, emergency responders and support agencies to ensure compliance with local, state, and federal regulations.
- Goal 3:** To maintain a hazard analysis for the El Paso jurisdiction to serve as a foundation for mitigation, preparedness, response and recovery.
- Goal 4:** To oversee and coordinate the El Paso domestic terrorism program to maintain preparedness and response capabilities.
- Objective 1:** To conduct an annual review of the El Paso City/County Emergency Operations Plan to ensure that the basic plan and annexes are revised at least once every five years.
- Objective 2:** To conduct fifty training programs and four exercises to educate fifteen hundred citizens, first responders, and support agencies for disaster preparedness.
- Objective 3:** To maintain a hazard analysis by documenting property dollar loss, injury and death statistics, on a quarterly basis, to identify hazards, assess their impact, and establish prevention.
- Objective 4:** To maintain and administer the El Paso terrorism plan and purchase designated equipment and pharmaceuticals for the El Paso domestic preparedness program.
- Objective 5:** Apply for multiple grants to acquire federal and state funding to sustain and maintain the El Paso disaster response program.

## **FISCAL YEAR 2003 ACCOMPLISHMENTS**

- The Office of Emergency Management designed and coordinated a full-scale terrorism exercise on May 14, 2003. The exercise incorporated the participation of over 25 different City, County, State and Federal agencies that respond to the El Paso County area.

# EMERGENCY MANAGEMENT

## FISCAL YEAR 2003 ACCOMPLISHMENTS, CONT'D.

- The Office of Emergency Management and the Rio Grande Council of Government assisted all City and County jurisdictions in the region in completing the Texas Engineering Extension Services (TEEX's) assessment. The assessment was used as an application for the office of Domestic Preparedness to distribute fiscal year 2003 homeland security funding. The office also participated in a congressional hearing on current allocations of homeland security defense funds to local jurisdictions.
- On June 17, 2003 the Office of Emergency Management received the Mark Trail Award, a national award for office efforts in providing all hazard radios and trainings to local schools and daycare centers.
- The El Paso International Airport Triennial exercise took place and was very successful. This exercise included the participation of students from local high schools and the University of Texas at El Paso.

### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage
				Change in Budget
Personnel				
Operating	\$54,694	\$56,631	\$56,631	
Capital				
Total	\$54,694	\$56,631	\$56,631	

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
Basic plan and annexes revised	5	8	8
Training programs	41	44	45
Tabletop & functional exercises	6	9	9
Training attendance	1,582	2,245	2,312
Hazard analysis reports	5	2	2
Terrorism deliverables	12	N/A	N/A
Grant funding	\$225,000	N/A	N/A

### STAFFING TRENDS

Authorized Positions	2002	Fiscal Year 2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

### AUTHORIZED POSITION DETAIL

Not Applicable



# **JUVENILE PROBATION**

---

## **MISSION STATEMENT**

To assist young people in avoiding delinquent behavior, to grow into mature adults and to do so without endangering the community.

## **DEPARTMENT DESCRIPTION AND RESPONSIBILITIES**

The Juvenile Probation Department is governed by the El Paso County Juvenile Board. The Department is under the supervision of the Chief Juvenile Probation Officer. The Juvenile Probation Department continually strives to prioritize public safety and afford juveniles of this community due process afforded to them under the law while holding them responsible and accountable for their actions. This department operates a 24-hour a day detention unit for pre-adjudicated delinquents who have been detained by the Juvenile Court for the most serious and violent offenses. Mexican Nationals coming across the border and violating the penal law of this state, parolees from the Texas Youth Commission and juveniles violating federal laws are also detained. The mission of the detention unit is care, custody, and control while at the same time providing medical, dental and psychological services to all detainees. This department also conducts intake and court investigations whereby intake officers receive, review, and process all referrals to the department by law enforcement agencies 24 hours a day. It also operates the Challenge Program through which its highly regimented secure program provides an alternative to institutionalization of the most habitual and violent adjudicated juveniles. The Juvenile Probation Department provides field services to monitor juveniles placed on probation. Aftercare is the final component that this department provides to juvenile offenders. Aftercare officers assist in the re-integration of the juveniles back into the community through case planning and the development of a treatment plan. The Juvenile Probation Department provides diversionary programs such as the First Time Offender Program and the Juvenile Court Conference Committees. Effective October 1, 2003 this department became a special revenue fund as requested by the Juvenile Board.

## **GOALS AND OBJECTIVES**

- Goal 1:** To develop a continuum of services to address the varying severity of needs demonstrated by the juveniles and their families.
- Goal 2:** To provide adequate and effective supervision for juveniles at all levels of probation.
- Goal 3:** To provide for the protection of the community by holding each juvenile accountable for their actions by promoting therapeutic and educational interventions for rehabilitation.
- Goal 4:** To improve the juveniles' levels of functioning in 70% of cases to whom intensive in-home services are provided.
- Goal 5:** To provide discipline and structure with an emphasis on physical health, respect for self and others, and rational decision making for male and female offenders.
- Goal 6:** To assist the juveniles in acquiring the skills and education necessary to refrain from the use of illegal or illicit substances.
- Goal 7:** To maintain a 95% success rate in the First Time Offender program by providing quality service providers and qualified probation officers.
- Goal 8:** To provide a safe and secure environment for staff and juveniles in the juvenile detention facility.
- Objective 1:** To improve home environment prior to the re-integration of the child into his/her home, school, and community.
- Objective 2:** To achieve a 90% non-recidivism rate after completion of Title IV-E Family Preservation and the residential placement program.

# **JUVENILE PROBATION**

---

## **GOALS AND OBJECTIVES, CONT'D**

- Objective 3:** To achieve a 90% successful completion rate for the residential placement.
- Objective 4:** To achieve a 90% successful completion rate for probation services, without any serious and violent offenses being committed by the juveniles in the program.
- Objective 5:** To keep 95% of juveniles out of the Texas Youth Commission.
- Objective 6:** To provide supportive relationships to juveniles who are in need of role models.
- Objective 7:** To provide juveniles with information and skills that will allow for improved decision-making with regard to difficult adolescent experiences.
- Objective 8:** To enhance parent child relationship.
- Objective 9:** To provide an environment that promotes the care, welfare, safety and security of the juveniles who are in the care, custody and control of the Challenge Program while placing emphasis on: education, discipline, responsibility, mental and physical well being and substance services for those who require them.
- Objective 10:** To provide counseling and therapeutic interventions coupled with aftercare services for each juvenile in the challenge program.
- Objective 8** To train 80% of the correctional staff in facilitating cognitive skills courses.
- Objective 9:** To provide each resident with individual, group and family therapy.
- Objective 10:** To provide select residents with group and family therapy through the Providence Corporation.
- Objective 11:** To provide substance abuse treatment to those juveniles classified as chemically dependent.
- Objective 12:** To maintain a success rate of 93% in the Juvenile Court Conference Committee through quality service providers and well trained volunteers.
- Objective 13:** To reduce overcrowding toward the juvenile detention facility's rated capacity.
- Objective 14:** To reduce the number of serious incidents within the juvenile detention facility.
- Objective 15:** To monitor and maintain the staff/juvenile ratio in the juvenile detention facility.
- Objective 16:** To monitor and reduce the juvenile and parental complaints about detention services.

## **FISCAL YEAR 2003 ACCOMPLISHMENTS**

- Probation Services: The serious habitual offender and by Comprehensive Action Program has been very beneficial in providing community safety and juvenile accountability. During this fiscal year a total of 65 juveniles were supervised under the terms and conditions of SHOCAP. Eleven juveniles under the SHOCAP program were committed to the Texas Youth Commission. The juveniles were committed due to technical violations and 100% of other juveniles did not re-offend committing a serious crime or violent offense.

# JUVENILE PROBATION

## FISCAL YEAR 2003 ACCOMPLISHMENTS, CONT'D

- The intensive home program continues to provide excellent services to families of juveniles who are at risk for removal of their homes. Since March of 1999 they have served 136 families for the Juvenile Probation Department. 84 percent of these families have successfully completed the program (114 families). Of these successful completions, 62 have never had any further referrals to this department for new offenses or technical violations. Considering the mental health problems and chaotic living conditions encountered in these families, this is remarkable achievement. The gray program has also been extremely successful. Offered only to the juveniles in the Spotlight program in past years, it has received a very favorable response from the parents and juveniles involved and appears to be an improvement over the standard parenting classes.
- The Challenge Program has continued its efforts to provide premium services to the adolescents we serve and the community. This year saw an increase in aftercare services with the addition of three more correction officers assigned to the EXITO program, giving us a total of six officers assigned to the unit. We have successfully integrated our Residential Substance Abuse treatment into the program and have had a high demand for juveniles requiring this type of treatment. Two additional correction officers have been certified to train our CO's in proper and safe restraint techniques and an additional team leader has been training in first aid and CPR. The program has completed its training curriculum and module set, first aid and CPR. This completion will add to our commitment of having a well rounded, balanced and trained staff. Our short-term program (CAAP) continues to be a sought after alternative of the court and probation officers thereby reducing the population in the detention center. Our community tours and presentations continue in their effectiveness and demand as a public service to the community and our schools. The program has continued to update its technology and its protocol for making our physical training safer for our clients and staff. This year we successfully petitioned the El Paso School District to allow for physical education credit for our clients participation in physical training.
- Under the first offender program a bike and hiking trail for Tom May's Park was completed. A Parent Support Group was established to provide extra assistance to the first offender program parents who have similar issues of concern. The group participated in a Christmas toy drive and red ribbon week.

### FINANCIAL TRENDS

Category	2002	2003	2004	Percentage
	Actuals	Budget	Budget*	Change in Budget
Personnel	\$7,226,830	\$8,301,783		-100.00%
Operating	1,331,433	1,458,241		-100.00%
Capital	9,885	23,478		-100.00%
Total	\$8,568,148	\$9,783,502		-100.00%

\*Effective October 1, 2003 Commissioners Court approved funding this department as a Special Revenue Fund.

# JUVENILE PROBATION

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
<b>Special Programs</b>			
Intensive in-home counseling			
No. of families	77	138	142
No. successful	47	53	55
No. unsuccessful	16	13	13
No. of drop outs	14	72	74
<b>Therapeutic mentoring</b>			
No. juveniles in program	42	45	46
No. successful	39	36	37
No. unsuccessful	3	6	6
<b>Post Adjudication Boot Camp:</b>			
No. in short term program	72	72	74
No. in long term program	74	163	168
TCADA Placements	38	109	112
Non treatment placements	36	54	56
<b>Counseling Services:</b>			
No. in family counseling	67	163	168
No. in Cognitive skills	67	163	168
No. in Seven Challenges	67	199	205
No. in Gray Curriculum	30	109	112
No. in Treatment Curriculum	37	54	56
<b>Aftercare Services:</b>			
No. in project Exito	43	62	64
No. of successful completions/Exito	23	38	39
<b>Delta Academy</b>			
No. of enrollees	146	213	219
<b>First Time Offender Program:</b>			
No. of cases processed	602	649	668
<b>Juvenile Detention</b>			
No. of serious incidents	26	11	11
No. of juvenile complaints	0	1	1
No. of parental complaints	0	2	2
No. of juveniles obtaining services	692	405	417
No. of programs/services offered	12	14	14
No. of staff participating on ACPS	6	8	8
No. of staff in training committee			
No. of non-compliance-trng	0	2	2
No. of staff in professional organizations	6	12	12
No. in sectional committee	35	92	95
No. of non-compliance with Texas Juvenile Probation Commission	0	2	2



# JUVENILE PROBATION

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
<b>Intake/Court Investigation</b>			
No. of referrals	77	73	75
Physical referrals			
Complaint reports	1,169	594	21
Training			
Officers certified	77	73	129
<b>Juvenile Detention</b>			
No. of days over the 20% rated capacity	8	0	0
<b>Efficiency Indicators</b>			
<b>Juvenile Detention</b>			
No. of days not meeting the staff juvenile ratio	0	0	0
<b>Effectiveness Indicators</b>			
<b>Probation services</b>			
Title IV-E Family Preservation Success			
Rate	84%	83%	88%
Residential placement success	73%	93%	84%
Non-recidivism rate	77%	100%	88%
Rate not committed to TYC	98%	97%	98%
Non repeat offenders/SHOCAP	100%	100%	100%
<b>Special Programs</b>			
Intensive in-home counseling			
Success rate	75%	85%	85%
<b>Therapeutic mentoring</b>			
Success rate	93%	92%	80%
<b>Post Adjudication Boot Camp:</b>			
Short-term completion rate	88%	68%	100%
Non-recidivism rate-short-term	40%	71%	100%
Long term completion rate	90%	88%	100%
Non-recidivism rate-long-term	49%	N/A	N/A
<b>Aftercare Services:</b>			
Exit success rate	54%	70%	61%
<b>Conference Committees:</b>			
Program completion rate	90%	96%	93%
<b>First Time Offender Program:</b>			
Program completion rate	96%	100%	93%

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	164	165	
Part-time employees	36	33	
Totals	200	198	

# JUVENILE PROBATION

---

AUTHORIZED POSITION DETAIL
----------------------------

Not Applicable

See Personnel Changes for this department in Appendix A.

During budget hearings, the Commissioners Court approved transferring all positions in the Juvenile Probation department to a Special Revenue Fund as requested by the Juvenile Board.

# WEST TEXAS COMMUNITY SUPERVISION AND CORRECTIONS

---

## MISSION STATEMENT

To provide a model community based corrections system which includes a complete range of sanctions, services, and sentencing alternatives at the local level to meet the needs of all constituents, including offenders, victims, the judiciary, law enforcement, service providers, governmental officials, and the general public. Key elements of this mission are the resocialization of offenders by providing them with the opportunity to enhance their quality of life, and enforcement of the orders of the Court and utilization of community supervision as an alternative to incarceration without jeopardizing public safety.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

In Accordance with Vernon's Texas Statutes Annotated, Code of Criminal Procedure, Article 42.131, Section 8, (a), and Standards of the Community Supervision and Correction Department issued by the Department of Criminal Justice, Chapter 163, (d), the County of El Paso is mandated to provide physical facilities, equipment and utilities for the West Texas Community Supervision and Corrections Department as a minimum support requirement.

The West Texas Community Supervision and Corrections Department has the responsibility of providing probation and pre-trial correction services to the District Courts, County Courts at Law, the Jail Magistrate and County Court Masters in a region that includes El Paso, Culberson and Hudspeth Counties. The department provides a wide array of supervision and community corrections services for offenders under a continuum of sanctions and services, including a personal bonding program, a pre-trial diversion program for first-time offenders, regular probation services, intensive supervision programs, specialized caseloads, electronic monitoring, educational and employment services, and supervised residential living in three community correction facilities in El Paso County. Additionally, the department provides services to the community and the Downtown Management clean-up project, Graffiti Wipeout program, and Project Spotlight, as well as collecting court assessed fees for the County of El Paso.

## GOALS AND OBJECTIVES

- Goal 1:** To maximize the amount of court-ordered fees collected from offenders placed on probation, pre-trial diversion, or personal recognizance of bond.
- Goal 2:** To provide Graffiti Wipeout services to all resident of El Paso County on a consistent and timely basis in order to diminish the blight of graffiti in our community.
- Objective 1:** To maintain or increase the current levels for collection of District Court costs and fines.
- Objective 2:** To increase the amount of collected fees owed by misdemeanor offenders to the County by collaborating with the County Collections Department to better coordinate and enhance the collection of fines and other fees from offenders receiving probation from the County Court at Law.
- Objective 3:** To increase the collection of restitution for victims of crime in El Paso County.
- Objective 4:** To collect sufficient revenue through program fees paid by pre-trial diversion clients to keep the program self-sufficient.
- Objective 5:** To maximize the collection of fees from personal recognizance bond clients to offset the costs of this program to taxpayers.
- Objective 6:** To enhance the impact of the Graffiti Wipeout program on a County-wide basis, through the involvement of other public agencies and community organizations.
- Objective 7:** To maintain a level of Graffiti Wipeout services with previous years.
- Objective 8:** To lower the ratio of Graffiti Wipeout sites cleaned outside the city limits compared to sites within the city limits.

# WEST TEXAS COMMUNITY SUPERVISION AND CORRECTIONS

## GOALS AND OBJECTIVES CONT'D:

**Objective 9:** To keep response time from initial call to 48 hours or less.

## FISCAL YEAR 2003 ACCOMPLISHMENTS

- During fiscal year 2003, 1,173 offenders were released from the PR Bond program. Eighty percent of cased closed during the fiscal year were successful closures.
- Fee collections by the department for the County of El Paso for fiscal year 2003 increased by 14.7% from the previous fiscal year.

FINANCIAL TRENDS				
Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel				
Operating	\$482,708	\$543,730	\$564,609	3.84%
Capital	7,451	9,000		-100.00%
<b>Total</b>	<b>\$490,159</b>	<b>\$552,730</b>	<b>\$564,609</b>	<b>2.15%</b>

WORK PROGRAM TRENDS			
Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
<b>Collection of Court-Ordered Fees</b>			
District court	\$925,701	\$1,018,705	\$1,049,266
County courts	\$35,825	\$31,262	\$32,200
Victim restitution	\$1,538,326	\$1,470,856	\$1,514,982
PTD Program fees	\$692,678	\$881,753	\$908,206
Collection of PR Bond Fees	\$35,329	\$42,991	\$44,281
<b>Graffiti Wipe-out Program</b>			
Number of probationers in program	2,563	1,610	1,471
Number of community service hours	25,486	16,480	15,067
Number of County sites cleaned	9,461	5,567	5,657
Number of sites outside city limits	3,200	1,883	1,770
Number of square feet cleaned	1,673,610	1,029,230	1,029,230
<b>Efficiency Indicators</b>			
<b>Personalized Recognizance Bond Program</b>			
Cost per release	\$82.02	\$93.55	\$85.00
Cost per successful closure	\$136.18	\$110.33	\$108.02
<b>Graffiti Wipe-out Program</b>			
Avg. no. of hrs per probationer	10	10	10
Total no. of sites cleaned	12,661	7,450	7,427
Avg. no. of square feet cleaned per probationer	653	639	700



# WEST TEXAS COMMUNITY SUPERVISION AND CORRECTIONS

---

## WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
Effectiveness Indicators	Actuals	Actuals	Projected
<b>Personalized Recognizance Bond Program</b>			
Bond closures:			
Successful	801	1,015	1,009
Unsuccessful	450	257	257
Success rate	64%	79%	80%

## STAFFING TRENDS

Authorized Positions	2002	Fiscal Year 2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

## AUTHORIZED POSITION DETAIL

Not Applicable

# HEALTH AND WELFARE

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
GENERAL FUND TYPE HEALTH AND WELFARE  
WITH COMPARATIVE BUDGETS BY DEPARTMENTS**

<b>Page No.</b>	<b>Department</b>	<b>2002 Actuals</b>	<b>2003 Budget</b>	<b>2004 Budget</b>	<b>Percent Change</b>
290	Charities	\$112,975	\$100,000	\$110,000	10.00%
291	Child Welfare-Legal Fees	703,632	902,000	902,000	
292	City-County Health District	2,770,370	2,854,378	2,590,038	-9.26%
304	County Child Welfare	243,007	324,350	309,417	-4.60%
306	Foster Grandparent Program	3,893			
308	General Assistance	1,115,125	1,219,057	1,196,972	-1.81%
310	Life Management	144,569	75,000	75,000	
312	Medical Examiner	801,424	849,116	792,758	-6.64%
315	Medical Examiner-Maintenance	39,565	41,750	41,540	-0.50%
316	Mental Health	654,623	756,000	756,000	
317	Project Amistad		24,500		-100.00%
319	Retired Senior Volunteer Program	19,348			
321	Shelter for Battered Women	25,439	39,398		-100.00%
323	Veterans Assistance	74,940	77,327	75,905	-1.84%
	<b>Totals</b>	<b>\$6,708,910</b>	<b>\$7,262,876</b>	<b>\$6,849,630</b>	<b>-5.69%</b>

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY BY  
CHARACTER-GENERAL FUND TYPE  
HEALTH AND WELFARE**

<b>Character</b>	<b>2002 Actuals</b>	<b>2003 Budget</b>	<b>2004 Budget</b>	<b>Percent Change</b>
Personnel	\$983,980	\$1,066,691	\$1,022,955	-4.10%
Operating	5,724,930	6,196,185	5,826,675	-5.96%
Capital				
<b>Totals</b>	<b>\$6,708,910</b>	<b>\$7,262,876</b>	<b>\$6,849,630</b>	<b>-5.69%</b>

# CHARITIES

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The County provides funding for this program for indigent services such as pauper burials and emergency financial assistance for individuals needing clothing and transportation.

## GOALS AND OBJECTIVES

**Goal 1:** To maximize the number of patrons being served with available funding.

**Objective 1:** To increase applications processed by three percent.

<b>FINANCIAL TRENDS</b>				
<b>Character</b>	<b>2002 Actuals</b>	<b>2003 Budget</b>	<b>2004 Budget</b>	<b>Percentage Change in Budget</b>
Personnel				
Operating	\$112,975	\$100,000	\$110,000	10.00%
Capital				
<b>Totals</b>	<b>\$112,975</b>	<b>\$100,000</b>	<b>\$110,000</b>	<b>10.00%</b>

<b>WORK PROGRAM TRENDS</b>				
<b>Department Activity</b>	<b>2002 Actuals</b>	<b>2003 Actuals</b>	<b>2004 Projected</b>	
<b>Outcomes</b>				
No. of pauper burials	115	114	117	
No. of pauper cremations	58	64	66	
Total burials & cremations	173	178	183	
Total for veterans	24	28	29	
<b>Efficiency Indicators</b>				
Increase in applications	9%	3%	3%	
<b>Effectiveness Indicators</b>				
Percentage of cremations vs. burials	50%	44%	44%	

<b>STAFFING TRENDS</b>				
<b>Authorized Positions</b>	<b>2002</b>	<b>Fiscal Year</b>		<b>2004</b>
		<b>2003</b>		
Full-time employees		Not Applicable		
Part-time employees				
<b>Totals</b>				

## AUTHORIZED POSITIONS DETAIL

Not Applicable



# CHILD WELFARE-LEGAL FEES

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Child Welfare with the assistance of the Texas Department of Human Services provides protection to abused and neglected children. The services provided include temporary foster care placement, counseling and permanent placement in a foster home. This represents the portion of funding provided by the County of El Paso for the Child Welfare program in regards to legal fees.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel				
Operating	\$703,632	\$902,000	\$902,000	
Capital				
Totals	<u>\$703,632</u>	<u>\$902,000</u>	<u>\$902,000</u>	

### WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
	Actuals	Estimated	Projected
Output			
No. of cases	N/A	321	337
Efficiency Indicator			
Average cost/case	N/A	\$2,932	\$3,079

### STAFFING TRENDS

Authorized Positions	2002	Fiscal Year 2003	2004
	Full-time employees		Not Applicable
Part-time employees			
Totals			

### AUTHORIZED POSITIONS DETAIL

Not Applicable

# CITY-COUNTY HEALTH UNIT

---

## MISSION STATEMENT

To provide quality public health services to the citizens of El Paso that prevents disease, and promotes a safe and healthy environment.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Health Unit provides general public services to the residents of El Paso City and County. The unit administers seven City-County, two-City, one County and over 30 grant programs and manages 10 state employees assigned to Tuberculosis and Sexually Transmitted Disease Control. The unit is responsible for preventive medicine and regulatory community health for over 679,000 residents, per the United States Census 2000, and interaction with adjacent New Mexico and the large metropolitan population of Ciudad Juarez, Mexico. The City-County Health District has three functions: public health, animal control and sewage inspection. The employees of the Health Unit effectively provide comprehensive public health services with minimal resources at an extremely efficient cost/benefit ratio. The Health Unit is responsible for directing, implementing, and coordinating departmental policies to ensure the promotion and preservation of public health, the administration and management of the City/County Health Unit, and to serve as public liaison between the community and other governmental entities. The division provides consolidated purchasing, supply, personnel, budgeting, inventory, maintenance, distribution, serves as an intra/interagency liaison, and provides grant writing and administrative support for all Health Unit Programs. The City/County Health Unit works especially close with the Texas Department of Health, Center for Disease Control and other federal agencies.

This index is used for the payment of billing received from the City of El Paso for health services rendered to low-income families and other indigent-related expenses incurred by the City, in addition to expenses related to animal control and sewage inspection. During fiscal year 2000, a management study was performed on the Health District to determine the needs of the City and County of El Paso. It was during budget hearings for fiscal year 2001 that a new funding ratio was agreed upon which resulted in the change in funding level since 2001.

## GOALS AND OBJECTIVES

### ADMINISTRATION:

- Goal 1:** To analyze programs to achieve increased efficiency and productivity in the delivery of public health services within the City and the County of El Paso.
- Goal 2:** To improve revenue where possible.
- Goal 3:** To improve human resources and personnel management to ensure a highly skilled workforce.
- Objective 1:** To continue to develop and implement policies and procedures to ensure compliance with the new HIPPA guidelines to increase revenue collection rates.
- Objective 2:** To implement a new employee orientation that includes participation of all sections.
- Objective 3:** To develop a Supervisor's Manual to orientate newly hired supervisors on Administrative Procedures not covered in orientation.
- Objective 4:** To complete the development, obtain approval and implement the Employee Recognition Program.
- Objective 5:** Post district employment application on the web for users to access.
- Objective 6:** Recruit PRN nursing pool for the PHCS section.
- Objective 7:** To purchase testing software to access applicants on minimum requirements of Microsoft office applications, typing, and data entry.

# **CITY-COUNTY HEALTH UNIT**

---

## **GOALS AND OBJECTIVES CONT'D**

### **ADMINISTRATION, CONT'D:**

- Objective 8:** To develop and implement website.
- Objective 9:** To continue to train all employees on the KRONOS system.

### **HEALTH EDUCATION PROGRAM:**

- Goal 1:** To provide public health education to the El Paso community.
- Goal 2:** To promote the Health District and its various programs using all available forms of communication.
- Goal 3:** To improve human resources and personnel management to ensure a highly skilled workforce.
- Objective 1:** To encourage the practice of preventive health by providing health community presentations.
- Objective 2:** To promote Health District programs through coordination of community health fairs.
- Objective 3:** To co-sponsor and participate in major community health fairs.
- Objective 4:** To provide required safety training for health district employees.
- Objective 5:** To coordinate and conduct continuing education training and in-service for Health District Employees.
- Objective 6:** To develop graphic design presentations for Health District Programs.

### **ANIMAL REGULATION AND DISEASE CONTROL:**

- Goal 1:** To regulate control zoonotic diseases and protect animal welfare through enforcement of State and Health ordinances.
- Objective 1:** To respond to 95% of complaints of animal bites within 24 hours.
- Objective 2:** To investigate 95% of reported cases of animal neglect or abuse within 24 hours.
- Objective 3:** To impound 70% of stray dogs and cats reported to the center.
- Objective 4:** To have 100% of animals fed and other kennel duties completed before kennels are open to the public at 10:30 am Monday through Saturday.
- Objective 5:** To have 100% of new permit applications completed within 5 working days and renewals before the end of the month in which they expire.
- Objective 6:** To have 100% of animals adopted spayed/neutered.
- Objective 7:** To control the stray problem by conducting patrols in problematic areas.
- Objective 8:** To provide spay/neuter surgeries in the spay/neuter van for low-income citizens.

### **COMMUNITY ASSESSMENT:**

- Goal 1:** To coordinate activities to identify lead poisoned children, ensure parent education, and follow up to eliminate lead hazards and reduction in blood-lead levels.

# **CITY-COUNTY HEALTH UNIT**

---

## **GOALS AND OBJECTIVES CONT'D**

### **COMMUNITY ASSESSMENT, CONT'D:**

- Goal 2:** To coordinate activities to ensure accurate measurement and registry of childhood immunization coverage, appropriate intervention to prevent vaccine preventable disease transmission, delivery of vaccine and development of immunization services, evaluate the effectiveness, accessibility and quality of personal and population based health services in the community.
- Objective 1:** To coordinate Vaccines For Children (VFC) Quarterly updates.
- Objective 2:** To complete 100% of Texas Medical Foundation (TMF) follow-ups.
- Objective 3:** To recruit 5 new Vaccines For Children providers.
- Objective 4:** To complete 100% of Day Care and School Audits Assigned to TDH.
- Objective 5:** To increase CASA assessments at Vaccines For Children providers offices.
- Objective 6:** To complete 95% of investigations on cases reported.
- Objective 7:** To ensure that contacts exposed to disease get preventive treatment.
- Objective 8:** To conduct childhood immunization assessments.
- Objective 9:** To recruit providers into the Texas Vaccine for Children Program.
- Objective 10:** To ensure that safety inspections are conducted.
- Objective 11:** To follow up on childhood lead poisoning cases.
- Objective 12:** To coordinate childhood blood-lead testing.

### **LABORATORY:**

- Goal 1:** To serve as a reference laboratory and provide diagnostic services for the detection, control and prevention of Public Health Diseases within our community and regional jurisdiction in accordance with local, state and federal regulations.
- Objective 1:** To uphold a 100% rating on all laboratory proficiency evaluations.
- Objective 2:** Ensure laboratory policy and procedure manuals are reviewed and updated to meet CLIA, HIPPA, and State compliance guidelines.
- Objective 3:** To conduct monthly laboratory safety meetings and inspections, update materials, and safety data sheets and monitor/inspect personal protection equipment.
- Objective 4:** To elevate Health District Laboratory from a Level B to a Level C laboratory facility for infectious diseases through the incorporation of new molecular testing methods.
- Objective 5:** To maintain the frozen dessert-sampling program to ensure that bacterial levels are safe for human consumption.
- Objective 6:** To maintain recreational water sampling program to monitor pools, spas, and whirlpools to ensure that they are safe for public use.



# CITY-COUNTY HEALTH UNIT

---

## GOALS AND OBJECTIVES CONT'D

### ENVIRONMENTAL – GENERAL

- Goal 1:** To provide inspections and monitoring of Environmental/Vector Services, to prevent the introduction of Environmental conditions and spread of arboviruses, through enforcement of State and Local Health ordinances and regulations.
- Goal 2:** To provide public awareness concerning such environmental issues.
- Objective 1:** To enhance larvaciding activities to control the outbreak of adult mosquitoes and reduce adulticing activities by 20,000 acres.
- Objective 2:** To amend the mosquito control ordinance to include a fee structure for larvaciding services.
- Objective 3:** To initiate a county wide mosquito control project to reduce the adult mosquito population by adulticing 264,000 linear feet of storm and street drains.
- Objective 4:** To reduce complaints on tattoo establishments and tattoo artists by increasing monitoring/inspections by 75%.
- Objective 5:** To increase swimming pool inspections and water samples by 50%, to reduce violations of bacterial water contamination.
- Objective 6:** To decrease the number of nuisance complaints by 20%, by increasing public awareness at health fairs, public forums, school presentations and media campaigns.

### ENVIRONMENTAL – AIR QUALITY:

- Goal 1:** To increase inspections of non-major sources by 5%.
- Goal 2:** To increase inspections of fueling facilities by 5%.
- Goal 3:** To inspect all assigned Stage I/II facilities.
- Objective 1:** To respond to all complaints within 24 hours
- Objective 2:** To inspect top priority asbestos projects.

### DENTAL SERVICES:

- Goal 1:** To provide dental health services to eligible indigent children and adolescents residing in El Paso County by performing dental examinations, establishing treatment plans, rendering services, operative dentistry, dental education, and preventive dentistry at the Tillman Dental Clinic.
- Goal 2:** To deploy a mobile dental van, which provides placement of sealant, fluoride applications, education, restorative and emergency treatment targeting indigent children at different head start sites and area elementary schools.
- Objective 1:** To increase the number of prophies and topical fluoride applications by 5%.
- Objective 2:** To maintain the number of corrective procedures (fillings, extractions, pulpotomies, stainless steel crowns, etc.) to those of fiscal year 2003.
- Objective 3:** To increase the number of new and limited examinations by 30%.
- Objective 4:** To increase the show rate of patients to 76%.

# CITY-COUNTY HEALTH UNIT

---

## GOALS AND OBJECTIVES CONT'D

### DENTAL SERVICES, CONT'D:

- Objective 5:** To increase dental oral hygiene education/instruction by 15%.
- Objective 6:** To increase the placement of sealants to non-carious teeth by 15%.

### ENVIRONMENTAL FOOD:

- Goal 1:** To prevent food and waterborne illnesses by ensuring compliance with all applicable local, state, and federal regulations governing all types of food establishments in the City and County of El Paso through active inspections, surveillance, enforcement and monitoring.
- Goal 2:** To investigate food related complaints, initiate legal action, obtain voluntary closures or issue recommendations for suspension or revocation of health permits when applicable.
- Goal 3:** To provide educational and informational classes for individuals working in food establishments to educate the public in safe food handling practices.
- Objective 1:** To conduct routine inspections on priority 1 thru 3 establishments such as restaurants, fast food, cafeterias, and commercial day cares.
- Objective 2:** To perform follow-up re-inspections on establishments (around 10% of total inspections) rating 70 or below with critical violations.
- Objective 3:** To conduct quality assurance inspections within 24 hours of original inspection conducted to ascertain if inspections reflect compliance.
- Objective 4:** To investigate complaints against food establishments by order of priority within 48 hours for food borne investigations.
- Objective 5:** To conduct food handler and food regulation courses for management.
- Objective 6:** To collect weekly soft ice cream samples (SICM) to determine the standard plate count and total coliform.

### ENVIRONMENTAL - ON SITE:

- Goal 1:** To eliminate, prevent and reduce health hazards and pollution of surface and groundwater and the surrounding land through the regulation of applicable state rules, regulations, local ordinances and County orders.
- Goal 2:** To ensure proper planning of the location, design, construction, installation, alteration, extension, reparation, operation, and maintenance of on-site sewage facilities with an anticipated waste water flow of less than or equal to 5,000 gallons per day.
- Objective 1:** To conduct all final inspections requested for on-site sewage facilities within seven working days.
- Objective 2:** To conduct 100% of all follow up inspections whenever on-site sewage facilities does not meet state standards.
- Objective 3:** To investigate 100% of all complaints received involving on-site sewage facilities within twenty-one days as required by the El Paso County Sewage Facility Order.

# **CITY-COUNTY HEALTH UNIT**

---

## **GOALS AND OBJECTIVES, CONT'D**

### **ENVIRONMENTAL - ON SITE, CONT'D:**

- Objective 4:** To review 10% of all permit applications for on-site sewage facilities received within 30 days in accordance with Chapter 285.
- Objective 5:** To review 100% of all subdivision Sewage Disposal Plans within forty-five days as required by State rules.
- Objective 6:** To inspect 100% of all registration applications for existing on-site sewage facilities received.
- Objective 7:** To participate in 100% of all public presentations requested by school, organizations, or entities.
- Objective 8:** To conduct subdivision surveys to identify violations and bring into compliance violators for nuisance conditions.

### **PUBLIC HEALTH/COMMUNITY SERVICES:**

- Goal 1:** To identify and serve under-immunized populations at risk for vaccine preventable diseases.
- Goal 2:** To provide immunization outreach services and well-child health assessment through neighborhood health centers.
- Goal 3:** To provide medical case management services to clients ages 1 to 21 years of age with, or at risk of, a health condition under the Medicaid fee for service program.
- Objective 1:** To increase vaccine doses administered at centers by 10%.
- Objective 2:** To increase centers immunization compliance rates for children ages two and younger by 5%.
- Objective 3:** To increase centers immunization compliance rates for children ages 3-5 by 4%.
- Objective 4:** To increase CHIP enrollment process assistance for targeted County residents from 46% to 50%.
- Objective 5:** To provide adult vaccine and foreign travel vaccines to include related foreign travel precautions.

### **SEXUALLY TRANSMITTED DISEASES/HIV & FAMILY PLANNING:**

- Goal 1:** To operate a community-wide prevention, control and surveillance program for sexually transmitted diseases, HIV, and family planning through diagnosis, testing, treatment, and counseling in clinic and community outreach activities.
- Objective 1:** To increase the number of clinical examinations by 10%.
- Objective 2:** To increase the number of STD/HIV positive cases identified by 30%.
- Objective 3:** To increase the number of STD's treated in clinic by 10%.
- Objective 4:** To increase the number of visits with health providers to ensure proper reporting of disease by 50%.

# **CITY-COUNTY HEALTH UNIT**

---

## **GOALS AND OBJECTIVES, CONT'D**

### **TUBERCULOSIS:**

- Goal 1:** To control the spread of transportation (TB) in El Paso County by prompt identification and appropriate treatment of persons infected with TB.
- Objective 1:** To have 99% of cases/suspects on Directly Observed Therapy (DOT).
- Objective 2:** To have 99% of cases complete therapy.
- Objective 3:** To have 50% of all high-risk LTBI patients on DOPT.
- Objective 4:** To have 98% of identified contacts initially evaluated.
- Objective 5:** To have 75% of contacts receive 2<sup>nd</sup> purified protein derivative (PPD) test.
- Objective 6:** To have 65% of patients complete prescribed preventive therapy.

### **WOMEN, INFANT & CHILDREN PROGRAM:**

- Goal 1:** To identify and serve qualified residents of El Paso and Hudspeth Counties needing nutritional supplements.
- Goal 2:** To prevent the occurrence of nutritional related health problems.
- Goal 3:** To improve health status of low income pregnant, postpartum, and breastfeeding women, infants, and young children by providing nutritional assessments, education, health care referrals and supplemental foods during critical times of growth and development.
- Goal 4:** To reduce WIC enrolled children's vaccine preventable diseases by referring for appropriate immunizations.
- Goal 5:** To provide parents with information to improve nutritional status of the family.
- Objective 1:** To increase the number of clients served by 3%.
- Objective 2:** To increase the percentage of women certified in their first trimester to 40%.
- Objective 3:** To maintain the percentage of client referrals with a health care source of "self/none" at 100%.
- Objective 4:** To increase referrals of all infants and children for age appropriate immunizations to 80%.
- Objective 5:** To maintain the percentage of WIC families receiving nutrition education at 99%.
- Objective 6:** To increase the percentage of WIC clients receiving food vouchers monthly to 95%.
- Objective 7:** To increase the percentage of breastfed, WIC Infants, at time of certification to 60%.



# CITY-COUNTY HEALTH UNIT

## FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel				
Operating	\$2,770,370	\$2,854,378	\$2,590,038	-9.26%
Capital				
Totals	\$2,770,370	\$2,854,378	\$2,590,038	-9.26%

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
<b>Administration</b>			
Estimated revenue collected	N/A	\$168,865	\$172,209
<b>Education</b>			
Community presentation/attendance	476/23,057	566/29,440	600/30,000
Health fairs coordinated	N/A	N/A	15
Health fairs co-sponsored	1	2	2
Media events	426	993	600
Graphic designs	134	265	275
<b>Animal Regulation and Disease control</b>			
Permits timely processed and completed	525	550	550
Adopted dogs/cats spayed/nuetered	1,600	1,650	1,700
<b>Community Assessment Division</b>			
Day care and school audits assigned	N/A	160	160
VFC-TMF follow ups	N/A	98	98
CASA assessments	64	45	45
New VFC providers	5	5	5
VFC Quarterly updates	4	4	4
Investigations 95% complete	153	100	100
Preventive treatment 75% complete	123	150	125
Maintain same level of immunization	52	52	52
Recruit 3 more providers	4	7	7
Safety inspections 100% complete	391	396	396
Safety trainings 100% complete	467	468	468
Lead poisoning follow ups			
90% complete	740	792	700
Increase lead testing by 25%	616	2,000	2500
<b>Laboratory</b>			
Overall passing average of 100% on thirteen proficiency/testing areas	37	41	41
Policy and procedure manuals reviewed for CLIA compliance	67	81	81
Sample 168 frozen dessert vendor sites twice per year	399/336	436/336	672/672
Test 497 recreational pools, spa/whirlpool water twice per season	548/994	994/994	994/994

# CITY-COUNTY HEALTH UNIT

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
<b>Laboratory</b>			
Perform monthly cholera testing on water sites	194/204	204/204	204/204
Elevate laboratory from a level B to a Level C testing facility	Level B	Level C	Level C
<b>Environmental Quality Services</b>			
<b>Environmental - General</b>			
Linear feet adulticiding in storm/street drains	0	0	0
Tattoo establishment inspection/ monitoring	50	60	60
Swimming pool inspections/water samples	887	1,000	1,000
Nuisance complaints/investigations	2,632	3,000	3,000
Reduce acreage of adulticiding	0	0	180,360
Amend the mosquito ordinance	0	0	1
Linear feet adulticiding in storm street drains	0	0	0
Tattoo establishment inspection/ monitoring	50	60	60
Swimming pool inspections/water samples	887	1,000	1,000
Nuisance complaints/investigations	2,632	3,000	3,000
<b>Environmental - Air Quality</b>			
Major source inspection on 1,045 facilities	220	231	250
Fueling facilities inspections on 367 facilities	1,340	1,407	1,500
Stage I and Stage II inspections	267	262	270
No. of top priority asbestos projects	11	11	15
<b>Environmental - Food</b>			
No. of establishments	3,329	3,163	3,263
No. of inspections	6,103	7,115	8,538
No. of follow up inspections within 24 hours	1,109	992	1,028
No. of food complaints received	138	178	180
No. of complaints invest w/in 24 hours	138	168	170
No. of food establishments complaints received	1,508	1,354	1,400
No. of investigations w/in 5 days	1,501	1,349	1,393
Food education courses offered	276	279	279
No. of SICM samples collected	947	856	1,152
No. of samples collected/week	17	15	21

# CITY-COUNTY HEALTH UNIT

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
<b>Environmental - On Site Sewage</b>			
OSSF final inspections	800/466	500/309	250/250
Follow up inspections	20/29	20/20	10/10
Permit application for new OSSF	825/517	550/383	300/300
Sewage disposal plans reviewed	10/27	30/22	20/20
Registration applications	100/111	100/83	100/100
OSSF decomissions	1,405/NA	2,000/4,144	3,000/3,000
Persentations & health fairs	25	50	30
Environmental subdivision surveys	0/31	30/39	30/30
<b>Dental Clinic</b>			
No. of phophylaxis	2,528	2,737	2,873
No. of topical flouride applications	960	1,625	1,706
Corrective procedures	2,500	2,650	2,650
New and limited examinations	4,750	3,423	4,450
Appointments made	12,294	10,604	10,604
Appointments kept	8,920	8,093	8,093
Oral hygiene instructions	2,050	2,576	2,962
<b>Public Health &amp; Community Services</b>			
Foreign travel vaccines	NA	433	1,000
Vaccine doses administered	132,500	145,750	159,500
County residents CHIP enrollment	250	275	N/A
<b>Sexually Transmitted Diseases</b>			
No. examinations	3,696	4,364	4,700
Primary/secondary/early latent syphillis	56	39	39
Gonorrhea cases from STD clinic	144	134	134
Chlamydia cases from STD clinic	305	306	306
HIV cases from STD clinic	5	15	15
STD's treated in clinic	931	1,167	1,283
Visits to health care facilities	62	93	93
Family planning initial/follow up visits	674	726	726
<b>Women, Infants, and Children Program</b>			
Monthly average participation	44,139	45,463	47,000
Certified pregnant women in 1st trimester	339/1,006	352/1,006	414/1,036
Client referrals with health care source of "self/none"	146/148	148/148	152/152
Referrals in the clients record	25,825/39,523	29,642/39,523	32,566/40,708
WIC families receiving nutrition ed	11,071/11,183	11,183/11,071	10,832 /11,403
WIC infants breastfed at cert.	362/626	376/626	386/644
<b>Efficiency Indicators</b>			
<b>Education</b>			
Employee safety training sessions attendance	39/494	80/1,005	75/1,000
Employee in service sessions	25/603	50/1,473	50/1,000

# CITY-COUNTY HEALTH UNIT

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Efficiency Indicators</b>			
<b>Education</b>			
Employee in service sessions	25/603	50/1,473	50/1,000
<b>Effectiveness Indicators</b>			
<b>Administration</b>			
Overall collection rate	N/A	87%	95%
Training employees on the KRONOS	N/A	40%	100%
<b>Animal Regulation and Disease control</b>			
Response rate to animal bites reports	1,900/1,810	1,930/1,834	2,000/1,900
Response rate	95%	95%	95%
Response rate to reported cases	1,900/1,820	1,950/1,834	2,000/1,900
Impound % or rate of reported stray dogs/cats	14,600/10,300 71%	14,700/10,290 95%	15,000/10,400 70%
Animals fed/watered and other kennels duties completed before kennels opened to the public	100%	100%	100%
<b>Community Assessment Division</b>			
Recruit 3 more providers	4	7	7
<b>Environmental Quality Services</b>			
<b>Environmental - Food</b>			
Rate of food investigation w/in 24 hrs	100%	94%	94%
Rate of food est. invest w/in 5 days	100%	100%	100%
<b>Dental Clinic</b>			
% of appointments kept	75%	76%	76%
<b>Public Health &amp; Community Services</b>			
Centers immunization compliance rates for children two and younger	80%	85%	87%
Centers immunization compliance rates for children 3-5	81%	85%	87%
<b>Tuberculosis</b>			
Percent of patients on DOT	100%	99%	99%
Percent patients completing DOT	99%	99%	99%
Percent high risk patients on DOPT	16%	18%	50%
Percent contacts initially evaluated	100%	98%	98%
Percent of contacts receiving 2nd PPD	80%	81%	75%
Percent of patients completing PPT	94%	92%	85%
<b>Women, Infants, and Children Program</b>			
Percentage certified 1st trimester	34%	35%	40%
Percentage with health care source none	99%	100%	100%
Percentage of referrals	65%	75%	80%
Percentage with nutrition education	89%	92%	95%
Percent breastfed	58%	60%	60%



# CITY-COUNTY HEALTH UNIT

---

## STAFFING TRENDS

Authorized Positions	2002	Fiscal Year 2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

## AUTHORIZED POSITION DETAIL

Not Applicable

# COUNTY CHILD WELFARE

## MISSION STATEMENT

To provide coordinated state and local public welfare services for children and their families, as well as funding, in order to meet the needs of the children in the County in need of protection and care.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The County of El Paso is under contract with the State of Texas Department of Protective and Regulatory Services and has the responsibility of providing a Child Welfare Board. This board is financially responsible for meeting the needs of children who are abused or neglected. Beginning in fiscal year 1999, the County was required to provide staff support to the Child Welfare Board, which was previously provided by the State.

## GOALS AND OBJECTIVES

- Goal 1:** To meet the needs of children who require protective services and care. This includes providing clothing, medical attention, travel, educational assistance and placement.
- Goal 2:** To provide a stable environment for the children of El Paso County in need of protection and care.
- Objective 1:** Meet the needs of the children by providing a comfortable and safe environment.
- Objective 2:** To provide clothing for the children for the initial placement.
- Objective 3:** To work closely with the Department of Protective and Regulatory Services in order to better meet the needs of the children.

### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage
				Change in Budget
Personnel	\$42,326	\$61,600	\$62,982	2.24%
Operating	200,681	262,750	246,435	-6.21%
Capital				
Totals	\$243,007	\$324,350	\$309,417	-4.60%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
No. children who received initial clothing voucher	147	157	200
Percentage of children referred and helped	100%	100%	100%

**COUNTY CHILD WELFARE**

---

**STAFFING TRENDS**

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	1	1	1
Part-time employees			
Totals	1	1	1

**AUTHORIZED POSITIONS DETAIL**

Operations Coordinator (CWB) 1

# FOSTER GRANDPARENT PROGRAM

---

## MISSION STATEMENT

To provide a healthy quality of life that enables people to thrive and reach their potential. The Foster Grandparent Program enhances the quality of life for low-income seniors by training them to provide structured supportive services to children with special and exceptional needs. The small stipend that the volunteers receive improves their economic status, as well as improving their opportunities for continued involvement in community life. In fiscal year 2003, Commissioners Court opted to discontinue this program in lieu of funding other programs.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Foster Grandparent Program is one of the Corporations for National and Community Services National Senior Volunteer Corps Programs. It is an intergenerational program that pairs low-income senior volunteers with special needs children and adolescents in the community. The senior volunteers provide intensive one-on-one attention to the children for 20 hours each week. In return for their time and attention, they receive a stipend of \$2.65 per hour plus mileage reimbursement. The children they serve have special needs ranging from emotional disturbances, mental retardation or physical disabilities to problems arising from abuse and neglect, being juvenile offenders or otherwise at risk of drug abuse or gang membership. The Foster Grandparent Program recruits, selects, and trains seniors, matches foster grandparents with volunteer stations and type of children. The program manages local, state and federal grants, develops and implements budgets, maintains required records, reports, and statistics. The program also generates support and educates the community. Foster grandparents have been serving in the County since 1984. They serve in County facilities such as the Juvenile Probation Department, Head Start Programs in Canutillo, San Elizario, Socorro, Escontrias, Hueco and elementary and middle schools in Socorro and Canutillo and the high school in Socorro.

## GOAL AND OBJECTIVE

- Goal:** To provide 18,000 hours of service by having 18 Foster Grandparent volunteers, each serving two children or youth with special or exceptional needs at six different volunteer sites in El Paso County.
- Objective:** To prevent the institutionalization or incarceration of youth by having 18 foster grandparents each serving two youths daily on a one-to-one basis, thereby, helping at least 36 youths.

FINANCIAL TRENDS				
Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel				
Operating	\$3,893			
Capital				
Totals	<u>\$3,893</u>			



# FOSTER GRANDPARENT PROGRAM

---

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
	Not Available		

## STAFFING TRENDS

Authorized Positions	2002	Fiscal Year 2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

## AUTHORIZED POSITIONS DETAIL

Not Applicable

# GENERAL ASSISTANCE

## MISSION STATEMENT

To provide assistance to economically eligible individuals of El Paso County. General assistance will be an active partner in providing leadership in collaborative efforts with other social services agencies in reclaiming human potential through the creation of opportunities leading to economic self-sufficiency, self-worth, and a better quality of life for the residents of El Paso County.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

In 1960, Commissioners Court created the El Paso General Assistance Agency, to provide assistance to the economically eligible individuals of El Paso County to include assistance with housing and utility payments. This department also manages the Charities of El Paso County.

## GOALS AND OBJECTIVES

- Goal 1:** To provide timely, courteous, and accurate assistance to applicants in order to operate more efficiently.
- Goal 2:** To establish a network with other social and community agencies that serves as a link in the support and rehabilitation of these individuals.
- Goal 3:** To solicit other potential resources for applicants in order to aid individuals in becoming self-sufficient.
- Objective 1:** To increase the number of applications processed for assistance by 5%.
- Objective 2:** To reduce the cost per application.
- Objective 3:** To secure assistance from other sources for those individuals meeting eligibility criteria.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel	\$350,780	\$399,098	\$399,160	0.02%
Operating	764,345	819,959	797,812	-2.70%
Capital				
Totals	<u>\$1,115,125</u>	<u>\$1,219,057</u>	<u>\$1,196,972</u>	-1.81%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
Applications received for assistance	10,790	10,014	10,515
No. of applications approved	6,437	5,799	6,379
No. of referrals received	724	656	676
On site sewage facility assistance	14	0	8

# GENERAL ASSISTANCE

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Efficiency Indicators</b>			
Cost per application received	\$36.16	\$49.02	\$44.59
Assistance provided/family (avg.)	\$173.24	\$210.22	\$187.65
<b>Effectiveness Indicator</b>			
Percentage of families assisted	60%	58%	61%

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	11	12	12
Part-time employees			
Totals	11	12	12

## AUTHORIZED POSITIONS DETAIL

Accounting Clerk I	1	General Assistance Manager	1
Caseworker	4	Prog. Assistance Coordinator	1
Community Service Aide	4	Senior Caseworker	1

# **LIFE MANAGEMENT**

---

## **MISSION STATEMENT**

To work in partnership with the community of El Paso in assessing, planning, authorizing and maintaining oversight of mental health and mental retardation services and support through an effective use of resources that achieves optimum outcomes. The goal of the local authority is to help people with mental illness and/or mental retardation to be self-sufficient by achieving maximum potential toward independent living, based on ability and functional level. We believe that all individuals should have the opportunity to choose and to realize their goals of where and how they learn, live, work and access leisure activities. The local authority authorizes and provides oversight of comprehensive outpatient residential treatment, and educational services, and utilizes community resources, current technology, guidance and professional expertise to help consumers increase their educational and vocational skills, self-work, happiness, and quality of life.

## **DEPARTMENT DESCRIPTION AND RESPONSIBILITIES**

Life Management Center for MHMR Services (LMC) is a quasi-governmental entity formed via an interlocal agreement between the City and County of El Paso, Texas. The LMC system strives to provide not only specialized treatment and services, but also to facilitate the greatest possible integration of the consumer into community work, housing, learning, and leisure time activities. It recognizes the difficulty faced by many people with health and mental retardation problems in gaining employment and strives to set an example to the community by actively seeking out such persons for employment, providing reasonable accommodation, and promoting an atmosphere of acceptance. The Life Management Center is funded by the Texas Department of MH/MR and local governments are required by state law to match the amount provided by the state. The funds allocated from El Paso County will support the Elinor Zind Program and the Crisis Line. The Elinor Zind Program provides an array of services according to state ECI policies for children with developmental disabilities between the ages of birth through 3 years. The service area for this program is El Paso County, specifically all areas east of Yarbrough to the County line. The crisis line is a 24 hour/7-day per week telephone response system, which responds to El Paso County Residents experiencing personal or emotional crisis. Professionals are available around the clock to provide community assessments in the home, community or emergency room settings.

## **GOALS AND OBJECTIVES**

### **EARLY CHILDHOOD INTERVENTION PROGRAM:**

- Goal 1:** The Elinor Zind ECI Program will continue to reach new families of children with developmental delays or disabilities living in the eastside colonias of El Paso County.
- Objective 1:** To increase enrollment in the eastside colonias of El Paso County.
- Objective 2:** To continue to provide support and information to the community centers in Sparks, Montana Vista and Socorro.

### **PSYCHIATRIC EMERGENCY ASSESSMENTS & MOBILE OUTREACH SERVICES:**

- Goal 1:** To provide an effective and accessible 24 hour/seven-day County Wide System of telephonic mobile outreach response services to provide crisis counseling, information and referral services, and assistance in accessing emergency services.
- Objective 1:** To provide 24 hour telephone counseling, to address callers' emotional distress and assist with problem solving to alleviate a potential crisis situation by providing encouragement and emotional support.
- Objective 2:** To refer callers to all available community resources, including psychiatric services, counseling programs, food banks and shelters.



# LIFE MANAGEMENT

## FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel				
Operating	\$144,569	\$75,000	\$75,000	
Capital				
Totals	\$144,569	\$75,000	\$75,000	

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
<b>Early Childhood Intervention</b>			
No. of children served	200	189	110
No. of ECI services provided	12	12	12
No. of progress reports	4	4	4
<b>Crisis Intervention</b>			
No. of crisis line calls	24,969	23,234	9,600
Severe crisis calls	530	862	200

## STAFFING TRENDS

Authorized Positions	2002	Fiscal Year 2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

## AUTHORIZED POSITION DETAIL

Not Applicable

# **MEDICAL EXAMINER**

---

## **MISSION STATEMENT**

To provide the highest quality of death investigation and autopsy services to the citizens of El Paso County. We will conduct ourselves with the utmost level of professionalism and integrity while serving the County in our business and medical operations. We will pride ourselves with the highest ethical and moral standards as we deliver our services effectively and in a time efficient manner.

## **DEPARTMENT DESCRIPTION AND RESPONSIBILITIES**

The Office of the Medical Examiner and Forensic Laboratory is primarily concerned with the proper investigation of violent, sudden, unexpected and suspicious deaths throughout El Paso County. Investigations include an examination of the scene by a staff of investigators and a review of the circumstances surrounding the death through post-mortem examination, including autopsy when indicated, and certification of the cause and manner of death. The complexity and sophistication of these procedures will vary in different situations. In addition, the Office of the Medical Examiner services the community by assisting families with funeral arrangements, authorizing cremation, signing death certificates, reporting viable candidates to the tissue bank for tissue procurement, identifying John and Jane Does, preparing for a mass disaster, teaching and educating and creating rapport within our community.

## **GOALS AND OBJECTIVES**

- Goal 1:** Improve efficiency and effectiveness in performing autopsies and investigations.
- Goal 2:** To provide high quality death investigations and autopsy services.
- Goal 3:** To utilize the second floor to create revenue for the County of El Paso.
- Objective 1:** To continue autopsying at least 20% of cases investigated.
- Objective 2:** To continue training of investigators and staff.
- Objective 3:** Increase community awareness of preventable fatal injuries.
- Objective 4:** Continue coordination with the El Paso Fire Department, El Paso Police Department Crime Against Persons Division, and the Mexican Consulate to better process and integrate our services together to identify, investigate, and contact the families of the deceased.

## **FISCAL YEAR 2003 ACCOMPLISHMENTS**

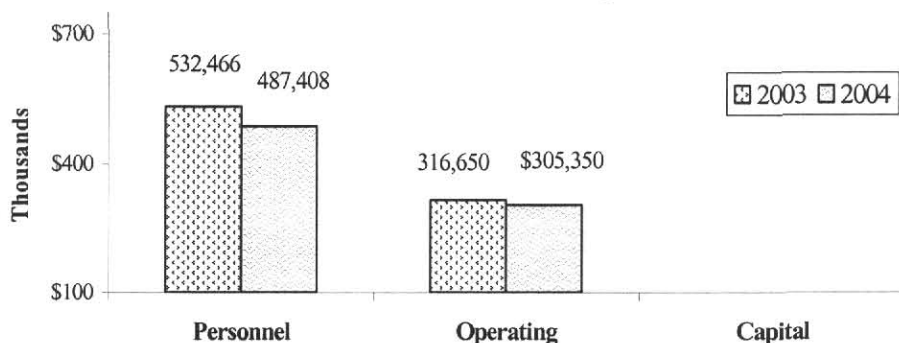
- Greatly increased revenue through lease contracts with American Red Cross and City-County Health as well as developing a new fee schedule for reports, photographs, etc.
- Decreased traffic fatalities almost by 50% due to seatbelt campaign.
- Developed public service announcement.
- Made significant budget cuts while still maintaining high quality of work.

# MEDICAL EXAMINER

## FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel	\$519,364	\$532,466	\$487,408	-8.46%
Operating	282,060	316,650	305,350	-3.57%
Capital				
Totals	\$801,424	\$849,116	\$792,758	-6.64%

2003 & 2004 Budgets



## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outputs</b>			
Autopsies	508	534	550
Death certificates issued	914	778	801
Investigations	2,694	2,441	2,514
Cremation authorization granted	1,243	510	525
No. of trainings attended	5	8	8
No. of trngs attended by investigators	3	2	3
<b>Efficiency Indicators</b>			
Percent of autopsies cases investigated	18%	22%	22%
Percent increase in employee trained	27%	50%	70%

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	11	11	10
Part-time employees	3	3	3
Totals	14	14	13

# MEDICAL EXAMINER

---

<b>AUTHORIZED POSITIONS DETAIL</b>
------------------------------------

Administrative Assistant III	1	Investigator	4
Supervisor (Investigators)	1	Investigator, PT	3
Chief Medical Examiner	1	Medical Examiner - Deputy	1
Diener	1	Secretary	1

See Personnel Changes for this department in Appendix A.

During budget hearings, the Commissioners Court approved deleting a Chief Investigator and converting an Administrative Assistant II position to an Administrative Assistant III, for an overall cost savings, and in support of a three percent budget cut mandated by Commissioners Court.



# MEDICAL EXAMINER-MAINTENANCE

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This account is a branch of the Facilities Management department, which is responsible for the maintenance, operations, and housekeeping duties of the Medical Examiner's department.

## GOAL AND OBJECTIVE

**Goal:** To provide a safe, clean, and comfortable environment for County employees and the public in general.

**Objective:** Repair and maintain the building's electrical, plumbing and mechanical systems.

### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel				
Operating	\$39,565	\$41,750	\$41,540	-0.50%
Capital				
Totals	<u>\$39,565</u>	<u>\$41,750</u>	<u>\$41,540</u>	-0.50%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
		Not Applicable	

### STAFFING TRENDS

Authorized Positions	2002	Fiscal Year 2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals	<u>          </u>	<u>          </u>	<u>          </u>

### AUTHORIZED POSITIONS DETAIL

Not Applicable

# MENTAL HEALTH

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The County provides for the indigent and mentally ill in order to cover legal fees and transportation costs associated with transferring indigent persons to a state mental hospital.

FINANCIAL TRENDS				
Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel				
Operating	\$654,623	\$756,000	\$756,000	
Capital				
Totals	<u>\$654,623</u>	<u>\$756,000</u>	<u>\$756,000</u>	

WORK PROGRAM TRENDS				
Department Activity	2002 Actuals	2003 Estimated	2004 Projected	
<b>Outputs</b>				
No. of cases	N/A	183	192	
No. of mental hearings	N/A	1,332	1,399	
<b>Efficiency Indicators</b>				
Average cost/case	N/A	\$787	\$826	
Average cost/hearing	N/A	\$552	\$579	

STAFFING TRENDS				
Authorized Positions	2002	Fiscal Year 2003	2004	
Full-time employees		Not Applicable		
Part-time employees				
Totals				

## AUTHORIZED POSITIONS DETAIL

Not Applicable

# PROJECT AMISTAD

## MISSION STATEMENT

To advocate for the aged and adult persons with disabilities, who are unable to protect themselves in an effort to help them achieve and maintain self-sufficiency and to reduce and prevent dependency and inappropriate institutionalization.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Project Amistad is social service program for aged and disabled adults. This program is administered by LULAC (League of United Latin American Citizens). Project Amistad provides adult protective services, representative payee services, escort/transportation, emergency food and shelter and emergency medication assistance for elderly or disabled adults. Among the most important services we provide are medical transportation services assuring that no one will suffer from medical neglect due to the lack of transportation. The community benefits from the prevention of increased costs of health services and institutional care. We make sure the client is transported to and from the location assuring that each client is home safely. The safety precaution measures are in place for both the driver and the client being transported. This program was discontinued during fiscal year 2003.

## GOALS AND OBJECTIVE

- Goal 1:** To provide advocacy, support and protection for the elderly and disabled adults, while preventing them from becoming the victims of abuse, neglect or exploitation.
- Goal 2:** To provide reliable, door-to-door transportation to eligible persons who cannot access curbside transportation services.
- Goal 3:** To ensure the clients' needs for food, shelter, and clothing are met.
- Objective:** To increase the number of clients by 25% and the number of service units to 4 per client per month.

FINANCIAL TRENDS				
Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel				
Operating		\$24,500		-100.00%
Capital				
Totals		\$24,500		

WORK PROGRAM TRENDS			
Department Activity	2002 Actuals	2003 Actuals	2004 Projected
Representative payee services			
Clients served	1,173	N/A	N/A
Units of service provided	4,692	N/A	N/A

# PROJECT AMISTAD

---

<b>STAFFING TRENDS</b>			
------------------------	--	--	--

<b>Authorized Positions</b>	<b>2002</b>	<b>Fiscal Year 2003</b>	<b>2004</b>
Full-time employees		Not Applicable	
Part-time employees			
Totals			

<b>AUTHORIZED POSITION DETAIL</b>			
-----------------------------------	--	--	--

Not Applicable



# RETIRED SENIOR VOLUNTEER PROGRAM

## MISSION STATEMENT

To provide meaningful volunteer opportunities to people over the age of 55 years of age in the City and County of El Paso to enable them to remain in the mainstream of community life as well as to identify compelling community needs and target recruitment of volunteers for services that have quantitative impact in the community. In fiscal year 2003, Commissioners Court opted to discontinue this program in lieu of funding other programs.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Retired and Senior Volunteer Program (RSVP) provides meaningful volunteer opportunities to El Pasoans 55 years of age and over. The primary purpose of the program is to enable retired people to continue in the mainstream of community life. A secondary purpose is to recruit people who might not otherwise volunteer, such as handicapped people, retired professionals, and men who have no volunteer experience before retirement. A third purpose is to identify compelling community needs and target recruitment for services that have a quantitative impact on the community. Both retired people and those still in the work force, 55 and older, are now eligible to become RSVP members. RSVP has been part of the County for 18 years and provides volunteer opportunities throughout the County, from Fabens to Canutillo. Volunteers have served in County departments and agencies, including the Sheriff's Department, El Paso Immunization Action Coalition, El Paso City-County Nutrition Program, R.E. Thomason General Hospital, the El Paso County Historical Society, the Juvenile Court Conference Committee, and El Paso City-County Health and Environmental District. Senior volunteers have a wealth of knowledge, skills, and experience, which cannot be duplicated.

## GOAL AND OBJECTIVES

- Goal 1:** To provide meaningful volunteer opportunities and experiences to people 55 years of age and over. RSVP recruits and assigns senior volunteers to serve as valuable resources to improve the quality of life in the County.
- Objective 1:** Increase volunteer strength by at least 20 people in the County.
- Objective 2:** To provide over 130,000 hours of volunteer service.
- Objective 3:** To add at least one new volunteer station.
- Objective 4:** To provide at least one individual volunteer recognition award per County Nutrition site.

FINANCIAL TRENDS				
Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel				
Operating	\$19,348			
Capital				
Totals	\$19,348			

# RETIRED SENIOR VOLUNTEER PROGRAM

---

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
	Not Available		

## STAFFING TRENDS

Authorized Positions	2002	Fiscal Year 2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

## AUTHORIZED POSITION DETAIL

Not Applicable

# **SHELTER FOR BATTERED WOMEN**

## **MISSION STATEMENT**

To eliminate domestic violence in El Paso and surrounding communities and to provide support to area survivors of domestic violence and their families, through the provision of comprehensive residential and non-residential services, counseling for the abuser, and community education and referrals.

## **DEPARTMENT DESCRIPTION AND RESPONSIBILITIES**

The El Paso Shelter for Battered Women, a United Way Agency, provides counseling to battered women and abusers. Battering, also known as domestic violence, is the use or threat of physical, psychological, or sexual violence toward a spouse or partner. The shelter provides a 24-hour crisis line. Basic necessities such as food and clothing are supplemented. The shelter will also assist in locating housing, financial aid, and applying for food stamps. Referrals are made to other social services and agencies as needed. Individual and group counseling is also provided in sessions available in English and Spanish. The primary focus of the counseling sessions is learning about the cycle of violent behavior and abuse, and gaining the personal skills necessary for clients to effectively control their own behavior. When other problems such as drug and alcohol abuse coexist with family violence, referrals are made to other appropriate agencies. The El Paso Shelter for Battered Women is the only comprehensive, emergency shelter for domestic violence in the County. Funding for this program is now derived from the family protection fund, a special revenue fund.

## **GOALS AND OBJECTIVES**

- Goal 1:** To provide support groups and to work with perpetrators of domestic violence to keep family members safe.
- Goal 2:** To provide individual or group counseling to the batterer to learn about the personal skills necessary for clients to effectively control their own behavior.
- Objective 1:** To provide a continuum of care approach for families who decide to stay together in order to offer a safe, non-violent and non-threatening behavior.
- Objective 2:** To promote safety for survivors of domestic violence.

## **FISCAL YEAR 2003 ACCOMPLISHMENTS**

- The program was audited by the Texas Council on Family Violence on June 16<sup>th</sup> through the 18<sup>th</sup> of 2003. The Center Against Family Violence, Inc. was recognized for exceeding national standards. The program continues to focus on victim safety, consistency of attendance and the batterer's accountability for violent behavior.
- The Battering Intervention and Prevention Program conducted a study with the assistance of local law enforcement with randomly selecting 200 participants. The study showed the benefits of the program intervention when comparing those who completed the program and those who did not complete the program. Only 6.74% of those who completed the program were re-arrested for family violence, compared to 17.24% who did not complete the program.

<b>FINANCIAL TRENDS</b>				
<b>Character</b>	<b>2002 Actuals</b>	<b>2003 Budget</b>	<b>2004 Budget</b>	<b>Percentage Change in Budget</b>
Personnel				
Operating	\$25,439	\$39,398		-100.00%
Capital				
Totals	\$25,439	\$39,398		-100.00%

# SHELTER FOR BATTERED WOMEN

---

## WORK PROGRAM TRENDS

<b>Department Activity</b>	<b>2002 Actuals</b>	<b>2003 Actuals</b>	<b>2004 Projected</b>
Responses to hotline calls	4,124	3,536	3,642
Group counseling hrs provided	9,932	14,212	14,638
Individual counseling hrs provided	818	10	10

## STAFFING TRENDS

<b>Authorized Positions</b>	<b>2002</b>	<b>Fiscal Year 2003</b>	<b>2004</b>
Full-time employees		Not Applicable	
Part-time employees			
Totals			

## AUTHORIZED POSITION DETAIL

Not Applicable



# VETERANS ASSISTANCE

---

## MISSION STATEMENT

To provide assistance to the veterans, dependents, and surviving spouses of El Paso County by linking them to services related to the Department of Veterans Affairs, El Paso County, the State of Texas and help administer the veterans programs of the State of Texas.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Veterans Assistance office, as mandated by Texas Civil Statutes, provides assistance to veterans residing in the County of El Paso, TX. This office interviews and advises clients on entitlements; files claims to the Disables Veterans Administration Regional Office in Waco, TX concerning medical disability compensation, widow's pension, educational, guaranteed home loans, death, funeral, nursing home etc. and other DVA benefits. The Veteran's Assistance Officer and the Assistant VSO are required by the Texas Civil Statues via the Texas Veterans Commission to maintain their certification annually by attending training conferencing throughout the year. The program provides information on other programs, assists in filing claims, answers and researches inquiries regarding medical, educational, pensions, disability compensation, land, home repairs, nursing homes, and other benefits in the completion of Department of Veteran Affairs processing forms.

## GOALS AND OBJECTIVES

- Goal 1:** To network with families, County, State, and national agencies which serve veterans and their families.
- Goal 2:** To provide efficient, effective, and productive customer service to all veterans, their dependents and widows.
- Objective 1:** To gather information on programs for clients.
- Objective 2:** To provide a timely response to requests.
- Objective 3:** To assist clients in filling out and processing forms.
- Objective 4:** To link clients to services outside the department of veterans' affairs.

## FISCAL YEAR 2003 ACCOMPLISHMENTS

- Groundbreaking for the Veterans Home on September 24, 2003 with the help of various organizations.
- An increase of 16.1% in clients served from fiscal year 2002.
- Successful implementation of the Fabens County Library Outreach Visits.

<b>FINANCIAL TRENDS</b>				
<b>Character</b>	<b>2002 Actuals</b>	<b>2003 Budget</b>	<b>2004 Budget</b>	<b>Percentage Change in Budget</b>
Personnel	\$71,510	\$73,527	\$73,405	-0.17%
Operating	3,430	3,800	2,500	-34.21%
Capital				
Totals	<u>\$74,940</u>	<u>\$77,327</u>	<u>\$75,905</u>	-1.84%

# VETERANS ASSISTANCE

## WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
<b>Outcomes</b>			
No. of clients served	1043	1,689	1,740
No. of problems resolved	923	631	650
No. of Claims Processed	596	720	742
No. of Office Visits	633	720	742
No. of Referrals Made	1,237	2,238	2,305
No. of Clients Actions Completed	1379	N/A	1,400
No. of Calls	880	1,472	1,516
No. of new programs	5	5	5
No. of trainings attended	79	79	81
No. of meeting attended	114	114	117
<b>Efficiency Indicators</b>			
Avg. Time to Serve a Client	2 hrs	1 hr 24 min	1 hr 24 min
Avg. time of meetings in hrs	1.5	1.5	1.5
Training time duration in hrs	79	79	81
Meeting time duration in hrs	271	271	279
<b>Effectiveness Indicator</b>			
% of Satisfied Clients	98%	98%	98%

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	2	2	2
Part-time employees			
Totals	2	2	2

## AUTHORIZED POSITION DETAIL

Administrative Assistant I	1	Veterans Service Manager	1
----------------------------	---	--------------------------	---

# **RESOURCE DEVELOPMENT**

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
GENERAL FUND TYPE RESOURCE DEVELOPMENT  
WITH COMPARATIVE BUDGETS BY DEPARTMENTS**

<b>Page No.</b>	<b>Department</b>	<b>2002 Actuals</b>	<b>2003 Budget</b>	<b>2004 Budget</b>	<b>Percent Change</b>
326	Agricultural Co-Op Extension	\$392,222	\$427,831	\$426,890	-0.22%
329	Planning and Development	770,098	927,118	672,059	-27.51%
	<b>Totals</b>	<b>\$1,162,320</b>	<b>\$1,354,949</b>	<b>\$1,098,949</b>	<b>-18.89%</b>

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY BY  
CHARACTER-GENERAL FUND TYPE  
RESOURCE DEVELOPMENT**

<b>Character</b>	<b>2002 Actuals</b>	<b>2003 Budget</b>	<b>2004 Budget</b>	<b>Percent Change</b>
Personnel	\$1,000,322	\$1,143,285	\$907,178	-20.65%
Operating	161,998	211,664	191,771	-9.40%
Capital				
<b>Totals</b>	<b>\$1,162,320</b>	<b>\$1,354,949</b>	<b>\$1,098,949</b>	<b>-18.89%</b>



# AGRICULTURAL CO-OP EXTENSION

## MISSION STATEMENT

To educate the Texas community in the areas of agriculture, environmental stewardship, youth and adult life skills, human capital and leadership, and community and economic development in order to increase individual action and community problem solving.

## DEPARTMENTAL DESCRIPTION AND RESPONSIBILITIES

Agricultural Extension is a statewide educational agency and a member of The Texas A & M University System linked in a unique partnership with the nationwide United States Department of Agriculture Cooperative Extension System and the El Paso County Commissioners Court. Agricultural Co-op Extension values and promotes principles of citizens and community involvement, scientifically based education, and lifelong learning and volunteerism. It provides access to citizens in all 254 Texas Counties and works cooperatively with the 10 universities and 8 state agencies of The Texas A & M University System and other state and local agencies to bring the necessary resources to El Paso that will address local issues and solve local problems.

## GOALS AND OBJECTIVES

- Goal 1:** Through education programs, the Texas Agricultural Extension Service (TAEX) will enhance the productivity, sustainability, global competitiveness and job-generating capacity of El Paso's agricultural industry.
- Goal 2:** To help Texans take more responsibility for improving their health, safety, productivity and well-being. To promote, organize and educate citizen's leadership and groups to resolve society issues and concerns, and to promote self-motivation in the youths of Texas.
- Goal 3:** To improve the stewardship of the environment and Texas' natural resources.
- Objective 1:** To help El Paso County residents increase their knowledge and skills through participation in programs related to increasing agricultural competitiveness, international marketing, rural economic revitalization, water quality management, and conservation of natural resources.
- Objective 2:** To provide programs, workshops, and seminars to increase Texan's knowledge in public policy education, agricultural safety and health, food safety, nutrition and wellness, parenting, elderly and dependent care, family economics, strengthening of family relationships, literacy, life skills, youth at risk and career development.
- Objective 3:** To provide programs, workshops and seminars on leadership skills, solid and hazardous waste management, efficient and economic water use in agriculture, industry, homes, and landscapes and on the proper use of chemicals in the environment.

<b>FINANCIAL TRENDS</b>				
<b>Character</b>	<b>2002 Actuals</b>	<b>2003 Budget</b>	<b>2004 Budget</b>	<b>Percentage Change in Budget</b>
Personnel	\$267,571	\$301,194	\$306,653	1.81%
Operating	124,651	126,637	120,237	-5.05%
Capital				
Total	\$392,222	\$427,831	\$426,890	-0.22%

# AGRICULTURAL CO-OP EXTENSION

## WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
	Actuals	Actuals	Projected
<b>Outputs</b>			
<b>Educational Programs</b>			
Presentations	671	2,167	2,232
Participants	16,038	26,625	27,424
<b>Educational Contacts</b>			
Office contacts	1,753	1,470	1,514
Site contacts	3,226	5,380	5,541
Telephone calls	8,805	6,798	7,002
Individual mail	4,352	4,200	4,326
<b>Media Outreach</b>			
News releases	59	42	43
Radio programs	48	21	22
Newsletter distributed	179,942	17,004	17,514
Television programs	62	36	37
<b>4-H Program Participation</b>			
Organized clubs	713	429	442
School curriculum	46,824	13,151	13,546
Students enroll in 4-H	53	54	56
<b>Volunteer Development</b>			
Volunteers trained	1,213	1,053	1,085
Clientele served by volunteers	8,845	29,352	30,233
<b>Expanded Nutrition Program</b>			
Children reached	5,303	8,720	8,982
Adult program contacts	3,675	4,255	4,383
Conducted education programs	323	378	389
Volunteer trained	1,811	1,053	1,085

NOTE: Figures reported for each year and each category are based on the needs of the community and the services rendered according to priorities at a particular moment, thus estimated and projected trends may not be higher in subsequent years.

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	14	14	14
Part-time employees	1	1	1
Totals	15	15	15

# AGRICULTURAL CO-OP EXTENSION

---

<b>AUTHORIZED POSITION DETAIL</b>
-----------------------------------

Administrative Assistant I	2	Receptionist County/State Extension	1
Horticulture Technician-PT	1	County/State Extension	
CEA 4-H Program Coordinator	1	Agent-Env. & NR	1
CEA Agriculture Agent	1	County Extension Agent-Adm.	1
CEA Marketing & Public Info	1	Home Economist	1
CEA Horticulturist	1	Secretary I	4

# **PLANNING AND DEVELOPMENT**

---

## **MISSION STATEMENT**

To provide professional planning and management services through a strategic development program for the County of El Paso that will improve infrastructure, housing and transportation systems, revitalize rural and urban communities and neighborhood, and expand employment and economic development opportunities. This department consolidated the efforts of the Community Development and Planning and Management Departments in fiscal year 2003.

## **DEPARTMENT DESCRIPTION AND RESPONSIBILITIES**

The Development of a comprehensive County plan with long and short-term goals and objectives to include an analysis of land recommendations for colonias, housing, general environmental conditions, economic development and community facilities. Develop a comprehensive database and mapping system; maximize citizen input by facilitating public hearing and community meetings for diverse planning objectives. Planning cost effective development programs to improve quality of life in colonias and rural areas of the County. To participate in preparing funding proposals for infrastructure, community, and economic development, prepare environmental assessments for funded projects as required by the grantor. Coordinate an efficient and effective delivery of community and social services, assure compliance with local, state and federal statues and regulations; maintain efficient and cost effective transportation services in non-urbanized areas of the County. Monitor the agreement with Sun Metro for efficient operation of transportation services in Socorro, Clint and San Elizario. Coordinate County streets, highway, and transit development plans with local, state and federal agencies.

## **GOALS AND OBJECTIVES**

- Goal:** To develop a strategic planning process, which will lead to the improvement of County Public Works and Facilities and the quality of life in the rural areas of the County.
- Goal:** To improve the quality of life in the rural areas of the County at minimal cost, by providing decent essential infrastructure and housing services effectively, efficiently and equitable through grant funded programs.
- Objective 1:** Seek all possible sources of funding that will support community development.
- Objective 2:** To provide assistance to low-moderate income colonia residents through consultation and training workshops, so that in the future they can become self-sufficient and have a better and healthier living environment.
- Objective 3:** To provide first-time potable public water facilities improvement to low-moderate income households through contracted services and local participation.
- Objective 4:** To provide services with County buses by covering transit routes out of the City limits by increasing rider ship.

## **FY 2003 ACCOMPLISHMENTS**

- During FY 2002 – 2003, initiated transition of zoning administration functions from Road & Bridge Department to Planning & Development.
- Coordination of the Rural Transit Program continued along with the management of existing grants and contracts and the pursuit of additional grant funds.



# PLANNING AND DEVELOPMENT

## FY 2003 ACCOMPLISHMENTS

- The department provided zoning administration functions for the San Elizario Historic District including (a) review and comment on proposed site developments; (b) architectural review and comment on proposed building construction; and (c) coordination with the Historical Commission.
- The office provided review and input on community development projects including the *San Elizario Old Jail Restoration Project*; and the *San Elizario Water Improvements Project (Leisure Valley Subdivision)*.
- Created GIS information system to analyze, verify, draw, and maintain GIS subdivision and street maps.
- The approval of a resolution for the roadway construction from the new Tornillo/Guadalupe Port of Entry connecting to I-10 and to State Highway 20.
- The approval for Renewal Community Commercial Revitalization Program for businesses located in Tornillo and Fabens to stimulate economic development in distressed communities.
- Guarantee that contractor shall provide homeownership counseling and education to households of 100% low or moderate income in the colonias.
- Maintained community information on socio-economic profiles for rural El Paso County.

<b>FINANCIAL TRENDS</b>				
<b>Character</b>	<b>2002 Actuals</b>	<b>2003 Budget</b>	<b>2004 Budget</b>	<b>Percentage Change in Budget</b>
Personnel	\$732,751	\$842,091	\$600,525	-28.69%
Operating	37,347	85,027	71,534	-15.87%
Capital				
Totals	\$770,098	\$927,118	\$672,059	-27.51%

# PLANNING AND DEVELOPMENT

<b>WORK PROGRAM TRENDS</b>			
<b>Department Activity</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>
	<b>Actuals</b>	<b>Estimated</b>	<b>Projected</b>
<b>Water Project (Connington)</b>			
<b>Output</b>			
Number of Families Served	133	137	142
<b>Efficiency Indicator</b>			
Cost per household	\$3,291	\$3,389	\$3,491
<b>Rehabilitation of Properties (Connington)</b>			
<b>Output</b>			
Number of Families Served	22	23	24
<b>Efficiency Indicator</b>			
Cost per household	\$210	\$216	\$223
<b>Water Project (Robin &amp; Reid)</b>			
<b>Output</b>			
Number of Families Served	7	7	7
<b>Efficiency Indicator</b>			
Cost per household	\$360	\$371	\$382
<b>Water Project (Panorama)</b>			
<b>Output</b>			
Number of Families Served	53	54	56
<b>Efficiency Indicator</b>			
Cost per household	\$1,605	\$1,653	\$1,703
<b>Rehabilitation of Properties (Panorama)</b>			
<b>Output</b>			
Number of Families Served	48	49	51
<b>Efficiency Indicator</b>			
Cost per household	\$440	\$453	\$467
<b>Thoroughfare &amp; Water Plan</b>			
<b>Outputs</b>			
Neighborhood Parks	12	5	5
Number of people served within 1/4 mile radius	2,000	2,000	2,000
<b>Water/Sewer (County wide)</b>			
<b>Output</b>			
Number of Families Served	35	36	37
<b>Efficiency Indicator</b>			
Cost per household	\$2,407	\$2,479	\$2,554
<b>Rehabilitation of Property Sewer</b>			
<b>Yardline (San Elizario II)</b>			
<b>Output</b>			
Number of Families Served	121	125	128
<b>Efficiency Indicator</b>			
Cost per household	\$1,147	\$1,181	\$1,217
<b>Rehabilitation of Property Water</b>			
<b>Yardline (San Elizario II)</b>			
<b>Output</b>			
Number of Families Served	16	16	17

## PLANNING AND DEVELOPMENT

<b>WORK PROGRAM TRENDS</b>			
	<b>2002</b>	<b>2003</b>	<b>2004</b>
	<b>Actuals</b>	<b>Estimated</b>	<b>Projected</b>
<b>Department Activity</b>			
<b>Rehabilitation of Property Water</b>			
<b>Yardline (San Elizario II)</b>			
<b>Effectiveness Indicator</b>			
Beneficiary Rate	100%	100%	100%
<b>Water Facility Improvements (Robin &amp; Reid)</b>			
<b>Output</b>			
Number of Families Serviced	10	10	11
<b>Efficiency Indicator</b>			
Cost per household	\$440	\$453	\$467
<b>Water/Sewer Yardlines Serviced</b>			
<b>Rehabilitation of Property Water</b>			
<b>Yardline (County wide)</b>			
<b>Outputs</b>			
Water service connection	18	18	19
Plumbing fixtures	92	94	97
Assistance for yardline connection	64	66	68
Assistance for inspection service	71	73	75
<b>Effectiveness Indicator</b>			
Beneficiary Rate	217%	223%	230%
<b>Rehabilitation of Property Water</b>			
<b>Yardline (Agua Dulce)</b>			
<b>Output</b>			
Number of Families Serviced	47	48	50
<b>Effectiveness Indicator</b>			
Completion rate	90%	92%	96%
<b>Housing Repairs of Properties(Agua Dulce)</b>			
<b>Output</b>			
Number of Families Serviced	30	31	32
<b>Effectiveness Indicator</b>			
Project time reduced	50%	50%	50%
<b>Rehabilitation of Property Water</b>			
<b>Yardline (Canutillo)</b>			
<b>Output</b>			
Number of Families Serviced	84	87	89
<b>Efficiency Indicator</b>			
Cost per household	\$1,024	\$1,055	\$1,086
<b>Rehabilitation of Property Sewer</b>			
<b>Yardline(Canutillo)</b>			
<b>Output</b>			
Number of Families Serviced	155	160	164
<b>Efficiency Indicator</b>			
Cost per household	\$1,527	\$1,573	\$1,620

# PLANNING AND DEVELOPMENT

## WORK PROGRAM TRENDS

	2002 Actuals	2003 Estimated	2004 Projected
<b>Department Activity</b>			
<b>Rehabilitation of Property Water Yardline (Morning Glory)</b>			
<b>Output</b>			
Number of Families Served	22	23	24
<b>Efficiency Indicator</b>			
Cost per household	\$210	\$216	\$223
<b>Outreach &amp; Education Services</b>			
<b>Title Work</b>			
<b>Output</b>			
Number of Families Served	4	4	4
<b>Effectiveness Indicator</b>			
Services provided to residents	100%	100%	100%
<b>Deed Conversion Services</b>			
<b>Output</b>			
Number of Families Served	4	4	4
<b>Effectiveness Indicator</b>			
Services provided to residents	100%	100%	100%
<b>Library Equipment Checkouts</b>			
<b>Output</b>			
Number of Families Served	178	183	189
<b>Effectiveness Indicator</b>			
Services provided to residents	100%	100%	100%
<b>Technical Assistance Visits</b>			
<b>Output</b>			
Number of Families Served	354	365	376
<b>Effectiveness Indicator</b>			
Cost per household	\$25	\$26	\$27
<b>Training Workshops Conducted</b>			
<b>Output</b>			
Number of Families Served	76	78	81
<b>Effectiveness Indicator</b>			
Attendance rate	95%	97%	99%
<b>Rural Transit Program</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>
<b>Urbanized Area Transit Program</b>	<b>Estimated</b>	<b>Actuals</b>	<b>Projected</b>
<b>Output</b>			
Number of Persons Served	8,349	21,207	21,843



# PLANNING AND DEVELOPMENT

## WORK PROGRAM TRENDS

Department Activity	2002 Estimated	2003 Actuals	2004 Projected
<b>Rural Transit Program</b>			
<b>Urbanized Area Transit Program</b>			
<b>Efficiency Indicator</b>			
Service available to the community	100%	100%	100%
<b>Rural Transit Program</b>			
<b>Output</b>			
Number of Persons Served	26,172	44,354	45,685
<b>Efficiency Indicator</b>			
Service available to the community	100%	100%	100%

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	7	17	11
Part-time employees			
Totals	7	17	11

## AUTHORIZED POSITION DETAIL

Administrative Assistant III	1	Planner I	1
Construction Specialist	1	Planner II	1
Grant Contract Manager	2	Program Coordinator	2
Director Planning & Development	1	Rural Transit Coordinator	1
Housing Coordinator	1		

See Personnel Changes for this department in Appendix A.

During the fiscal year, the Commissioners Court approved transferring the Economic Development Coordinator and the Project Specialist positions to the Community Services Department, to support the Strong/Family Strong Future Initiative for the Court. In addition, the Commissioners approved transferring four positions, Sr. Project Engineer, Planner II, Planning Manager, and Graphic Planning Technician to the Road and Bridge Department, since their responsibilities fall under the Road and Bridge function, and this would be a cost savings to the General Fund. In addition, the Commissioners Court approved converting a Database Research Coordinator position to a Planner I, also for an overall savings to the General Fund. During the fiscal year the Commissioners also approved re-titling two Grant Contract Coordinators to Contract Managers, two Specialist Project Coordinators to Program Coordinators, and one Planning and Administrative Technician to a Planner II after the Director's evaluation of personnel and budget, as requested by the Commissioner's Court during the FY 2003 budget hearings.

# **CULTURE AND RECREATION**

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
GENERAL FUND TYPE CULTURE AND RECREATION  
WITH COMPARATIVE BUDGETS BY DEPARTMENTS**

Page No.	Department	2002 Actuals	2003 Budget	2004 Budget	Percent Change
336	Agua Dulce Community Center	\$17,918	\$28,319	\$27,471	-2.99%
337	Ascarate Golf Course	972,072	950,125	1,059,040	11.46%
339	Ascarate Regional County Park	922,491	1,084,882	1,029,168	-5.14%
342	Canutillo Community Center- Maintenance	1,855	2,000	2,000	
343	Fabens Community Center	6,122	7,600	7,372	-3.00%
344	Library	248,698	258,876	253,728	-1.99%
346	Los Portales	17,122			
348	Montana Vista Community Center	26,784	28,150	27,305	-3.00%
349	Rural Parks	200,294	223,128	205,191	-8.04%
351	San Elizario Center-Maintenance	19,823	22,436	19,446	-13.33%
352	Sparks Community Center	39,256	41,428	40,185	-3.00%
353	Sportspark	380,855			
354	Swimming Pools	330,132	374,764	292,643	-21.91%
	<b>Totals</b>	<b>\$3,183,422</b>	<b>\$3,021,708</b>	<b>\$2,963,549</b>	<b>-1.92%</b>

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY BY  
CHARACTER-GENERAL FUND TYPE  
CULTURE AND RECREATION**

Character	2002 Actuals	2003 Budget	2004 Budget	Percent Change
Personnel	\$1,698,472	\$1,783,461	\$1,889,578	5.95%
Operating	1,484,950	1,238,247	1,073,971	-13.27%
Capital				
<b>Totals</b>	<b>\$3,183,422</b>	<b>\$3,021,708</b>	<b>\$2,963,549</b>	<b>-1.92%</b>

# AGUA DULCE COMMUNITY CENTER

## MISSION STATEMENT

To improve the quality of life in the rural areas of the County at minimal cost, primarily for persons of low and moderate income, by providing decent essential infrastructure and housing services effectively and equitably through grant funded programs.

## GOALS AND OBJECTIVES

- Goal 1:** To provide housing rehabilitation, repair and/or reconstruction to the low-moderate-income residents in specific units of the communities of Agua Dulce, Horizon and El Paso Hill.
- Goal 2:** To make available water/sewer facilities to households, as needed.
- Objective 1:** To organize workshops which provide technical assistance and instructions to the residents, so that they can become self-sufficient in the maintenance and restorations of their own homes.
- Objective 2:** To have residents committed to provide services to their own community, thus reducing the cost and length of the projects. A Community Leadership Program is under selection.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel	\$6,835	\$17,419	\$17,421	0.01%
Operating	11,083	10,900	10,050	-7.80%
Capital				
Totals	\$17,918	\$28,319	\$27,471	-2.99%

### WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
	Actuals	Estimated	Projected
<b>Outputs</b>			
Rehabilitation of private housing	N/A	52	54
Repair / reconstruction of private housing	N/A	38	39
Water / sewer connections	N/A	40	41
Technical assistance visits	N/A	354	365
Workshops -construction / repair	N/A	76	78

### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	1	1	1
Part-time employees			
Totals	1	1	1

### AUTHORIZED POSITION DETAIL

Director 1



# ASCARATE GOLF COURSE

---

## MISSION STATEMENT

To produce a rich mix of cultural, recreational and social opportunities for the citizens of El Paso County and their visitors, and to provide open space, recreation and facilities to promote equal opportunity for participation in a safe and secure environment and to enhance the quality of life to the residents of the area.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Ascarate Park Golf Course is the only municipally owned and operated 27-hole golf course that plays host to the largest yearly play figures in the County. The facility offers a clubhouse with restaurant, two auxiliary clubhouses, both men's and women's locker rooms, and a lighted putting green and chipping area for practice. A fleet of fifty-four golf carts is currently available for daily and tournament play, but up to eighty carts can be accommodated. There are currently an average of 112 monthly cardholders and 9 quarterly cardholders. It is the only golf course to offer a senior citizen monthly or quarterly green fee membership card for citizens 62 years of age or older. The Ascarate Park Golf Course is a division of the park administration that provides the citizens of El Paso County an affordable recreational outlet.

## GOAL AND OBJECTIVES

- Goal 1:** To expand the range of services offered, to continue growing and providing friendly, courteous service in order to promote the best playing conditions in an atmosphere that encourages the game of golf for individuals.
- Objective 1:** To continuously upgrade equipment and maintenance supplies in order to ensure that trees, shrubs, ornamental plants, paths and driving ranges are properly maintained.
- Objective 2:** To ensure that the golf course is maintained efficiently and effectively, by keeping the grounds clean, safe and readily accessible to players. To keep locker rooms in good working condition and the pro-shop well supplied.

## FISCAL YEAR 2003 ACCOMPLISHMENTS

- The driving range has been extended and completed.
- Fencing alongside of the golf course has been completed greatly contributing to the safety of visitors and by-standers.
- 18-hole course has been over seeded with temporary green
- Successful golf tournaments have been hosted, including junior competitions.
- Hosted the 54<sup>th</sup> Annual Edward Zuloaga Tournament.

FINANCIAL TRENDS				
Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel	\$488,799	\$543,154	\$659,712	21.46%
Operating	483,273	406,971	399,328	-1.88%
Capital				
Totals	<u>\$972,072</u>	<u>\$950,125</u>	<u>\$1,059,040</u>	11.46%

# ASCARATE GOLF COURSE

## WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
	Actuals	Estimated	Projected
<b>Outputs</b>			
Number of Memberships sold	1,407	1,451	1,494
Number of Visitors	31,093	31,185	32,120
Number of Golf Course Holes	27	27	27
Number of Adult Tournaments	70	72	75
Number of Youth Tournaments	15	10	13
Number of Golf Classes offered (Adults)	-	16	48
Number of Golf Classes offered (Youth)	-	16	48

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	20	20	22
Part-time employees			
<b>Totals</b>	<b>20</b>	<b>20</b>	<b>22</b>

## AUTHORIZED POSITION DETAIL

Administrative Assistant I	1	Maintenance Foreman	1
Assistant Director Golf Course Manager	1	Senior Clerk I	1
Assistant Golf Course Professional	1	Utility Worker I	12
Cashier/Clerk	2	Utility Worker II	2
Golf Course Superintendent	1		

See Personnel changes for this Department in Appendix A.

During budget hearings Commissioners Court approved to delete one Utility Worker I, full time position and convert this to two temporary Utility Worker I positions, adding a new Assistant Golf Course Professional and a new Golf Course Superintendent, all for the purpose of enhancing revenues at the Ascarate Golf Course Department. During the fiscal year the Commissioners approved re-titling a Utility Worker III to a Maintenance Foreman, to convert a Cashier/Clerk to a Senior Clerk I, and deleting one Golf Course Superintendent position as per recommendations from the new Parks and Recreation Director for a minimum impact to the General Fund due to vacancies in the department, also an Administrative Assistant I position was transferred from Ascarate Park to the Golf Course, since this person was performing duties at the Golf Course.

# **ASCARATE REGIONAL COUNTY PARK**

---

## **MISSION STATEMENT**

To produce a rich mix of cultural, recreational, and social opportunities for the citizens of El Paso County and their visitors, in order to enhance the quality of life. To provide open space, recreation and facilities in order to offer equal opportunity for participation in a safe and secure environment.

## **DEPARTMENT DESCRIPTION AND RESPONSIBILITIES**

The Ascarate Park department is responsible for the maintenance and operations of the park, which spans approximately 1,000 acres, including a 50-acre surface layer lake which is open to the public all year round. The park provides a clean and safe environment for the recreational needs of the residents of El Paso. Ascarate Park also actively participates in the formation of public policy and programs at the local, state, and federal level pertaining to park and recreational planning and methods of financing affected by the leisure opportunities of the residents of the County.

## **GOALS AND OBJECTIVES**

- Goal 1:** To develop and maintain a continuous program of education with the public sector, emphasizing the social and economic values of a comprehensive parkland recreation program.
- Goal 2:** To provide more park facilities to include picnic shelters, vegetation, playground equipment and other park amenities for the Citizens of El Paso.
- Goal 3:** To strive for improvements that will continue to meet and exceed the challenges conducive to the development and maintenance of a clean, safe and friendly atmosphere.
- Objective 1:** Continue implementation of the "Park Master Plan" as a guide for park improvement that will direct the department on how to best meet the needs of the community.
- Objective 2:** To continue developing new projects such as semi-private picnic areas, more playground equipment and general up-keep on the park amenities.
- Objective 3:** To maintain high standards of personnel efficiency and expertise to guarantee maximum staff performance.

## **FISCAL YEAR 2003 ACCOMPLISHMENTS**

- The running-trail landscaping work along the golf course has been completed and now is open to the public.
- The two park gazebos have been remodeled. This includes improving the structural and electrical work and applying new coats of paint.
- A handicap ramp was built for the tennis courts.
- Ten new grills have been put in place in various locations throughout the park.
- The lake aerator system project is moving forward smoothly.
- Kid-Fish-Days are being organized, attracting families to participate in this and other park activities.
- 450 pounds of channel catfish were delivered on a monthly basis until August.

# ASCARATE REGIONAL COUNTY PARK

## FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel	\$508,233	\$661,475	\$711,575	7.57%
Operating	414,258	423,407	317,593	-24.99%
Capital				
<b>Totals</b>	<b>\$922,491</b>	<b>\$1,084,882</b>	<b>\$1,029,168</b>	<b>-5.14%</b>

## WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
	Actuals	Estimated	Projected
<b>Outputs</b>			
<b>Youth Educational Programs</b>			
Programs	N/A	N/A	3
Classes	N/A	N/A	12
Participants	N/A	N/A	200
<b>Special Events</b>			
Yearly participants	N/A	4,800	5,200
Rentals: Shelters w/ grills	N/A	67	77
<b>Employee Training: Public Relations</b>			
Seminars	N/A	N/A	4
Participants	N/A	N/A	86

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	21	17	19
Part-time employees	1	1	2
<b>Totals</b>	<b>22</b>	<b>18</b>	<b>21</b>

## AUTHORIZED POSITION DETAIL

Administrative Assistant I	1	Maintenance Foreman	1
Assistant Director Park & Aquatics	1	Maintenance Mechanic II	1
Clerk II	1	Maintenance Welder	1
Collection Clerk	1	Park Manager Region II	1
El Paso County Park & Rec. Dir.	1	Utility Worker I	4
Executive Secretary/Admin. Asst.	1	Utility Worker II	2
Gateworker III (Part Time)	2	Utility Worker III	2
Facilities Equip. Auto Mechanic	1		

See Personnel changes for this Department in Appendix A.

# ASCARATE REGIONAL COUNTY PARK

---

## AUTHORIZED POSITION DETAIL

During budget hearings Commissioners Court approved a new Collection Clerk and two part time Gate Worker positions for the Ascarate Revenue Enhancement Program. During the fiscal year, the Commissioners approved re-titling one Secretary to an Administrative Assistant I, adding a new Assistant Director Park and Aquatics, one new Maintenance Mechanic II, one new Clerk II, one new Utility Worker I, and deleting the vacant part time and full time Park Ranger positions as per recommendations from the new Parks Director.

In addition, the Commissioners approved transferring one Administrative Assisitant I position to the Golf Course based on actual duties, and transferring the Aquatics Manager to the Swimming Pool, based on actual duties.



# CANUTILLO COMMUNITY CENTER-MAINTENANCE

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This account is a branch of the Facilities Management department, which is responsible for the maintenance, operations, and housekeeping duties of the County owned Community Center located in the upper valley.

## GOAL AND OBJECTIVE

**Goal:** To provide a safe, clean, and comfortable environment for County employees and the public in general.

**Objective:** Repair and maintain the building's electrical, plumbing and mechanical systems.

<b>FINANCIAL TRENDS</b>				
<b>Character</b>	<b>2002 Actuals</b>	<b>2003 Budget</b>	<b>2004 Budget</b>	<b>Percentage Change in Budget</b>
Personnel				
Operating	\$1,855	\$2,000	\$2,000	
Capital				
	<u>\$1,855</u>	<u>\$2,000</u>	<u>\$2,000</u>	

<b>WORK PROGRAM TRENDS</b>				
<b>Department Activity</b>	<b>2002 Actuals</b>	<b>2003 Actuals</b>	<b>2004 Projected</b>	
		Not Applicable		

<b>STAFFING TRENDS</b>				
<b>Authorized Positions</b>	<b>2002</b>	<b>Fiscal Year</b>		<b>2004</b>
		<b>2003</b>		
Full-time employees		Not Applicable		
Part-time employees				
Totals				

## AUTHORIZED POSITIONS DETAIL

Not Applicable

# FABENS COMMUNITY CENTER

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Fabens Community Center is a multi-use community resource center that is used by the El Paso County Nutrition department to serve meals on a year-round basis. This program is aimed at improving the health and well-being of the residents in the Fabens area.

## GOALS AND OBJECTIVES

- Goal 1:** To enhance the quality of life in the Fabens community.
- Objective 1:** To coordinate with social service agencies assisting seniors in developing strategic plans for long term care services.
- Objective 2:** To work closely with child serving agencies and to promote an integrated system of care for children with serious emotional disturbances.

### **FINANCIAL TRENDS**

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel				
Operating	\$6,122	\$7,600	\$7,372	-3.00%
Capital				
Totals	\$6,122	\$7,600	\$7,372	-3.00%

### **WORK PROGRAM TRENDS**

Department Activity	2002 Actuals	2003 Estimated	2004 Projected
<b>Outputs</b>			
Senior participants served	43	48	48
Seniors transported for meals	15	15	15
Enrichment events for seniors	6	1	8

### **STAFFING TRENDS**

Authorized Positions	2002	Fiscal Year 2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

### **AUTHORIZED POSITION DETAIL**

Not Applicable

# **LIBRARY**

---

## **MISSION STATEMENT**

To provide and serve all patrons who need or seek educational, informational or personal interests by offering quality resources. In addition, services and facilities will also be provided which will improve the quality and circumstances of life for current and future generations.

## **DEPARTMENTAL DESCRIPTION AND RESPONSIBILITIES**

The County of El Paso maintains a library, which serves the community of Fabens. The library makes a voluminous collection of educational, informational, and recreational materials available to every County resident. Library staff consists of five full-time employees and two part-time employees. Their duties include helping patrons locate library materials, answering reference questions, circulating materials, and other clerical duties such as typing, filing, copying, and archiving. The major services of the libraries include storytelling for children of all ages, as well as parents, Texas Reading Club, library tours/orientations, bilingual story times and crafts for preschool and primary levels, field trips for preschoolers, summer reading programs, hosting high school and higher education research groups, interlibrary loans, and adult literacy tutoring. The County library provides a valuable resource for information and learning to the community it serves.

## **GOALS AND OBJECTIVES**

- Goal 1:** Promote library usage by parents and children in order to provide recreational, instructional, educational and professional guidance to both age groups.
- Goal 2:** To complete installation of automation systems and complete conversion of print records into electronic records in order to offer On-Line Public Access Catalog (OPAC) to the public.
- Goal 3:** To offer basic and advanced computer classes in Word, Excel, Power Point and e-mail to residents and other individuals who seek to enhance their computer knowledge.
- Objective 1:** To increase outreach endeavors by providing in-house programs to community members of all ages.
- Objective 2:** To implement and successfully adapt library operations to an automated system from zero to several stations while at the same time educating the public in its use.
- Objective 3:** To set-up weekly computer based sessions and recruit a community member or volunteer as mentor/trainer.

## **FISCAL YEAR 2003 ACCOMPLISHMENTS**

- The Library in conjunction with The Fabens ISD Head Start Program initiated a program in which the children were bused to the Library every other week from September to May. The children listened to stories and participated in finger plays and songs. All the children were given the opportunity to checkout a book each time they attended.
- The El Paso County Library partnered with the County Agricultural Extension Service and San Elizario Middle School. A Beaumont Foundation of America grant was awarded to these partnership members to provide laptops and training to the public.
- Bilingual Computer classes were offered to the public twice a week from April to August at the library. Classes consisted of teaching participants Word, Excel, Power Point, Quicken, E-mail and general Internet use.

# LIBRARY

## FINANCIAL TRENDS

Character	2002	2003	2004	Percentage
	Actuals	Budget	Budget	Change in Budget
Personnel	\$201,625	\$201,442	\$204,066	1.30%
Operating	47,073	57,434	49,662	-13.53%
Capital				
Totals	\$248,698	\$258,876	\$253,728	-1.99%

## WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
Outputs	Actuals	Estimated	Projected
<b>Library Usage</b>			
Patrons using library	40,713	40,093	41,296
Reference transactions	6,225	6,225	6,412
Computer, CO-ROM in-house usage	3,291	6,926	7,134
Internet use	2,369	6,299	6,488
Fax machine and typewriter use	512	613	632
<b>Library Resources</b>			
Library materials available to the public	25,565	25,829	26,604
Library materials circulated among the public	56,296	48,552	50,000
Interlibrary loans	22	26	27
<b>Automation of Work Stations</b>			
Automated work stations for the public	-	7	7
Laptops for public use	-	8	8
<b>Other Programs</b>			
Story hour program attendees	1,676	1,680	1,700
Summer reading program participants	132	300	309
Classes: computer, GED, other	0/0/0	4/55/41	56/55/65
Income tax forms (January-April)	315	1,181	1,216

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	5	5	5
Part-time employees	2	2	2
Totals	7	7	7

## AUTHORIZED POSITION DETAIL

Assistant Library Manager	1	County Library Manager	1
Clerk I	2	Maintenance Worker I -Part time	1
Clerk, part-time	1	Senior Clerk I	1

See Personnel changes for this Department in Appendix A.

During budget hearings, the Commissioners Court approved converting a part time Clerk I position to a Maintenance Worker I position based on actual responsibilities.

# LOS PORTALES

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The San Elizario Genealogy/Historical Society maintains a community Tourist Information center, Genealogy /Historical museum and educational projects that provide a deeper understanding of the Historical significance of San Elizario and instills local pride, encourages the preservation of Historical sites, and enhances the Heritage tourism value of San Elizario.

## GOAL AND OBJECTIVES

- Goal:** To act as a resource to the community and promote the local area.
- Objective 1:** Provide information to local community members and visitors about the San Elizario Mission.
- Objective 2:** Facilitate the interaction between local San Elizario residents and community development programs.
- Objective 3:** To foster community and youth volunteerism as deemed necessary to accomplish its mission.
- Objective 4:** To maintain and enhance genealogy and historical exhibits at the museum.
- Objective 5:** To maintain the museum open from 10:00 a.m. to 2:00 p.m. using community volunteers.
- Objective 6:** To conduct one annual luncheon in honor of founding families.
- Objective 7:** To assist and complement activities sponsored by other entities that will lead to improved cultural and historical understanding.
- Objective 8:** To submit proposals for grants to improve the exhibits and cover any operational expenses needed to maintain the operation.
- Objective 9:** To conduct tours for visiting tourists through the use of volunteers and San Elizario students.

<b>FINANCIAL TRENDS</b>				
<b>Character</b>	<b>2002 Actuals</b>	<b>2003 Budget*</b>	<b>2004 Budget*</b>	<b>Percentage Change in Budget</b>
Personnel				
Operating	\$17,122			
Capital				
	\$17,122			

\* For fiscal years 2003 and 2004, funding for this program was appropriated as follows:  
 For fiscal year 2003 under Coliseum Special Revenue Fund.  
 For fiscal year 2004 under County Tourist and Promotion Special Revenue Fund.



# LOS PORTALES

---

<b>WORK PROGRAM TRENDS</b>			
----------------------------	--	--	--

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
		Not Applicable	

<b>STAFFING TRENDS</b>			
------------------------	--	--	--

Authorized Positions	2002	Fiscal Year 2003	2004
Full-time Employees		Not Applicable	
Part-time Employees			

---

---

<b>AUTHORIZED POSITION DETAIL</b>			
-----------------------------------	--	--	--

Not Applicable

# MONTANA VISTA COMMUNITY CENTER

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This is a multi-use community resource center built on County land with funds appropriated to Texas A&M University by the State Legislature. This facility provides a variety of services to help improve the self-sufficiency and health and well-being of those residents in the area known as Montana Vista.

## GOAL AND OBJECTIVES

- Goal:** To enhance the quality of life in the Colonias.
- Objective 1:** To facilitate the delivery of education, health and human services programs.
- Objective 2:** To facilitate the interaction between Colonia residents and program providers.
- Objective 3:** To make resources available in order to nurture and inform people in the County.

<b>FINANCIAL TRENDS</b>				
<b>Character</b>	<b>2002 Actuals</b>	<b>2003 Budget</b>	<b>2004 Budget</b>	<b>Percentage Change in Budget</b>
Personnel				
Operating	\$26,784	\$28,150	\$27,305	-3.00%
Capital				
<b>Totals</b>	<b>\$26,784</b>	<b>\$28,150</b>	<b>\$27,305</b>	<b>-3.00%</b>

<b>WORK PROGRAM TRENDS</b>				
<b>Department Activity Output</b>	<b>2002 Actuals</b>	<b>2003 Estimated</b>	<b>2004 Projected</b>	
Number of Strategic Partnerships	N/A	6	9	

<b>STAFFING TRENDS</b>				
<b>Authorized Positions</b>	<b>2002</b>	<b>Fiscal Year</b>		<b>2004</b>
		<b>2003</b>		
Full-time employees		Not Applicable		
Part-time employees				
<b>Totals</b>				

## AUTHORIZED POSITION DETAIL

Not Applicable

# RURAL PARKS

---

## MISSION STATEMENT

To provide a safe and well maintained park system in the rural areas of the County.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Rural Parks index is controlled by the Road & Bridge Department. The Road & Bridge department is responsible for maintaining seven rural parks in the Upper and Lower Valley with the addition of new parks in the Montana Vista and Sparks areas. Maintenance to these areas includes repairs, park cleanups, and improvements.

## GOALS AND OBJECTIVES

- Goal 1:** To provide a safe and properly maintained park system to support the ever growing needs of the Citizens of El Paso County.
- Goal 2:** To start planning for more parks in the outlying areas in order to improve the neighborhoods and thus, the quality of life for the residents of the County.
- Objective 1:** To have adequate staff to carry out necessary repair work and clean-up of parks; purchase equipment that will increase the efficiency of workers.
- Objective 2:** To continue El Paso County's Park Master Plan implementation.

### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel	\$120,998	\$125,128	\$128,541	2.73%
Operating	79,296	98,000	76,650	-21.79%
Capital				
Totals	\$200,294	\$223,128	\$205,191	-8.04%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
		Not Available	

# RURAL PARKS

---

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	5	5	5
Part-time employees			
Totals	<u>5</u>	<u>5</u>	<u>5</u>

## AUTHORIZED POSITION DETAIL

Truck Driver I	3	Utility Worker IV	1
Utility Worker I	1		

# SAN ELIZARIO CENTER-MAINTENANCE

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This account is a branch of the Facilities Management department, which is responsible for the maintenance, operations, and housekeeping duties of the San Elizario Center.

## GOAL AND OBJECTIVE

**Goal:** To provide a safe, clean, and comfortable environment for County employees and the public in general.

**Objective:** Repair and maintain the building's electrical, plumbing and mechanical systems.

FINANCIAL TRENDS				
Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel	\$19,479	\$21,936	\$18,946	-13.63%
Operating	344	500	500	
Capital				
<b>Totals</b>	<b>\$19,823</b>	<b>\$22,436</b>	<b>\$19,446</b>	<b>-13.33%</b>

WORK PROGRAM TRENDS			
Department Activity	2002 Actuals	2003 Actuals	2004 Projected
		Not Applicable	

STAFFING TRENDS			
Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	1	1	1
Part-time employees			
<b>Totals</b>	<b>1</b>	<b>1</b>	<b>1</b>

AUTHORIZED POSITIONS DETAIL	
Maintenance Worker	1



# SPARKS COMMUNITY CENTER

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This is a multi-use community resource center built on County land with funds appropriated to Texas A&M University by the State Legislature. This facility provides a variety of services to help improve the self-sufficiency, health and well-being of those residents in the area known as Sparks.

## GOAL AND OBJECTIVES

- Goal:** To enhance the quality of life in the Colonias.
- Objective 1:** To facilitate the delivery of education, health and human services programs.
- Objective 2:** To facilitate the interaction between Colonia residents and program providers.

<b>FINANCIAL TRENDS</b>				
<b>Character</b>	<b>2002 Actuals</b>	<b>2003 Budget</b>	<b>2004 Budget</b>	<b>Percentage Change in Budget</b>
Personnel				
Operating	\$39,256	\$41,428	\$40,185	-3.00%
Capital				
<b>Totals</b>	<b>\$39,256</b>	<b>\$41,428</b>	<b>\$40,185</b>	<b>-3.00%</b>

<b>WORK PROGRAM TRENDS</b>				
<b>Department Activity</b>	<b>2002 Actuals</b>	<b>2003 Estimated</b>	<b>2004 Projected</b>	
<b>Outputs</b>				
Number of Strategic Partnerships	N/A	6	6	

<b>STAFFING TRENDS</b>				
<b>Authorized Positions</b>	<b>2002</b>	<b>Fiscal Year</b>		<b>2004</b>
		<b>2003</b>		
Full-time employees		Not Applicable		
Part-time employees				
<b>Totals</b>				

<b>AUTHORIZED POSITION DETAIL</b>				
Not Applicable				

# SPORTSPARK

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This index was utilized during fiscal year 2002 for the receipt and expenditure of funds received from player registration, food and beverage concessions and baseball and softball tournament fees. Beginning in fiscal year 2003, this index was set up as a Special Revenue Fund.

<b>FINANCIAL TRENDS</b>				
<b>Character</b>	<b>2002 Actuals</b>	<b>2003 Budget</b>	<b>2004 Budget</b>	<b>Percentage Change in Budget</b>
Personnel	\$165,873			
Operating	214,982			
Capital				
<b>Totals</b>	<b>\$380,855</b>			

For Fiscal Years 2003 and 2004, funding for this program was appropriated under Sportspark Special Revenue.

<b>WORK PROGRAM TRENDS</b>			
<b>Department Activity</b>	<b>2002 Actuals</b>	<b>2003 Actuals</b>	<b>2004 Projected</b>
		Not Applicable	

<b>STAFFING TRENDS</b>			
<b>Authorized Positions</b>	<b>2002</b>	<b>Fiscal Year 2003</b>	<b>2004</b>
Full-time employees		5	
Part-time employees			
<b>Totals</b>		<b>5</b>	

## **AUTHORIZED POSITION DETAIL**

Not Applicable

# SWIMMING POOLS

## MISSION STATEMENT

To produce a rich mix of cultural, recreational, and social opportunities for the citizens of El Paso County and their visitors, in order to enhance the quality of life, and provide open space, recreation and facilities for equal opportunity for participation in a safe and secure environment.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The County operates three public swimming pools with locations at Fabens, Gallegos Park, and Ascarate Park. The pools in Fabens and Gallegos Park are over twenty years old and each contains 175,000 gallons of water. The pool in Ascarate park is Olympic size and features handicap accommodations. It measures 500 meters long, 25 yards wide, and holds 650,000 gallons of water. The second pool within the facility is a children's wading/handicap pool that runs only from 2 to 4 feet in depth. The main responsibility of the department is to maintain outstanding facilities that meet the needs of the citizens and are consistent with functional criteria in order to benefit the park patrons and increase County revenues.

## GOALS AND OBJECTIVES

- Goal 1:** To maintain the County pools in a safe and sanitary manner as required by the Federal, State and County rules, codes and regulations for swimming pools.
- Goal 2:** To provide swimming, scuba and water rescue lessons and other services to the public.
- Objective 1:** To train personnel and educate the public to maintain the swimming pools and surrounding areas clean and free of litter.
- Objective 2:** To attract children and adults to join all the activities offered in the swimming pools.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel	\$186,630	\$212,907	\$149,317	-29.87%
Operating	143,502	161,857	143,326	-11.45%
Capital				
Totals	<u>\$330,132</u>	<u>\$374,764</u>	<u>\$292,643</u>	-21.91%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Estimated	2004 Projected
<b>Outputs</b>			
<b>Swimming Lessons</b>			
Children	20	25	33
Adults	-	-	6
<b>Scubba Lessons</b>			
Children	-	-	4
Adults	-	8	12
<b>Other Activities</b>			
Water Rescue Training	-	30	30
Pool Rentals	58	66	73

# SWIMMING POOLS

---

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	1	1	2
Part-time employees			
Totals	<u>1</u>	<u>1</u>	<u>2</u>

## AUTHORIZED POSITION DETAIL

Aquatics Manager	1
Pool Maintenance Operator	1

See Personnel changes for this Department in Appendix A.

During the fiscal year, the Commissioners Court approved transferring the position of Aquatics Manager from Ascarate Park to the Swimming Pool, based on actual responsibilities.





# **SPECIAL REVENUE FUNDS**

**SPECIAL REVENUE FUND TYPE  
OPERATING BUDGET COMPARISON  
WITH FY 2002 ACTUALS**

**CHANGES IN OPERATING BUDGETS BETWEEN FISCAL YEARS**

**TAX REVENUES**

This revenue source is set at \$100,000 higher for fiscal year 2004 for a projected increase in hotel motel revenues.

**INTERGOVERNMENTAL REVENUES**

This revenue source experienced a \$161,343 decrease mainly for a fund set up for the purchase of Sheriffs equipment in 2003 no longer needed for fiscal year 2004.

**CHARGES FOR SERVICES**

The overall increase in the Charges for Services line item is due to various reasons. One major reason for new funds set up for the County Clerk's office for the new fees based on new legislation. Also, increased revenues are anticipated for auto sales tax next fiscal year, based on historical trends.

	FY 2002 Actuals	OPERATING BUDGETS		CHANGES	
		Total Budget FY 2003	Total Budget FY 2004	AMOUNT	%
<b>Revenues (Sources):</b>					
Taxes	\$1,894,990	\$1,900,000	\$2,000,000	\$100,000	5.26%
Intergovernmental	194,452	714,080	552,737	(161,343)	-22.59%
Charges for Services	11,091,399	10,473,650	11,900,065	1,426,415	13.62%
Fines and Forfeits	22,695	17,000	13,000	(4,000)	-23.53%
Interest	219,922	183,253	176,200	(7,053)	-3.85%
Miscellaneous Revenues	47,416	523,352	639,632	116,280	22.22%
Other Financing Sources	178,084	300,000	\$10,269,911	9,969,911	3323.30%
<b>Total Revenues and Other Financing Sources</b>	<b>13,648,958</b>	<b>14,111,335</b>	<b>25,551,545</b>	<b>11,440,210</b>	<b>81.07%</b>
Beginning Fund Balances	10,431,235	13,838,719	18,105,453	4,266,734	30.83%
<b>Total Available Resources</b>	<b>\$24,080,193</b>	<b>\$27,950,054</b>	<b>\$43,656,998</b>	<b>\$15,706,944</b>	<b>56.20%</b>

**FINES AND FORFEITS**

The line item for Fines and Forfeits decreased by \$4,000 based on historical trends for motor carrier overweight fees.

**INTEREST**

The line item for Interest was decreased based on current interest rate trends in the economy.

**MISCELLANEOUS REVENUES AND OTHER FINANCING SOURCES**

Lastly, Miscellaneous Revenues and Other Financing Sources were budgeted at increases of \$116,280 and \$9,969,911, respectively. The increase in Miscellaneous revenues is mainly attributable to higher projected revenues from Commissary Concession revenues in the County Jail. The increase in Other Financing Sources is due

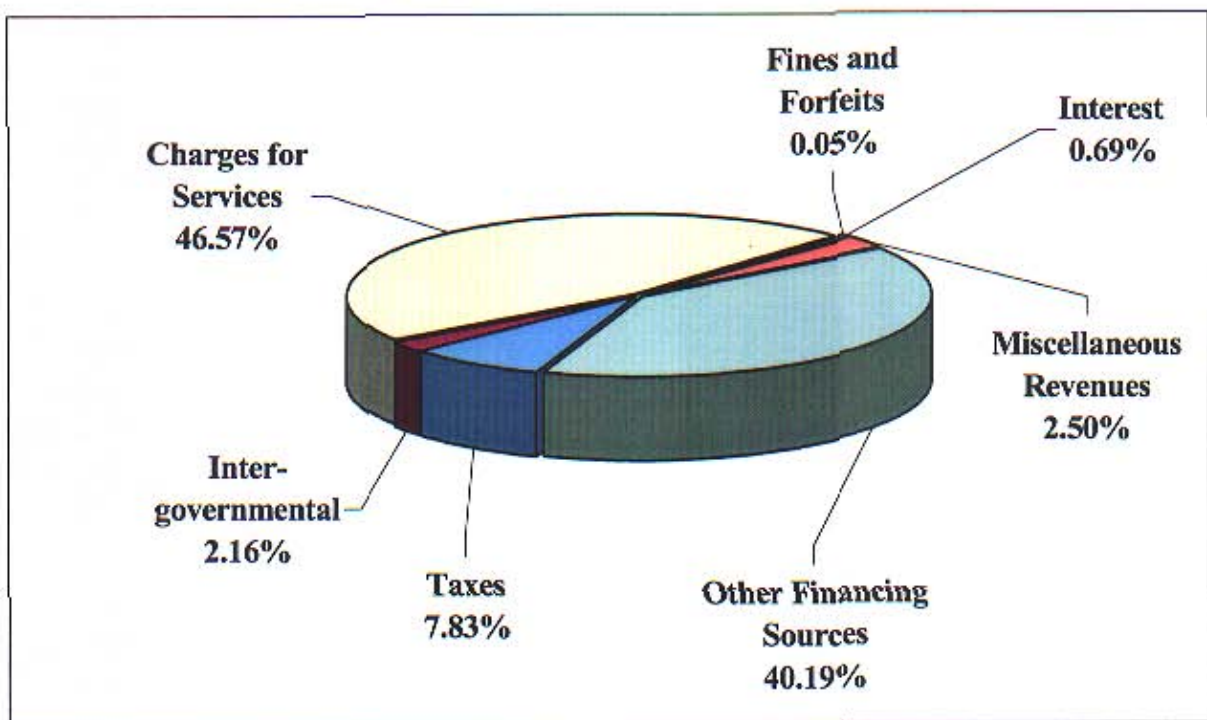
**SPECIAL REVENUE FUND TYPE  
OPERATING BUDGET COMPARISON  
WITH FY 2002 ACTUALS**

**MISCELLANEOUS REVENUES AND OTHER FINANCING SOURCES,  
CONT'D**

to the transfer in of funds from the General Fund to set up the Juvenile Probation department as a Special Revenue fund, as requested by the Juvenile Board.

The pie chart below provides for your information, all revenue sources for the Special Revenue Fund Type, and their percentage of the total.

**Fiscal Year 2004 Budget  
Revenues (Sources) –Special Revenue Fund Type - \$25,551,545**





**SPECIAL REVENUE FUND TYPE  
OPERATING BUDGET COMPARISON  
WITH FY 2002 ACTUALS**

**CHANGES IN OPERATING BUDGETS BETWEEN FISCAL YEARS**

**GENERAL GOVERNMENT**

The increase in appropriations for fiscal year 2004, for the General Government program is mainly to account for operations of two new funds for the County Clerk's Office based on legislation changes.

**ADMINISTRATION OF JUSTICE**

The main reason for the increase of \$599,777 under Administration of Justice is for new funds set up for fiscal year 2004, previously set up as Agency Funds, such as the District Attorney Food Stamp Fraud account and the District Attorney's Apportionment Supplement Discretionary accounts.

	FY 2002 Actuals	OPERATING BUDGETS		CHANGES	
		Total Budget FY 2003	Total Budget FY 2004	Amount	%
<b>Appropriations/Expenditures (Uses):</b>					
General Government	\$1,743,941	\$2,766,114	\$3,545,715	\$779,601	28.18%
Administration of Justice	149,518	369,334	969,111	599,777	162.39%
Resource Development	275,454		18,000	18,000	100.00%
Culture and Recreation	1,878,471	3,419,718	3,715,847	296,129	8.66%
Public Safety	322,982	652,507	10,444,645	9,792,138	1500.69%
Public Works	4,193,375	5,668,152	5,754,798	86,646	1.53%
Health and Welfare		8,100	63,543	55,443	684.48%
Capital Outlays	1,268,175	4,189,784	4,449,972	260,188	6.21%
Other Financing Uses	409,558	1,280,590	7,365,524	6,084,934	475.17%
<b>Total Appropriations, Expenditures and Other Financing Uses</b>	<b>10,241,474</b>	<b>18,354,299</b>	<b>36,327,155</b>	<b>17,972,856</b>	<b>97.92%</b>
Encumbrances		897,905	897,691	(214)	-0.02%
Ending Fund Balances	13,838,719	8,697,850	6,432,152	(2,265,698)	-26.05%
<b>Total Appropriations/Expenditures, Other Financing Uses and Fund Balances</b>	<b>\$24,080,193</b>	<b>\$27,950,054</b>	<b>\$43,656,998</b>	<b>\$15,706,944</b>	<b>56.20%</b>

**RESOURCE DEVELOPMENT**

The Resource Development program was budgeted higher for fiscal year 2004 for the new El Paso Housing Fund set up for the purpose of conducting operations of the Housing Finance Corporation, and are the result of application fees assessed from participants.

**SPECIAL REVENUE FUND TYPE  
OPERATING BUDGET COMPARISON  
WITH FY 2002 ACTUALS**

**CULTURE AND RECREATION**

The increase in the Culture and Recreation program is mainly due to budgeting for greater operations for the County Tourist Promotion Functions and Coliseum Departments for fiscal year 2004, due to higher hotel motel tax revenues.

	FY 2002 Actuals	OPERATING BUDGETS		CHANGES	
		Total Budget FY 2003	Total Budget FY 2004	Amount	%
<b>Appropriations/Expenditures (Uses):</b>					
Culture and Recreation	\$1,878,471	\$3,419,718	\$3,715,847	\$296,129	8.66%
Public Safety	322,982	652,507	10,444,645	9,792,138	1500.69%
Public Works	4,193,375	5,668,152	5,754,798	86,646	1.53%
Health and Welfare		8,100	63,543	55,443	684.48%
Capital Outlays	1,268,175	4,189,784	4,449,972	260,188	6.21%
Other Financing Uses	\$409,558	\$1,280,590	\$7,365,524	\$6,084,934	475.17%

**PUBLIC SAFETY**

The large increase in appropriations for Public Safety is due to budgeting for the Juvenile Probation department as a Special Revenue fund vs. the General Fund as requested by the Juvenile Board.

**PUBLIC WORKS**

The Public Works program increased overall by \$86,646 for additional appropriations set up for under the Road and Bridge account for the maintenance and repair of County roads.

**HEALTH AND WELFARE**

Appropriations were set higher based on new revenues for funds previously set up as Agency Funds, such as Project Care Gas and Electric accounts, and also for new revenues based on legislation changes to be used for qualifying expenses of the Shelter for Battered Women.

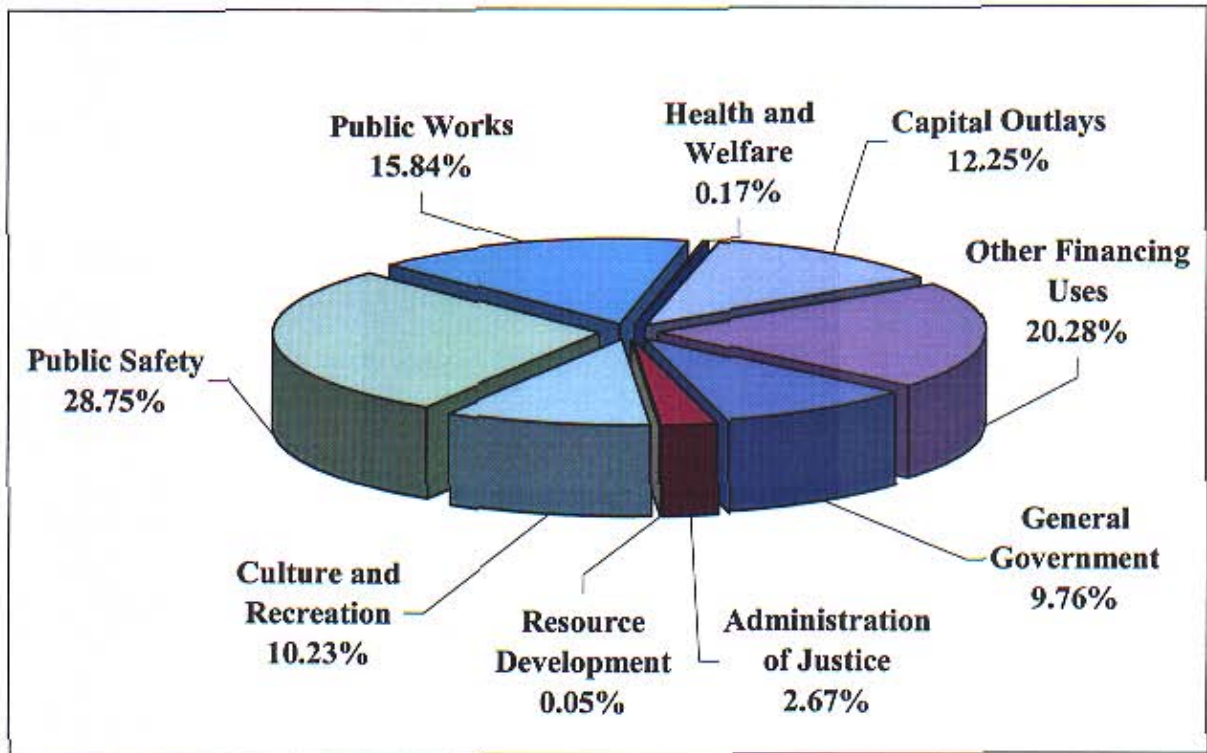
**CAPITAL OUTLAYS AND OTHER FINANCING USES**

Lastly, the increase in Capital Outlays for fiscal year 2003 is mainly attributable to new equipment set up for the County Clerk's office based on new fees projected, and the continuation of projects for the Road and Bridge department. Other Financing Uses increased by \$6,084,934 for which \$5,000,000 is for the transfer out of Road and Bridge fund to be used in the General Fund to cover for the cost of policing County Roads. The remaining balance is for a transfer out from the Ascarate Improvement fund to the General Fund to cover for the operations of the County for fiscal year 2004, and for minimal increases in transfers to the General Fund for Court Reporter and Courthouse Security revenues.



**SPECIAL REVENUE FUND TYPE  
OPERATING BUDGET COMPARISON  
WITH FY 2002 ACTUALS**

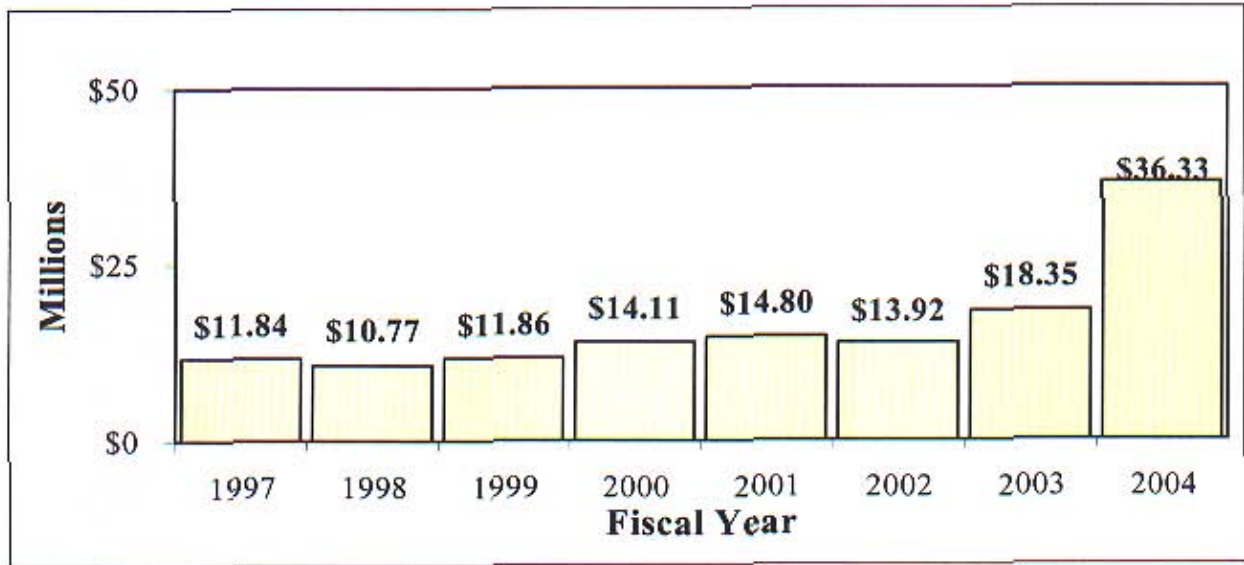
**Fiscal Year 2004 Budget  
Appropriations (Uses) – Special Revenue Fund Type - \$36,327,155**



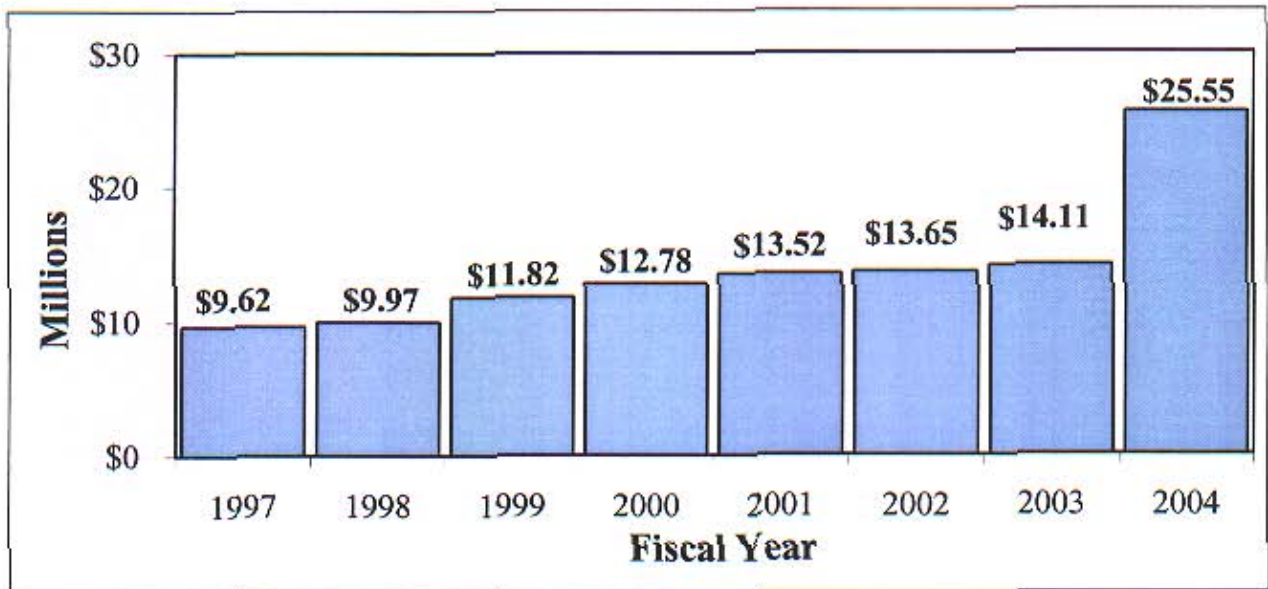
**SPECIAL REVENUE FUND TYPE  
OPERATING BUDGET COMPARISON  
WITH FY 2002 ACTUALS**

The following tables provide information regarding the Special Revenue Fund Type overall budget, and revenue/expenditures since 1997.

**Special Revenue Fund Type – Budget Trends**



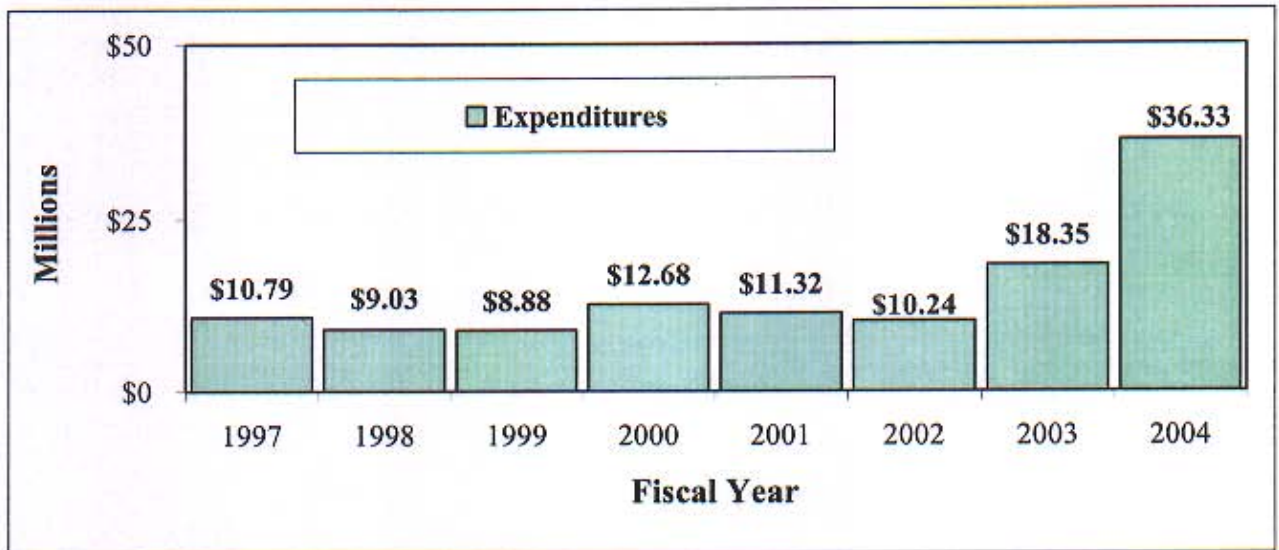
**Special Revenue Fund Type-Revenue Trends**



\*FY 2003 and 2004 are Budgets, 1997-2002 are Actuals

**SPECIAL REVENUE FUND TYPE  
OPERATING BUDGET COMPARISON  
WITH FY 2002 ACTUALS**

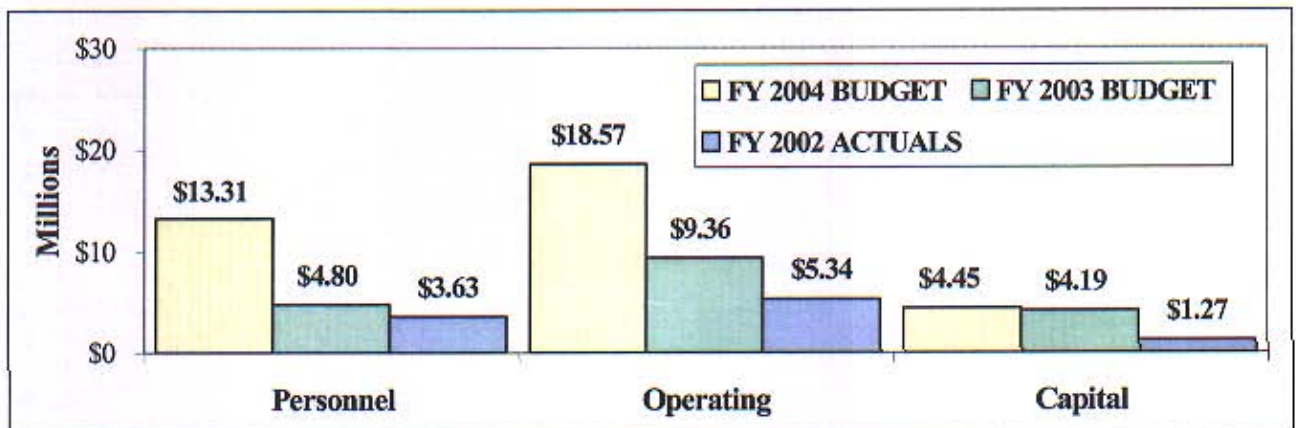
**Special Revenue Fund Type – Expenditure Trends**



\*FY 2003 and 2004 are Budgets, 1997-2002 are Actuals

**SUMMARY FOR FISCAL YEAR 2004  
BY CHARACTER**

Character	FY 2002 Actuals	OPERATING BUDGETS		Changes	
		FY 2003	FY 2004	Amount	%
Personnel	\$3,628,672	\$4,800,810	\$13,307,690	\$8,506,880	177.20%
Operating	5,344,627	9,363,705	18,569,493	9,205,788	98.31%
Capital	1,268,175	4,189,784	4,449,972	260,188	6.21%
<b>Total Budgets and Actuals</b>	<b>\$10,241,474</b>	<b>\$18,354,299</b>	<b>\$36,327,155</b>	<b>\$17,972,856</b>	<b>97.92%</b>





# Special Revenue Fund Balances

DEPARTMENT/ACCOUNT	*ACTUALS FISCAL YEAR 2002 ENDING	**ACTUALS FISCAL YEAR 2003 ENDING
Alternative Dispute Resolution Center	\$18,830	\$10,348
Ascarate Park Improvement	1,772,964	1,845,592
Child Welfare Juror Donations	6,121	8,234
Constables Sheriff LEOSE		6
Coliseum Tourist Promotion	295,347	634,236
Commissary Inmate Profit	525,278	694,737
County Attorney Bad Check Operating	125,617	78,910
County Attorney Commissions	93,030	110,117
County Attorney Supplement	41,674	58,918
County Clerk Records Management and Preservation	183,926	353,003
County Graffiti Eradication	462	710
County Law Library	180,286	217,336
County Tourist Promotion	116,755	108,362
Court Reporter Service Fund	20,448	33,941
Courthouse Security	40,858	67,769
District Attorney 10% Drug Forfeitures	18,576	71,499
District Attorney Apportionment	11,354	13,456
District Attorney Food Stamp	79,067	89,600
District Attorney Real Estate	192,200	0
District Attorney Special Account	115,030	905,585
Elections Contract Services	151,404	178,763
El Paso Housing Finance Corporation	78,888	58,520
Fabens Airport	55,984	37,412
Family Protection Fund		2,260
Juror Donations JPD	3,499	4,242
Juvenile Probation Supervision	188,847	247,837
Justice Court Technology Fund		820
Probate Judiciary Support	77,297	139,052
Probate Travel Account	4,035	4,123
Project Care Gas and Electric	10,763	13,147
Records Management and Preservation	115,582	87,150
Road and Bridge & Road and Bridge Administration	9,082,877	11,850,217
San Elizario Placita	1,351	1,658
Sheriff Communication Improvement	0	4,530
Sheriff Leose	60,984	59,683
Sportspark	126	2,728
Tax Office Discretionary Fund	165,312	131,821
Teen Court	3,923	5,364
Therapeutic Drug Court	24	180
<b>Totals</b>	<b>\$13,838,719</b>	<b>\$18,131,866</b>

\* TO BE USED FOR FY 2003 BEGINNING BALANCES

\*\* TO BE USED FOR FY 2004 BEGINNING BALANCES

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE FUND TYPE  
WITH COMPARATIVE BUDGETS BY FUND**

Page No.	Department	2002 Actuals	2003 Budget	2004 Budget	Percent Change
367	Alternative Dispute Resolution Center	\$107,432	\$121,906	\$120,000	-1.56%
370	Ascarate Park Improvements	546,593	2,510,000	2,770,000	10.36%
372	Child Welfare Juror Donations		8,100	10,000	23.46%
374	Coliseum Tourist Promotion	1,470,104	1,930,521	2,505,000	29.76%
377	Commissary Inmate Profit Fund	248,847	150,000	600,000	300.00%
379	Constable LEOSE Education Fund				
381	County Attorney Bad Check Fund				
383	County Attorney Commissions Fund	43,104	125,000	185,000	48.00%
386	County Attorney Supplement Fund		33,950	58,719	72.96%
388	County Clerk Records Archives			675,000	100.00%
390	County Clerk Records Management and Preservation	562,359	648,439	678,720	4.67%
393	County Clerk Vital Statistics			80,000	100.00%
395	County Graffiti Eradication		631	850	34.71%
397	County Law Library	382,756	433,998	454,968	4.83%
400	County Tourist Promotion	95,257		496,066	100.00%
402	Court Reporter Service Fund	120,000	124,366	154,000	23.83%
404	Courthouse Security Fund	250,000	283,000	320,000	13.07%
406	District Attorney Apportionment Supplement			112,987	100.00%
408	District Attorney Special Account			292,500	100.00%
410	District Attorney Food Stamp Fraud			57,800	100.00%
412	District Attorney 10% Drug Forfeitures	180	26,000	23,000	-11.54%
414	District Attorney Real Estate				
416	Election Contract Service		322,016	259,400	-19.44%
418	El Paso Housing Finance Corporation			18,000	100.00%
420	Fabens Airport	14,056	39,740	52,240	-31.45%
422	Family Protection Fund			44,219	100.00%
424	Juror Donations JPD		3,355	4,500	34.13%
426	Justice Court Technology Fund			102,046	100.00%
428	Juvenile Probation Special Revenue Fund			9,881,845	100.00%
431	Juvenile Probation Supervision		210,402	220,000	4.56%
433	Probate Judiciary Support	27,114	67,114	142,000	111.58%
435	Probate Travel Account	4,000	9,000	9,000	
437	Project Care Gas & Electric			9,324	100.00%
439	Records Management and Preservation	166,184	211,200	232,600	10.13%
441	Road and Bridge	4,689,097	7,462,412	7,849,058	5.18%
444	Road and Bridge Administration	1,139,601	1,765,398	6,971,595	294.90%
446	San Elizario Placita	4,972	1,360	1,655	21.69%
448	Sheriff Communication Improvement		700,000		100.00%
450	Sheriff Lease	90,192	118,750	120,000	1.05%
452	Sportspark Special Revenue Account		946,939	650,000	-31.36%
454	Strong Families Strong Future			98,758	100.00%
456	Tax Office Discretionary Fund	2,203	94,969	58,200	-38.72%
458	Teen Court	1,969	5,633	7,775	38.03%
460	Therapeutic Drug Court		100	330	230.00%
462	Tourist Promotion Functions	275,454			
	Totals	<u>\$10,241,474</u>	<u>\$18,354,299</u>	<u>\$36,327,155</u>	97.92%



**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE FUND TYPE  
WITH COMPARATIVE BUDGETS BY CHARACTER**

Character	2002 Actuals	2003 Budget	2004 Budget	Percent Change
Personnel	\$3,628,672	\$4,800,810	\$13,303,690	177.11%
Operating	5,344,627	9,363,705	18,573,493	98.36%
Capital	1,268,175	4,189,784	4,449,972	6.21%
Totals	<u>\$10,241,474</u>	<u>\$18,354,299</u>	<u>\$36,327,155</u>	97.92%

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
ALTERNATIVE DISPUTE RESOLUTION CENTER  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund is utilized to account for those revenues and expenditures generated by the Rio Grande Council of Governments, a private organization employed by the County to resolve civil matters outside the court system.

	Actual Sources and Uses	Operating Budgets		Percentage Change in Budget
	FY 2002	FY 2003	FY 2004	
<b>Beginning balance</b>	\$10,240	\$18,830	\$10,348	-45.05%
<b>Reserved for encumbrances</b>		18,830	10,348	-45.05%
<b>Revenue:</b>				
Charges for services	116,022	121,906	120,000	-1.56%
<b>Total revenue</b>	116,022	121,906	120,000	-1.56%
<b>Other financing sources</b>				
Transfers in				
<b>Total revenue and other sources</b>	116,022	121,906	120,000	-1.56%
<b>Expenditures:</b>	107,432	121,906	120,000	-1.56%
<b>Other financing uses:</b>				
Transfer out				
<b>Total expenditures and other uses</b>	107,432	121,906	120,000	-1.56%
<b>Encumbrances</b>		18,830	10,348	-45.05%
<b>Ending fund balance</b>	\$18,830	\$18,830	\$10,348	-45.05%

# ALTERNATIVE DISPUTE RESOLUTION CENTER

## MISSION STATEMENT

To provide timely alternative dispute resolution services ordered in Civil Court-ordered and Neighborhood Justice cases to include Family, Special Education, and mediation assistance to the elderly in order to promote resolution of disputes prior to, during, and in lieu of litigation, with the assistance of Pro Bono Mediators that are recruited, and trained by the DRC staff.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The El Paso County Dispute Resolution Center was established in May of 1988 when El Paso County entered into an agreement with the Rio Grande Council of Governments to provide referral, consultation and mediation services. Such services are offered in court-ordered civil, family, child welfare, and special education cases, moderated settlement conferences, medical liability review panels, non-binding arbitration and mediation of neighborhood justice disputes. The center is supported through a \$10 filing fee for each civil case filed in the respective County or District Court. The Mediation process is accomplished with the assistance of volunteer mediators. Volunteer mediators receive 40 hours of required training in mediation skills. Thirty-two hours of Family Training and twelve hours of Continuing Education are also planned. The voluntary process facilitates an agreement designated by the parties. Funding for the three full-time employees and one part-time employee is provided by the Rio Grande Council of Governments.

## GOAL AND OBJECTIVES

- Goal 1:** To provide timely services to clients from the time of the intake process, to the final disposition of the case.
- Objective 1:** To evaluate cases suited to mediation by identifying all necessary parties prior to schedule date.
- Objective 2:** To provide the best opportunity for settlement negotiation.

### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage
				Change in Budget
Personnel				
Operating	\$107,432	\$121,906	\$120,000	-1.56%
Capital				
Totals	\$107,432	\$121,906	\$120,000	-1.56%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Estimated	2004 Projected
<b>Outputs</b>			
No. of citizens assisted	N/A	1	1
Basic trainings	N/A	1	1
Family trainings	N/A	1	1

# ALTERNATIVE DISPUTE RESOLUTION CENTER

---

## STAFFING TRENDS

Authorized Positions	2002	Fiscal Year	
		2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

## AUTHORIZED POSITION DETAIL

Not Applicable

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
ASCARATE PARK IMPROVEMENTS  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund was established to account for fees received for the use of County park land. The fund has been expanded to include all collections within the park to be used solely for the improvement of Ascarate Park and its facilities.

	Actual Sources and Uses	Operating Budgets		Percentage Change
	FY 2002	FY 2003	FY 2004	in Budget
<b>Beginning balance</b>	\$1,055,304	\$1,772,964	\$1,845,592	4.10%
<b>Reserve for encumbrances</b>		144,122	56,673	-60.68%
<b>Revenue:</b>				
Charges for services	1,217,384	1,251,607	1,155,000	-7.72%
Interest revenue	25,927	24,361	15,000	-38.43%
Miscellaneous revenue	13,958	13,999		-100.00%
<b>Total revenue</b>	<u>1,257,269</u>	<u>1,289,967</u>	<u>1,170,000</u>	-9.30%
<b>Other financing sources:</b>				
Transfers in	6,984			
<b>Total revenue and other sources</b>	<u>1,264,253</u>	<u>1,289,967</u>	<u>1,170,000</u>	-9.30%
<b>Expenditures:</b>	546,593	1,727,734	1,370,000	-20.71%
<b>Other financing uses:</b>				
Transfer out		782,266	1,400,000	78.97%
<b>Total expenditures and other uses</b>	<u>546,593</u>	<u>2,510,000</u>	<u>2,770,000</u>	10.36%
<b>Encumbrances</b>		144,122	56,673	-60.68%
<b>Ending fund balance</b>	<u>\$1,772,964</u>	<u>\$552,931</u>	<u>\$245,592</u>	-55.58%



# ASCARATE PARK IMPROVEMENTS

## MISSION STATEMENT

To produce a rich mix of cultural, recreational, and social opportunities for the citizens of El Paso County and their visitors, in order to enhance their quality of life. To provide open space, recreation and facilities for the citizens of El Paso County and their visitors in order to offer equal opportunity for participation in a safe and secure environment.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This fund was established by Commissioners Court during the fiscal year 1998 budget hearings. It accounts for rental fees charged by Ascarate Park for the location of a cellular phone tower on the Park premises. Additionally, beginning in fiscal year 1999, all fees collected by the Golf Course, Swimming Pool and park toll booth fees are accounted for in this index. All sources of revenue will be used to make much needed improvements to Ascarate Park.

## GOAL

**Goal 1:** To improve the image of the Park through the implementation of various projects.

<b>FINANCIAL TRENDS</b>				
<b>Character</b>	<b>2002 Actuals</b>	<b>2003 Budget</b>	<b>2004 Budget</b>	<b>Percentage Change in Budget</b>
Personnel				
Operating	\$69,326	\$1,036,059	\$1,604,120	54.83%
Capital	477,267	1,473,941	1,165,880	-20.90%
Totals	<u>\$546,593</u>	<u>\$2,510,000</u>	<u>\$2,770,000</u>	10.36%

<b>WORK PROGRAM TRENDS</b>			
<b>Department Activity</b>	<b>2002 Actuals</b>	<b>2003 Actuals</b>	<b>2004 Projected</b>
		Not Available	

<b>STAFFING TRENDS</b>			
<b>Authorized Positions</b>	<b>2002</b>	<b>Fiscal Year 2003</b>	<b>2004</b>
Full-time employees		Not Applicable	
Part-time employees			
Totals			

<b>AUTHORIZED POSITION DETAIL</b>
Not Applicable

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
CHILD WELFARE JUROR DONATIONS  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund is to account for donations received from jurors for child welfare activities.

	Actual Sources and Uses	Operating Budgets		Percentage Change in Budget
	FY 2002	FY 2003	FY 2004	
<b>Beginning balance</b>	\$3,218	\$6,121	\$8,234	34.52%
<b>Reserve for encumbrances</b>				
<b>Revenue:</b>				
Miscellaneous revenue	2,852	2,200	1,900	-13.64%
Interest revenue	51			
<b>Total revenue</b>	<u>2,903</u>	<u>2,200</u>	<u>1,900</u>	-13.64%
<b>Other financing sources</b>				
Transfers in				
<b>Total revenue and other sources</b>	<u>2,903</u>	<u>2,200</u>	<u>1,900</u>	-13.64%
<b>Expenditures</b>		8,100	10,000	23.46%
<b>Other financing uses:</b>				
Transfers out				
<b>Total expenditures and other uses</b>		<u>8,100</u>	<u>10,000</u>	23.46%
<b>Encumbrances</b>				
<b>Ending fund balance</b>	<u>\$6,121</u>	<u>\$221</u>	<u>\$134</u>	-39.37%

# CHILD WELFARE JUROR DONATIONS

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This fund was created during fiscal year 2000 to account for donations received from jurors to promote child welfare activities.

FINANCIAL TRENDS				
Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel				
Operating		\$8,100	\$10,000	23.46%
Capital				
		<u>\$8,100</u>	<u>\$10,000</u>	23.46%

WORK PROGRAM TRENDS				
Department Activity	2002 Actuals	2003 Actuals	2004 Projected	
		Not Applicable		

STAFFING TRENDS				
Authorized Positions	2002	Fiscal Year 2003	2004	
Full-time employees		Not Applicable		
Part-time employees				
Totals				

AUTHORIZED POSITION DETAIL				
Not Applicable				

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
COLISEUM TOURIST PROMOTION  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund is used to account for the receipts and disbursements relating to tourist promotion at the County Coliseum. The principal source of revenue is the hotel/motel occupancy tax.

	Actual Sources and Uses	Operating Budgets		Percentage Change in Budget
	FY 2002	FY 2003	FY 2004	
<b>Beginning balance</b>	\$314,585	\$295,347	\$634,236	114.74%
<b>Reserve for encumbrances</b>		146,042	66,135	-54.72%
<b>Revenue:</b>				
Tax revenues	1,442,846	1,900,000	2,000,000	5.26%
Interest revenue	7,175	6,000	5,000	-16.67%
Miscellaneous revenue	845			
<b>Total revenue</b>	<u>1,450,866</u>	<u>1,906,000</u>	<u>2,005,000</u>	5.19%
<b>Other financing sources</b>				
Transfers in				
<b>Total revenue and other sources</b>	<u>1,450,866</u>	<u>1,906,000</u>	<u>2,005,000</u>	5.19%
<b>Expenditures</b>	1,470,104	1,930,521	2,116,934	9.66%
<b>Other financing uses</b>				
Transfers out			388,066	100.00%
<b>Total expenditures and other uses</b>	<u>1,470,104</u>	<u>1,930,521</u>	<u>2,505,000</u>	29.76%
<b>Encumbrances</b>		146,042	66,135	-54.72%
<b>Ending fund balance</b>	<u>\$295,347</u>	<u>\$270,826</u>	<u>\$522,302</u>	92.86%

# COLISEUM TOURIST PROMOTION

## MISSION STATEMENT

To provide a venue to the general public in order to enhance the tourism potential for the County of El Paso.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The El Paso County Coliseum consists of a 6,700-seat multi-purpose arena, a modern equestrian center and various barns and corrals on 12 acres of land. It is the responsibility of the Coliseum to provide a wide variety of entertainment options to area residents. Some of the entertainment provided includes Rodeos, Monster truck shows, indoor Motor-Cross, the Circus, public skating, and minor-league Hockey.

## GOAL AND OBJECTIVES

**Goal 1:** Change the Coliseum's image in the media.

**Objective 1:** To increase revenue by 5%.

**Objective 2:** To develop new family shows.

## FISCAL YEAR 2003 ACOMPLISHMENTS

- Over the past year the Coliseum has become more user friendly with the opening of the east side restrooms. The number of family shows has increased with additional days of Disney on ice and the hosting of the Fiesta del Sol.

### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage
				Change in Budget
Personnel	\$604,965	\$747,463	\$134,692	-81.98%
Operating	721,195	1,038,058	2,162,412	108.31%
Capital	143,944	145,000	207,896	43.38%
	<u>\$1,470,104</u>	<u>\$1,930,521</u>	<u>\$2,505,000</u>	29.76%

### WORK PROGRAM TRENDS

Department Activity	2002 Estimated	2003 Actuals	2004 Projected
<b>Outputs</b>			
<b>Revenue</b>			
Event revenue	\$382,038	\$411,915	\$424,272
Avg. revenue per event	\$3,238	\$2,985	\$3,074
Number of events booked	118	138	142

### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	20	18	3
Part-time employees			
Totals	<u>20</u>	<u>18</u>	<u>3</u>



# COLISEUM TOURIST PROMOTION

---

<b>AUTHORIZED POSITION DETAIL</b>
-----------------------------------

Assistant Facilities Manager	1	Sports Authority & Tourism Dir	1
Maintenance Worker I	1		

See Personnel changes for this department in Appendix A.

During the fiscal year, the Commissioner's Court approved re-titling one Assistant Director Ent. Facility to Assistant Director, one Assistant Director of Sports Commission to Assistant Director of Events, one Assistant Director of Marketing to Marketing Assistant, one Special Events Manager to Assistant Facilities Manager, one new Reservation Clerk, and transferring from Sportspark the Assistant Director of Youth Sports from the Sportspark all based on the recommendations of the Coliseum Director to align duties correctly. In addition, during budget hearings, the Commissioners approved deleting 15 positions from the Coliseum, to include the transfer of two Maintenance Worker I positions, based on their recommendation for privatization.

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
COMMISSARY INMATE PROFIT FUND  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund is used to account for the receipts and disbursements relating to the inmates of the County Detention Facilities. This fund is restricted to purchases of items for the benefit of the inmates.

	Actual Sources and Uses	Operating Budgets		Percentage Change in Budget
	FY 2002	FY 2003	FY 2004	
<b>Beginning balance</b>	\$371,328	\$525,278	\$694,737	132.26%
<b>Reserve for encumbrances</b>		36,768	96,971	263.74%
<b>Revenue:</b>				
Miscellaneous revenue	397,634	300,000	375,000	125.00%
Interest revenue	5,163		2,000	100.00%
<b>Total revenue</b>	<u>402,797</u>	<u>300,000</u>	<u>377,000</u>	125.67%
<b>Other financing sources</b>				
Transfers in				
<b>Total revenue and other sources</b>	<u>402,797</u>	<u>300,000</u>	<u>377,000</u>	125.67%
<b>Expenditures</b>	248,847	150,000	600,000	400.00%
<b>Other financing uses</b>				
Transfers out				
<b>Total expenditures and other uses</b>	<u>248,847</u>	<u>150,000</u>	<u>600,000</u>	400.00%
<b>Encumbrances</b>		36,768	96,971	263.74%
<b>Ending fund balance</b>	<u>\$525,278</u>	<u>\$675,278</u>	<u>\$471,737</u>	69.86%

# COMMISSARY INMATE PROFIT FUND

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Commissary Inmate Profit index is used to account for receipts and disbursements relating to the inmate commissary at the El Paso County Sheriff's Detention Facilities. The principal source of revenues is a monthly fee paid by the vendor that is contracted to manage the operations of the Commissary.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel				
Operating	\$232,790		\$300,000	100.00%
Capital	16,057	\$150,000	300,000	100.00%
	<u>\$248,847</u>	<u>\$150,000</u>	<u>\$600,000</u>	300.00%

### WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
	Actuals	Actuals	Projected
		Not Applicable	

### STAFFING TRENDS

Authorized Positions	2002	Fiscal Year	
		2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

### AUTHORIZED POSITION DETAIL

Not Applicable

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
CONSTABLES LEASE EDUCATION FUND  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund accounts for the receipt and disbursement of funds received for the continuing education of law enforcement officers.

	Actual Sources and Uses		Operating Budgets		Percentage Change in Budget
	FY 2002	FY 2003	FY 2004		
<b>Beginning balance</b>				\$6	100.00%
<b>Reserve for encumbrances</b>					
<b>Revenue:</b>					
Miscellaneous revenue					
<b>Total revenue</b>					
<b>Other financing sources</b>					
Transfers in					
<b>Total revenue and other sources</b>					
<b>Expenditures:</b>					
<b>Other financing uses:</b>					
Transfer out					
<b>Total expenditures and other uses</b>					
<b>Encumbrances</b>					
<b>Ending fund balance</b>				\$6	100.00%

# CONSTABLES LEASE EDUCATION FUND

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This fund accounts for the receipt and disbursement of funds received for the continuing education of law enforcement officers.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel				
Operating				
Capital				
Totals				

### WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
	Actuals	Actuals	Projected
		Not Applicable	

### STAFFING TRENDS

Authorized Positions	2002	Fiscal Year	
		2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

### AUTHORIZED POSITION DETAIL

Not Applicable



**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
COUNTY ATTORNEY BAD CHECK FUND  
WITH COMPARATIVE ACTUALS AND BUDGET**

This program is established for the collection of insufficient funds checks and the reimbursement of disbursement funds to the victims.

	Actual Sources and Uses		Percentage Change in Budget	
	FY 2002	FY 2003		
<b>Beginning balance</b>		\$125,617	\$78,910	100.00%
<b>Reserve for encumbrances</b>			13,856	100.00%
<b>Revenue:</b>				
Charges for services				
Interest				
Miscellaneous revenue				
<b>Total revenue</b>				
<b>Other financing sources</b>				
Transfers in				
<b>Total revenue and other sources</b>				
<b>Expenditures:</b>				
<b>Other financing uses:</b>				
Transfer out				
<b>Total expenditures and other uses</b>				
<b>Encumbrances</b>			13,856	100.00%
<b>Ending fund balance</b>		\$125,617	\$78,910	100.00%

# COUNTY ATTORNEY BAD CHECK FUND

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This program is established for the collection of insufficient funds checks and the reimbursement of disbursement funds to the victims. This program is designed to reduce bad check problems and to prosecute repeat offenders.

FINANCIAL TRENDS				
	2002	2003	2004	Percentage
Character	Actuals	Budget	Budget	Change
				in
				Budget
Personnel				
Operating				
Capital				
Totals				

WORK PROGRAM TRENDS				
Department Activity	2002	2003	2004	
	Actuals	Actuals	Projected	
		Not Applicable		

STAFFING TRENDS				
Authorized Positions	2002	Fiscal Year	2004	
		2003		
Full-time employees		Not Applicable		
Part-time employees				
Totals				

AUTHORIZED POSITION DETAIL				
Not Applicable				

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
COUNTY ATTORNEY COMMISSIONS FUND  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund accounts for fees earned by the County Attorney's office, as provided by law, from the collection of judgments in favor of the County. The principal source of revenue is from final judgments on forfeitures. Expenditures from this fund are controlled by Commissioners Court. Funds not expended in the current year roll over into the following year.

	Actual Sources and Uses	Operating Budgets		Percentage Change in Budget
	FY 2002	FY 2003	FY 2004	
<b>Beginning balance</b>	\$72,101	\$93,030	\$110,117	18.37%
<b>Reserve for encumbrances</b>		36,189	1,425	-96.06%
<b>Revenue:</b>				
Charges for services	63,626	80,000	80,000	
Interest revenue	1,516			
Fines and Forfeitures revenue	(1,425)			
Miscellaneous revenue	316			
<b>Total revenue</b>	<u>64,033</u>	<u>80,000</u>	<u>80,000</u>	
<b>Other financing sources</b>				
Transfers in				
<b>Total revenue and other sources</b>	<u>64,033</u>	<u>80,000</u>	<u>80,000</u>	
<b>Expenditures:</b>	43,104	125,000	185,000	48.00%
<b>Other financing uses:</b>				
Transfer out				
<b>Total expenditures and other uses</b>	<u>43,104</u>	<u>125,000</u>	<u>185,000</u>	48.00%
<b>Encumbrances</b>		36,189	1,425	-96.06%
<b>Ending fund balance</b>	<u>\$93,030</u>	<u>\$48,030</u>	<u>\$5,117</u>	-89.35%

# COUNTY ATTORNEY COMMISSIONS FUND

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This index is used to account for fees earned by the County Attorney's office, as provided by law, which are generated from the collection of judgments in favor of the County. The principal source of revenue is from final judgments on forfeitures.

## GOAL AND OBJECTIVES

**Goal 1:** To provide high quality, cost effective legal services to our clients in all legal matters, in an ethical, professional, and competent manner.

**Objective 1:** To maximize recovery from monetary judgments in favor of the County.

<b>FINANCIAL TRENDS</b>				
	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>Percentage</b>
<b>Character</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>
				<b>in</b>
				<b>Budget</b>
Personnel	\$2,757			
Operating	33,180	\$105,000	\$185,000	76.19%
Capital	7,167	20,000		-100.00%
<b>Totals</b>	<b>\$43,104</b>	<b>\$125,000</b>	<b>\$185,000</b>	<b>48.00%</b>

<b>WORK PROGRAM TRENDS</b>			
<b>Department Activity</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Projected</b>
<b>Outputs</b>			
No. of cases open at beginning year	1,000	917	1,197
New cases accepted	1,240	1,505	1,552
New cases handled	2,240	2,422	2,749
No. of cases closed in fiscal year	1,323	1,225	1,604
<b>Effectiveness Indicator</b>			
Rate of total closure	60%	51%	59%
<b>Outputs</b>			
No. of closed cases resolved within 12 months of file date	887	1,076	1,443
<b>Effectiveness Indicator</b>			
Rate of timely resolution	67%	88%	90%
<b>Outputs</b>			
Revenue:			
Judgments entered	\$1,776,425	\$1,488,956	\$1,500,000
Judgments collected	\$1,033,260	\$1,519,335	\$1,500,000

**COUNTY ATTORNEY COMMISSIONS FUND**

---

**STAFFING TRENDS**

<b>Authorized Positions</b>	<b>Fiscal Year</b>		
	<b>2002</b>	<b>2003</b>	<b>2004</b>
Full-time employees		Not Applicable	
Part-time employees			
Totals			

**AUTHORIZED POSITION DETAIL**

Not Applicable



**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
COUNTY ATTORNEY SUPPLEMENT FUND  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund was set up to account for supplemental funding received from the State pursuant to Texas Government Code § 46.001. These funds are used for operating costs of the County Attorney's office. Unspent funds rollover to the following year.

	Actual Sources and Uses	Operating Budgets		Percentage Change in Budget
	FY 2002	FY 2003	FY 2004	
<b>Beginning balance</b>	\$16,950	\$41,674	\$58,918	41.38%
<b>Reserve for encumbrances</b>				
<b>Revenue:</b>				
Intergovernmental revenue	16,950	16,950	16,950	
Interest revenue	102			
<b>Total revenue</b>	17,052	16,950	16,950	
<b>Other financing sources:</b>				
Transfers in	7,672			
<b>Total Revenue and other sources</b>	24,724	16,950	16,950	
<b>Expenditures:</b>		33,950	58,719	72.96%
<b>Other financing uses:</b>				
Transfer out				
<b>Total expenditures and other uses</b>		33,950	58,719	72.96%
<b>Encumbrances</b>				
<b>Ending fund balance</b>	\$41,674	\$24,674	\$17,149	-30.50%

# COUNTY ATTORNEY SUPPLEMENT FUND

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This index is used to account for supplemental funding reserved from the State pursuant to Texas Government Code §46.001. These funds are used for operating costs of the County Attorney's office.

<b>FINANCIAL TRENDS</b>				
	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>Percentage</b>
<b>Character</b>	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>	<b>Change</b>
				<b>in</b>
				<b>Budget</b>
Personnel				
Operating		\$33,950	\$58,719	72.96%
Capital				
Totals		\$33,950	\$58,719	72.96%

<b>WORK PROGRAM TRENDS</b>				
<b>Department Activity</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	
	<b>Actuals</b>	<b>Actuals</b>	<b>Projected</b>	
		Not Applicable		

<b>STAFFING TRENDS</b>				
<b>Authorized Positions</b>	<b>2002</b>	<b>Fiscal Year</b>	<b>2004</b>	
		<b>2003</b>		
Full-time employees		Not Applicable		
Part-time employees				
Totals				

<b>AUTHORIZED POSITION DETAIL</b>				
Not Applicable				

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
COUNTY CLERK RECORDS ARCHIVES  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund is utilized to account for the receipts and disbursements related to a new County Clerk Records Archives Program.

	Actual Sources and Uses		Operating Budgets		Percentage Change in Budget
	FY 2002	FY 2003	FY 2004		
<b>Beginning balance</b>					
<b>Reserved for encumbrances</b>					
<b>Revenue:</b>					
Charges for services			\$675,000		100.00%
<b>Total revenue</b>			<u>675,000</u>		100.00%
<b>Other financing sources</b>					
Transfers in					
<b>Total revenue and other sources</b>			<u>675,000</u>		100.00%
<b>Expenditures:</b>			675,000		100.00%
<b>Other financing uses:</b>					
Transfer out					
<b>Total expenditures and other uses</b>			<u>\$675,000</u>		100.00%
<b>Encumbrances</b>					
<b>Ending fund balance</b>			<u><u>                    </u></u>		

# COUNTY CLERK RECORDS ARCHIVES

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This fund is utilized to account for the receipts and disbursements related to a new County Clerk records archives program. Revenues in this account result from an assessment made for certain types of documents filed within the County Clerk Department. Proceeds will be used to scan and archive prior years documents within the County Clerk Department.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel				
Operating			\$500,000	100.00%
Capital			175,000	100.00%
Totals			<u>\$675,000</u>	100.00%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
		Not Applicable	

### STAFFING TRENDS

Authorized Positions	2002	Fiscal Year	
		2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

### AUTHORIZED POSITION DETAIL

Not Applicable

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
COUNTY CLERK RECORDS MANAGEMENT  
AND PRESERVATION FUND  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund is used to account for the receipts and disbursements relating to the County Clerk's records management and preservation program.

	Actual Sources and Uses	Operating Budgets		Change in Budget
	FY 2002	FY 2003	FY 2004	
<b>Beginning balance</b>	\$176,494	\$183,926	\$353,003	91.93%
<b>Reserve for encumbrances</b>		12,641	21,093	66.86%
<b>Revenue:</b>				
Charges for services	567,213	525,000	575,000	9.52%
Interest revenue	2,577	1,800	1,000	-44.44%
Miscellaneous revenue				
<b>Total revenue</b>	<u>569,790</u>	<u>526,800</u>	<u>576,000</u>	9.34%
<b>Other financing sources:</b>				
Transfers in				
<b>Total Revenue and other sources</b>	<u>569,790</u>	<u>526,800</u>	<u>576,000</u>	9.34%
<b>Expenditures</b>	562,358	648,439	678,720	4.67%
<b>Other financing uses:</b>				
Transfers out				
<b>Total expenditures and other uses</b>	<u>562,358</u>	<u>648,439</u>	<u>678,720</u>	4.67%
<b>Encumbrances</b>		12,641	21,093	66.86%
<b>Ending fund balance</b>	<u>\$183,926</u>	<u>\$62,287</u>	<u>\$250,283</u>	301.82%



# COUNTY CLERK RECORDS MANAGEMENT AND PRESERVATION

## MISSION STATEMENT

To protect, preserve and provide information that the County depends on for their every day activities, while maintaining compliance with legislative requirements.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Records Management Department, which serves under the office of the County Clerk, is responsible for the care and security of all records that the County produces. These records include evidence, organizational functions, and policies, regardless of media. It administers an efficient and effective records program that provides assistance and training in its implementation. It protects, identifies, catalogs, and preserves records of permanent essential value, stores electronically the inventory of all records, provides security, studies and researches a more efficient way of storing and documenting records and provides information readily available to assist in decision making while providing litigation support and in compliance with legislative laws.

## GOAL AND OBJECTIVES

- Goal:** To provide assistance to departments in the administration of an efficient and effective records management program.
- Objective 1:** To provide training, reduce storage and continue to update track net.
- Objective 2:** To find and implement innovative methods for document storage.
- Objective 3:** Monitor retention schedules and administrative rules issued by the Texas State Library to determine if the records management program is in compliance with state regulations.

## FISCAL YEAR 2003 ACOMPLISHMENTS

- The Records Management Department has met the needs of the County by utilizing space available in the warehouse with new shelving to accommodate storage demands from new departments who have elected us as their record custodian.

<b>FINANCIAL TRENDS</b>				
	2002	2003	2004	Percentage Change
Character	Actuals	Budget	Budget	in Budget
Personnel	\$486,652	\$507,856	\$579,446	14.10%
Operating	75,707	140,583	99,274	-29.38%
Capital				
	<u>\$562,359</u>	<u>\$648,439</u>	<u>\$678,720</u>	4.67%

<b>WORK PROGRAM TRENDS</b>			
Department Activity	2002 Actuals	2003 Actuals	2004 Projected
			Not Available

# COUNTY CLERK RECORDS MANAGEMENT AND PRESERVATION

---

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	18	18	20
Part-time employees			
Totals	18	18	20

## AUTHORIZED POSITION DETAIL

Clerk II/Archives	13	Senior Clerk II	2
Records Management Administrator	1	Supervisor	1
Records Management Technician	1		

See Personnel Changes for this department in Appendix A.

During budget hearings the Commissioner's Court approved two additional Clerk II positions for the County Clerk Records Management's Department to assist with the archiving function. This was approved based on adequate funding in this fund to support these new personnel.

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
COUNTY CLERK VITAL STATISTICS  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund was established to account for receipts and disbursements related to the County Clerk Vital Statistics program.

	Actual Sources and Uses	Operating Budgets		Percentage Change in Budget
	FY 2002	FY 2003	FY 2004	
<b>Beginning balance</b>				
<b>Reserve for encumbrances</b>				
<b>Revenue:</b>				
Charges for services			\$80,000	100.00%
Interest				
Miscellaneous revenue				
<b>Total revenue</b>			<u>80,000</u>	100.00%
<b>Other financing sources:</b>				
Transfers in				
<b>Total revenue and other sources</b>			<u>80,000</u>	100.00%
<b>Expenditures:</b>			80,000	100.00%
<b>Other financing uses:</b>				
Transfer out				
<b>Total expenditures and other uses</b>			<u>\$80,000</u>	100.00%
<b>Encumbrances</b>				
<b>Ending fund balance</b>			<u><u>                    </u></u>	

# COUNTY CLERK VITAL STATISTICS

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This fund was established to account for receipts and disbursements related to the County Clerk Vital Statistics Program. Revenue in the account result from fees assessed for certain documents filed within the County Clerk's office. Proceeds will be utilized to conduct the operations within the Vital Statistics Program.

FINANCIAL TRENDS				
Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel				
Operating			\$40,000	100.00%
Capital			40,000	100.00%
Totals			\$80,000	100.00%

WORK PROGRAM TRENDS				
Department Activity	2002 Actuals	2003 Actuals	2004 Projected	
		Not Applicable		

STAFFING TRENDS				
Authorized Positions	2002	Fiscal Year		2004
		2003		
Full-time employees		Not Applicable		
Part-time employees				
Totals				

AUTHORIZED POSITION DETAIL				
Not Applicable				

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
COUNTY GRAFFITI ERADICATION  
WITH COMPARATIVE ACTUALS AND BUDGET**

The County Graffiti Eradication fund is used to account for the receipts and disbursements related to the removal of graffiti from neighborhood homes and businesses.

	Actual Sources and Uses	Operating Budgets		Percentage Change in Budget
	FY 2002	FY 2003	FY 2004	
<b>Beginning balance</b>	\$268	\$462	\$710	53.68%
<b>Reserve for encumbrances</b>				
<b>Revenue:</b>				
Charges for services	194			
<b>Total revenue</b>	194			
<b>Other financing sources</b>				
Transfers in				
<b>Total revenue and other sources</b>	194			
<b>Expenditures</b>		631	850	34.71%
<b>Other financing uses</b>				
Transfers out				
<b>Total expenditures and other uses</b>		631	850	34.71%
<b>Encumbrances</b>				
<b>Ending fund balance</b>	\$462	(\$169)	(\$140)	-17.16%



# COUNTY GRAFFITI ERADICATION

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The County Graffiti Eradication fund is used to account for the receipts and disbursements related to the removal of graffiti from neighborhood homes and businesses. Revenues in this account come from assessed court costs for graffiti-related convictions.

### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel				
Operating		\$631	\$850	34.71%
Capital				
		\$631	\$850	34.71%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
		Not Applicable	

### STAFFING TRENDS

Authorized Positions	2002	Fiscal Year 2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

### AUTHORIZED POSITION DETAIL

Not Applicable

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
COUNTY LAW LIBRARY  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund is utilized to account for receipts of law library fees and the disbursements relating to the maintenance and operations of the County Law Library.

	Actual Sources and Uses	Operating Budgets		Percentage Change
	FY 2002	FY 2003	FY 2004	in Budget
<b>Beginning balance</b>	\$144,829	\$180,286	\$217,336	20.55%
<b>Reserve for encumbrances</b>		8,525	11,205	31.44%
<b>Revenue:</b>				
Charges for services	404,681	360,000	370,000	2.78%
Interest revenue	3,933	3,500	2,600	-25.71%
Miscellaneous revenue	9,599	7,000	7,000	
<b>Total Revenue</b>	<u>418,213</u>	<u>370,500</u>	<u>379,600</u>	2.46%
<b>Other financing sources</b>				
Transfers in				
<b>Total revenue and other sources</b>	<u>418,213</u>	<u>370,500</u>	<u>379,600</u>	2.46%
<b>Expenditures</b>	382,756	433,998	454,968	4.83%
<b>Other financing uses</b>				
Transfer out				
<b>Total expenditures and transfers</b>	<u>382,756</u>	<u>433,998</u>	<u>454,968</u>	4.83%
<b>Other financing sources(uses)</b>				
Capital leases				
<b>Total other financing sources(uses)</b>				
<b>Encumbrances</b>		8,525	11,205	31.44%
<b>Ending fund balance</b>	<u>\$180,286</u>	<u>\$116,788</u>	<u>\$141,968</u>	21.56%

# COUNTY LAW LIBRARY

## MISSION STATEMENT

To provide a public legal research facility to the citizens and visitors of the County in order to enhance the administration of justice.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The El Paso County Law Library is the only legal research facility accessible to the public in the entire southwest region that provides a comprehensive legal research collection encompassing federal, regional, state and local jurisdictions. The Law Library serves as the main judicial library for the County. It is available to all judges, attorneys and the general public. The operations are currently overseen by the Law Library Board composed of attorneys and judges. The number of board members is determined by the president who is elected yearly.

## GOALS AND OBJECTIVES

- Goal 1:** To refine the library collection and services to best meet the needs of the entire community.
- Goal 2:** To upgrade the computer network to meet the increasing demand for dependable computer-assisted legal research.
- Goal 3:** To increase revenue.
- Objective 1:** Continue the implementation of the self-help section to aid the pro se litigant, provide library tours, and make available computer stations for research.
- Objective 2:** Continue the project of the system upgrade over the next few years, while maintaining a functional network and managing costs; continue providing internet access to supplement the library collection and retrieve current information not yet available on disk or hard copy.
- Objective 3:** Resume the Continuing Legal Education seminars; investigate the institution of user fees for certain services but carefully assess if those fees would unfairly deny access to legal information because of the inability to pay.

### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage
				Change in Budget
Personnel	\$123,969	\$162,453	\$164,618	1.33%
Operating	258,787	271,545	290,350	6.93%
Capital				
	\$382,756	\$433,998	\$454,968	4.83%

### WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
	Actuals	Actuals	Projected
		Not Available	

# COUNTY LAW LIBRARY

---

## STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	4	4	4
Part-time employees			
Totals	4	4	4

## AUTHORIZED POSITION DETAIL

Assistant Research Librarian	1	Assistant Library Mgr	1
Law Library Director	1	Law Library Assist.	1

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
COUNTY TOURIST PROMOTION  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund is used solely for the purpose of accounting for receipts and expenditures related to the promotion of tourism to the County of El Paso.

	Actual Sources and Uses	Operating Budgets		Percentage Change in Budget
	FY 2002	FY 2003	FY 2004	
<b>Beginning balance</b>	\$15,257	\$116,755	\$108,362	-7.19%
<b>Reserve for encumbrances</b>		25,246	15,361	-39.15%
<b>Revenue:</b>				
Tax revenues	194,805			
Miscellaneous revenue	150			
Interest	1,800			
<b>Total revenue</b>	196,755			
<b>Other financing sources</b>				
Transfers in			388,066	100.00%
<b>Total revenue and other sources</b>	196,755		388,066	100.00%
<b>Expenditures</b>	95,257		496,066	100.00%
<b>Other financing uses:</b>				
Transfers out				
<b>Total expenditures and other uses</b>	95,257		496,066	100.00%
<b>Encumbrances</b>		25,246	15,361	-39.15%
<b>Ending fund balance</b>	\$116,755	\$116,755	(\$387,704)	-432.07%



# COUNTY TOURIST PROMOTION

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The County Tourist Promotion fund is used to account for receipts and expenditures related to the promotion for tourism in the County of El Paso. The principal source of revenues is the Hotel/Motel Occupancy Tax. Beginning fiscal year 2003, many of the programs funded here were moved to the Coliseum Special Revenue fund.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel				
Operating	\$95,257		\$496,066	100.00%
Capital				
	<u>\$95,257</u>		<u>\$496,066</u>	100.00%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
		Not Available	

### STAFFING TRENDS

Authorized Positions	2002	Fiscal Year 2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

### AUTHORIZED POSITION DETAIL

Not Applicable

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
COURT REPORTER SERVICE FUND  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund is utilized to account for court reporter fees, which must be deposited into a separate fund to be utilized to defray the cost of providing court-reporting services for the County of El Paso.

	Actual Sources and Uses	Operating Budgets		Percentage Change in Budget
	FY 2002	FY 2003	FY 2004	
<b>Beginning balance</b>	\$4,367	\$20,448	\$33,941	65.99%
<b>Reserve for encumbrances</b>				
<b>Revenue:</b>				
Charges for services	135,885	120,000	130,000	8.33%
Interest revenue	196			
<b>Total revenue</b>	<u>136,081</u>	<u>120,000</u>	<u>130,000</u>	8.33%
<b>Other financing sources</b>				
Transfers in				
<b>Total revenue and other sources</b>	<u>136,081</u>	<u>120,000</u>	<u>130,000</u>	8.33%
<b>Expenditures</b>				
<b>Other financing uses:</b>				
Transfers out	120,000	124,366	154,000	23.83%
<b>Total expenditures and transfers</b>	<u>120,000</u>	<u>124,366</u>	<u>154,000</u>	23.83%
<b>Encumbrances</b>				
<b>Ending fund balance</b>	<u>\$20,448</u>	<u>\$16,082</u>	<u>\$9,941</u>	-38.19%

# COURT REPORTER SERVICE FUND

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This fund is utilized to account for court reporter fees, which must be deposited into a separate fund to be utilized to defray the cost of providing court-reporting services for the County of El Paso.

FINANCIAL TRENDS				
Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel				
Operating	\$120,000	\$124,366	\$154,000	23.83%
Capital				
	<u>\$120,000</u>	<u>\$124,366</u>	<u>\$154,000</u>	23.83%

WORK PROGRAM TRENDS				
Department Activity	2002 Actuals	2003 Actuals	2004 Projected	
		Not Applicable		

STAFFING TRENDS				
Authorized Positions	2002	Fiscal Year 2003	2004	
Full-time employees		Not Applicable		
Part-time employees				
Totals				

AUTHORIZED POSITION DETAIL				
Not Applicable				

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
COURTHOUSE SECURITY FUND  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund is utilized to account for fees allowed by State law charged for filing certain documents in the County. These fees are restricted to expenditures that provide security of County facilities, primarily in the County Courthouse.

	Actual Sources and Uses	Operating Budgets		Percentage Change in Budget
	FY 2002	FY 2003	FY 2004	
<b>Beginning balance</b>	\$6,004	\$40,858	\$67,769	65.86%
<b>Reserve for encumbrances</b>				
<b>Revenue:</b>				
Charges for services	284,508	263,000	280,000	6.46%
Interest revenue	346			
<b>Total revenue</b>	<u>284,854</u>	<u>263,000</u>	<u>280,000</u>	6.46%
<b>Other financing sources</b>				
Transfers in				
<b>Total revenue and other sources</b>	<u>284,854</u>	<u>263,000</u>	<u>280,000</u>	6.46%
<b>Expenditures</b>				
<b>Other financing uses:</b>				
Transfer out	250,000	283,000	320,000	13.07%
<b>Total expenditures and transfers</b>	<u>250,000</u>	<u>283,000</u>	<u>320,000</u>	13.07%
<b>Encumbrances</b>				
<b>Ending fund balance</b>	<u><u>\$40,858</u></u>	<u><u>\$20,858</u></u>	<u><u>\$27,769</u></u>	33.13%

# COURTHOUSE SECURITY FUND

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The courthouse security fund is utilized to account for fees provided for by legislature and adopted by Commissioners Court. These fees are appropriated for the sole purpose of providing adequate security of various criminal justice facilities within the County.

### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel				
Operating	\$250,000	\$283,000	\$320,000	13.07%
Capital				
	<u>\$250,000</u>	<u>\$283,000</u>	<u>\$320,000</u>	13.07%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
		Not Applicable	

### STAFFING TRENDS

Authorized Positions	2002	Fiscal Year 2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

### AUTHORIZED POSITION DETAIL

Not Applicable



**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
DA APPORTIONMENT SUPPLEMENT  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund is used to account for receipts and disbursements relating to the District Attorney's apportionment supplement program.

	Actual Sources and Uses	Operating Budgets		Percentage Change in Budget
	FY 2002	FY 2003	FY 2004	
<b>Beginning balance</b>		\$11,354	\$13,456	100.00%
<b>Reserve for encumbrances</b>				
<b>Revenue:</b>				
Intergovernmental revenue			112,987	100.00%
<b>Total revenue</b>			112,987	100.00%
<b>Other financing sources:</b>				
Transfers in				
<b>Total revenue and other sources</b>			112,987	100.00%
<b>Expenditures:</b>			112,987	100.00%
<b>Other financing uses:</b>				
Transfer out				
<b>Total expenditures and other uses</b>			112,987	100.00%
<b>Encumbrances</b>				
<b>Ending fund balance</b>		\$11,354	\$13,456	100.00%

# DA APPORTIONMENT SUPPLEMENT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This fund is used to account for receipts and disbursements relating to the District Attorney's apportionment supplement program. These State funds are reverted and utilized to supplement the pay of Assistant District Attorneys.

FINANCIAL TRENDS				
Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel			\$112,987	100.00%
Operating				
Capital				
Totals			\$112,987	100.00%

WORK PROGRAM TRENDS				
Department Activity	2002 Actuals	2003 Actuals	2004 Projected	
			Not Applicable	

STAFFING TRENDS				
Authorized Positions	2002	Fiscal Year 2003	2004	
Full-time employees		Not Applicable		
Part-time employees				
Totals				

AUTHORIZED POSITION DETAIL				
Not Applicable				

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
DA SPECIAL ACCOUNT  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund was established to account for receipts and disbursements related to the District Attorney's discretionary account.

	Actual Sources and Uses	Operating Budgets		Percentage Change in Budget
	FY 2002	FY 2003	FY 2004	
<b>Beginning balance</b>		\$115,030	\$905,585	100.00%
<b>Reserve for encumbrances</b>				
<b>Revenue:</b>				
Charges for services				
Interest revenue				
Miscellaneous revenue				
<b>Total revenue</b>				
<b>Other financing sources:</b>				
Transfers in				
<b>Total revenue and other sources</b>				
<b>Expenditures:</b>			292,500	100.00%
<b>Other financing uses:</b>				
Transfer out				
<b>Total expenditures and other uses</b>			292,500	100.00%
<b>Encumbrances</b>				
<b>Ending fund balance</b>		\$115,030	\$613,085	100.00%

# DA SPECIAL ACCOUNT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This fund was established to account for receipts and disbursements related to the District Attorney's discretionary account. Revenue from the account is a result of judgments awarding distribution of seizures from drug cases to multiple agencies. These funds are used at the discretion of the District Attorney to conduct operations of the office.

### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel			\$39,500	100.00%
Operating			213,000	100.00%
Capital			40,000	100.00%
Totals			\$292,500	100.00%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
		Not Applicable	

### STAFFING TRENDS

Authorized Positions	2002	Fiscal Year 2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

### AUTHORIZED POSITION DETAIL

Not Applicable

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
DA FOOD STAMP FRAUD  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund is utilized to account for receipts and disbursements related to the food stamp fraud program.

	Actual Sources and Uses		Percentage Change in Budget	
	FY 2002	FY 2003		
<b>Beginning balance</b>		\$79,067	\$89,600	100.00%
<b>Reserved for encumbrances</b>				
<b>Revenue:</b>				
Intergovernmental revenue			57,800	100.00%
<b>Total revenue</b>			57,800	100.00%
<b>Other financing sources</b>				
Transfers in				
<b>Total revenue and other sources</b>			57,800	100.00%
<b>Expenditures:</b>			57,800	100.00%
<b>Other financing uses:</b>				
Transfer out				
<b>Total expenditures and other uses</b>			57,800	100.00%
<b>Encumbrances</b>				
<b>Ending fund balance</b>		\$79,067	\$89,600	100.00%



# DA FOOD STAMP FRAUD

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This fund is utilized to account for receipts and disbursements related to the food stamp fraud program. Revenues in this account are received from the State and are used to pay salaries and expenses related to the District Attorney's Office.

FINANCIAL TRENDS				
Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel			\$57,550	100.00%
Operating			250	100.00%
Capital				
Totals			\$57,800	100.00%

WORK PROGRAM TRENDS				
Department Activity	2002 Actuals	2003 Actuals	2004 Projected	
		Not Applicable		

STAFFING TRENDS				
Authorized Positions	2002	Fiscal Year 2003	2004	
Full-time employees		Not Applicable		
Part-time employees				
Totals				

AUTHORIZED POSITION DETAIL				
Not Applicable				

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
DISTRICT ATTORNEY 10% DRUG FORFEITURE FUND  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund accounts for funds obtained through criminal asset forfeitures as stated in the Texas Legislative House Bill Number 1185. Of the gross amount received by the District Attorney, up to ten percent is to be deposited into this special account for drug abuse treatment and prevention programs as well as certain law enforcement purposes. The percentage is based on an agreement between the District Attorney and Commissioners Court.

	Actual Sources	Operating Budgets		Percentage
	and Uses			Change
	FY 2002	FY 2003	FY 2004	in Budget
<b>Beginning balance</b>	\$1,456	\$18,576	\$71,499	284.90%
<b>Reserve for encumbrances</b>			301	100.00%
<b>Revenue:</b>				
Intergovernmental revenue	17,234	11,000	11,000	
Interest revenue	66			
<b>Total revenue</b>	<u>17,300</u>	<u>11,000</u>	<u>11,000</u>	
<b>Other financing sources</b>				
Transfers in				
<b>Total revenue and other sources</b>	<u>17,300</u>	<u>11,000</u>	<u>11,000</u>	
<b>Expenditures</b>	180	26,000	23,000	-11.54%
<b>Other financing uses:</b>				
Transfers out				
<b>Total expenditures and transfers</b>	<u>180</u>	<u>26,000</u>	<u>23,000</u>	-11.54%
<b>Encumbrances</b>			301	100.00%
<b>Ending fund balance</b>	<u>\$18,576</u>	<u>\$3,576</u>	<u>\$59,198</u>	1555.43%

# DISTRICT ATTORNEY 10% DRUG FORFEITURES

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Funds deposited in this account are obtained through criminal asset forfeitures as stated in the Texas Legislative House Bill number 1185. An amount up to ten percent of the gross amount received by the District Attorney's Office is to be deposited into this special account for drug abuse treatment and prevention programs as well as certain law enforcement purposes.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel				
Operating	\$180	\$26,000	\$23,000	-11.54%
Capital				
	<u>\$180</u>	<u>\$26,000</u>	<u>\$23,000</u>	-11.54%

### WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
	Actuals	Actuals	Projected
		Not Applicable	

### STAFFING TRENDS

Authorized Positions	2002	Fiscal Year	
		2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

### AUTHORIZED POSITION DETAIL

Not Applicable

**FISCAL YEAR 2003 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
DISTRICT ATTORNEY REAL ESTATE  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund was set up to account for real estate that was forfeited and record the proceeds of the sale.

	Actual Sources and Uses		Percentage Change in Budget
	FY 2002	FY 2003	
<b>Beginning balance</b>		\$192,200	-100.00%
<b>Reserve for encumbrances</b>			
<b>Revenue:</b>			
Charges for services			
Interest revenue			
<b>Total revenue</b>			
<b>Other financing sources:</b>			
Transfers in			
<b>Total Revenue and other sources</b>			
<b>Expenditures:</b>			
<b>Other financing uses:</b>			
Transfer out		192,200	-100.00%
<b>Total expenditures and other uses</b>		\$192,200	-100.00%
<b>Encumbrances</b>			
<b>Ending fund balance</b>			

# DISTRICT ATTORNEY REAL ESTATE

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This fund was set up to account for real estate that was forfeited and record the proceeds of the sale.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel				
Operating				
Capital				
Totals				

### WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
	Actuals	Actuals	Projected
		Not Available	

### STAFFING TRENDS

Authorized Positions	2002	Fiscal Year 2003	2004
	Full-time employees		Not Applicable
Part-time employees			
Totals			

### AUTHORIZED POSITION DETAIL

Not Applicable



**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
ELECTION CONTRACT SERVICE  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund is utilized to account for the receipt of funds generated from billings made to other governmental agencies for conducting their elections.

	Actual Sources and Uses		Percentage Change in Budget	
	FY 2002	FY 2003		
		Operating Budgets		
		FY 2004		
<b>Beginning balance</b>		\$151,404	\$178,763	18.07%
<b>Reserve for encumbrances</b>			2,107	100.00%
<b>Revenue:</b>				
Intergovernmental revenue		222,016	150,000	-32.44%
<b>Total revenue</b>		222,016	150,000	-32.44%
<b>Other financing sources</b>				
Transfers in				
<b>Total revenues and other sources</b>		222,016	150,000	-32.44%
<b>Expenditures</b>		322,016	259,400	-19.44%
<b>Other financing uses</b>				
Transfers out				
<b>Total expenditures and other uses</b>		322,016	259,400	-19.44%
<b>Encumbrances</b>			2,107	100.00%
<b>Ending fund balance</b>		\$51,404	\$67,256	30.84%

# ELECTION CONTRACT SERVICE

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This fund is utilized to account for the receipt of funds generated from billings made to other governmental agencies for conducting their elections. The proceeds from these billings are utilized to cover the costs of conducting these elections.

## GOALS AND OBJECTIVE

- Goal 1:** To provide high quality service to voters.
- Goal 2:** To ensure timely, accurate and honest elections.
- Objective 1:** To provide well trained and law knowledgeable clerks to serve the voters.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel		\$21,194	\$19,200	-10.39%
Operating		250,822	240,200	-4.42%
Capital		50,000		-100.00%
		<u>\$322,016</u>	<u>\$259,400</u>	-24.14%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
		Not Applicable	

### STAFFING TRENDS

Authorized Positions	2002	Fiscal Year 2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

### AUTHORIZED POSITION DETAIL

Not Applicable

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
EL PASO HOUSING FINANCE CORPORATION  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund was set up to account for receipts and disbursements related to operations of the El Paso Housing Finance Corporation.

	Actual Sources and Uses	Operating Budgets		Percentage Change
	FY 2002	FY 2003	FY 2004	in Budget
<b>Beginning balance</b>		\$78,888	\$58,520	100.00%
<b>Reserve for encumbrances</b>				
<b>Revenue:</b>				
Miscellaneous revenues				
Intergovernmental revenues				
<b>Total revenue</b>				
<b>Other financing sources:</b>				
Transfers in				
<b>Total Revenue and other sources</b>				
<b>Expenditures:</b>			18,000	100.00%
<b>Other financing uses:</b>				
Transfer out				
<b>Total expenditures and other uses</b>			18,000	100.00%
<b>Encumbrances</b>				
<b>Ending fund balance</b>		\$78,888	\$40,520	100.00%

# EL PASO HOUSING FINANCE CORPORATION

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This fund was set up to account for receipts and disbursements related to operations of the El Paso Housing Finance Corporation. These funds result from application fees assessed to participants in this program. Proceeds are utilized to conduct operations of the El Paso Housing Finance Corporation.

FINANCIAL TRENDS				
Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel				
Operating			\$18,000	100.00%
Capital				
Totals			\$18,000	100.00%

WORK PROGRAM TRENDS				
Department Activity	2002 Actuals	2003 Actuals	2004 Projected	
		Not Applicable		

STAFFING TRENDS				
Authorized Positions	2002	Fiscal Year 2003	2004	
Full-time employees		Not Applicable		
Part-time employees				
Totals				

AUTHORIZED POSITION DETAIL				
Not Applicable				

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
FABENS AIRPORT FUND  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund is used to account for the operational costs related to the Fabens Airport. The expenditures from this fund consist of utility costs associated with the runway lights.

	Actual Sources and Uses	Operating Budgets		Percentage Change In Budget
	FY 2002	FY 2003	FY 2004	
<b>Beginning balance</b>	\$65,127	\$55,984	\$37,412	-33.17%
<b>Reserve for encumbrances</b>				
<b>Revenue:</b>				
Interest revenue	1,363			
Miscellaneous revenue	3,550	3,000	3,000	
<b>Total revenue</b>	4,913	3,000	3,000	
<b>Other financing sources:</b>				
Transfers in				
<b>Total revenue and other sources</b>	4,913	3,000	3,000	
<b>Expenditures:</b>	1,612	39,740	39,740	
<b>Other financing uses:</b>				
Transfer out	12,444		12,500	-100.00%
<b>Total expenditures and other uses</b>	14,056	39,740	52,240	31.45%
<b>Encumbrances</b>				
<b>Ending fund balance</b>	\$55,984	\$19,244	(\$11,828)	-161.46%



# FABENS AIRPORT

## MISSION STATEMENT

To provide a safe airport facility for the use of the flying public and to have a facility that provides support to the County's agricultural business.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The County owned facility subcontracts the operation of the airport. The area of Fabens airport covers 304 acres. The operation costs are for: operating the runway lights, and runway maintenance. The ground maintenance is provided by the Road and Bridge Department.

## GOAL AND OBJECTIVES

- Goal 1:** To maintain the facility and the surface of the runway to continue accommodating the aviation needs of the surrounding community.
- Objective 1:** To work closely with the Texas Department of Transportation in order to implement an Aviation Capital Improvement Program.
- Objective 2:** To provide a portion of the finances required to construct entrance road and improve parking aprons.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel				
Operating	\$14,056	\$39,740	\$52,240	31.45%
Capital				
Totals	<u>\$14,056</u>	<u>\$39,740</u>	<u>\$52,240</u>	31.45%

### WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
	Actuals	Actuals	Projected
		Not Applicable	

### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals	<u>                    </u>	<u>                    </u>	<u>                    </u>

### AUTHORIZED POSITION DETAIL

Not Applicable

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
FAMILY PROTECTION FUND  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund accounts for receipts and disbursements related to the Family Protection Fund.

	Actual Sources and Uses	Operating Budgets		Percentage Change in Budget
	FY 2002	FY 2003	FY 2004	
<b>Beginning balance</b>			\$2,260	100.00%
<b>Reserve for encumbrances</b>				
<b>Revenue:</b>				
Charges for services			44,219	100.00%
<b>Total revenue</b>			44,219	100.00%
<b>Other financing sources</b>				
Transfers in				
<b>Total revenue and other sources</b>			44,219	100.00%
<b>Expenditures:</b>			44,219	100.00%
<b>Other financing uses:</b>				
Transfer out				
<b>Total expenditures and other uses</b>			44,219	100.00%
<b>Encumbrances</b>				
<b>Ending fund balance</b>			\$2,260	100.00%

# FAMILY PROTECTION FUND

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This fund accounts for receipts and disbursements related to the Family Protection Fund. Revenues in this account come from court costs assessed for certain cases. Proceeds from this account will be utilized to fund the Shelter for Battered Women.

### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel				
Operating			\$44,219	100.00%
Capital				
Totals			\$44,219	100.00%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
		Not Applicable	

### STAFFING TRENDS

Authorized Positions	2002	Fiscal Year 2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

### AUTHORIZED POSITION DETAIL

Not Applicable

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
JUROR DONATIONS JPD  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund is utilized to account for the receipt and expenditure of funds received from Juror donations.

	Actual Sources and Uses		Percentage Change in Budget	
	FY 2002	FY 2003		
<b>Beginning balance</b>		\$3,499	\$4,242	21.23%
<b>Reserve for encumbrances</b>				
<b>Revenue:</b>				
Miscellaneous revenue		650	500	-23.08%
<b>Total revenue</b>		650	500	-23.08%
<b>Other financing sources</b>				
Transfers in				
<b>Total revenue and other sources</b>		650	500	-23.08%
<b>Expenditures</b>		3,355	4,500	34.13%
<b>Other financing uses</b>				
Trasnfers in				
<b>Total revenue and other sources</b>		3,355	4,500	34.13%
<b>Encumbrances</b>				
<b>Ending fund balance</b>		\$794	\$242	-69.52%

# JUROR DONATIONS JPD

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This fund is utilized to account for the receipt and expenditure of funds received from Juror donations. This is only one of various funds that jurors can donate their jury pay to. The funds in this account will be utilized to offset costs of juvenile care and services provided at the County's juvenile detention center.

### GOAL

**Goal:** To offset cost of juvenile services by soliciting juror pay donations.

#### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel				
Operating		\$3,355	\$4,500	-34.13%
Capital				
		\$3,355	\$4,500	-34.13%

#### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
		Not Applicable	

#### STAFFING TRENDS

Authorized Positions	2002	Fiscal Year 2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

#### AUTHORIZED POSITION DETAIL

Not Applicable



**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
JUSTICE COURT TECHNOLOGY FUND  
WITH COMPARATIVE ACTUALS AND BUDGET**

The Justice Court Technology fund is used to account for the receipts and disbursements of funds directly related to this program.

	Actual Sources and Uses		Percentage Change in Budget
	FY 2002	FY 2003	
<b>Beginning balance</b>			\$820 100.00%
<b>Reserve for encumbrances</b>			
<b>Revenue:</b>			
Charges for services			102,046 100.00%
Interest revenue			
Miscellaneous revenue			
<b>Total revenue</b>			<u>102,046</u> 100.00%
<b>Other financing sources</b>			
Transfers in			
<b>Total revenue and other sources</b>			<u>102,046</u> 100.00%
<b>Expenditures:</b>			102,046 100.00%
<b>Other financing uses:</b>			
Transfer out			
<b>Total expenditures and other uses</b>			<u>102,046</u> 100.00%
<b>Encumbrances</b>			
<b>Ending fund balance</b>			<u><u>\$820</u></u> 100.00%

# JUSTICE COURT TECHNOLOGY FUND

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Justice Court Technology fund is used to account for the receipts and disbursements of funds directly related to this program. Revenues in this account are as a result of court costs for applicable cases. Proceeds will be used for the purchase of technology equipment that will be utilized in the Justice Courts.

FINANCIAL TRENDS				
	2002	2003	2004	Percentage
Character	Actuals	Budget	Budget	Change
				in
				Budget
Personnel				
Operating				
Capital			\$102,046	100.00%
Totals			\$102,046	100.00%

WORK PROGRAM TRENDS				
Department Activity	2002	2003	2004	
	Actuals	Actuals	Projected	
		Not Applicable		

STAFFING TRENDS				
Authorized Positions	2002	Fiscal Year	2004	
		2003		
Full-time employees		Not Applicable		
Part-time employees				
Totals				

AUTHORIZED POSITION DETAIL				
Not Applicable				

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
JUVENILE PROBATION SPECIAL REVENUE FUND  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund is a newly created fund beginning in fiscal year 2004 as requested by the Juvenile Board for the operations of the Juvenile Probation Department.

	Actual Sources and Uses		Operating Budgets		Percentage Change in Budget
	FY 2002	FY 2003	FY 2004		
<b>Beginning balance</b>					
<b>Reserve for encumbrances</b>					
<b>Revenue:</b>					
Miscellaneous revenue					
<b>Total revenue</b>					
<b>Other financing sources</b>					
Transfers in			\$9,881,845		100.00%
<b>Total revenue and other sources</b>			<u>9,881,845</u>		100.00%
<b>Expenditures</b>			9,881,845		100.00%
<b>Other financing uses</b>					
Transfers out					
<b>Total expenditures and other uses</b>			<u>\$9,881,845</u>		100.00%
<b>Encumbrances</b>					
<b>Ending fund balance</b>					

# JUVENILE PROBATION SPECIAL REVENUE FUND

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This fund is a newly created fund beginning in fiscal year 2004 as requested by the Juvenile Board for the operations of the Juvenile Probation Department.

### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage
				Change in Budget
Personnel			\$8,453,294	100.00%
Operating			1,376,001	100.00%
Capital			52,550	100.00%
			<u>\$9,881,845</u>	100.00%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
		Not Applicable	

### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	164	165	166
Part-time employees	36	33	33
Totals	<u>200</u>	<u>198</u>	<u>199</u>

# JUVENILE PROBATION SPECIAL REVENUE FUND

AUTHORIZED POSITION DETAIL		
Accountant I	1 Juvenile Corr Off - Part-time	8
Accounting Clerk	4 Juvenile Detention Officer	27
Accounting Supervisor	1 Juvenile Det Off - Part - time	19
Administrative Assistant	2 Juvenile Deten. Team Leader	5
Assistant Training Coordinator	1 Maintenance Assistant	5
Building Engineer	1 Maintenance Technician	1
Chief Juv. Probation Officer	1 Probation Officer Aftercare	2
Clinical Supervisor	1 Probation Officer Auditor	1
Cook I	4 Probation Officer Challenge	2
Cook I - Part - time	4 Probation Officer Court	3
Cook II	1 Probation Officer Field	4
Cook III	1 Probation Off FOP Ct Liason	2
Counselor	1 Probation Officer Intake	7
Court Coordinator	1 Probation Officer Shocap	1
Data Entry Clerk	1 Probation Officer Spotlight	1
Deputy Chief of Operations	1 Probation Officer Technician	1
Deputy Chief of Probation	1 Secretary	9
Detention Administrative Assistant	1 Secretary Challenge	1
Director of Challenge	1 Sr. Corrections Officer	1
Director of Clerical Services	1 Sr. Juvenile Detention Officer	1
Director of Intake/Court Services	1 Sr. Probation Officer Field	1
Director of Employee Operations	1 Sr. Probation Officer Intake	4
Director of Probation Services	1 Sr. Secretary	1
Director of Special Programs	1 Team Leader	5
Director of Detention & Support Services	1 Title IV Case Manager	1
Drug/Model Court Coordinator	1 Title IV Case Mgr Assistant	1
General Counsel	1 Tracker	1
Intake Tech/Trans Officer	1 Tracker - Part-time	2
Intake Tracker	1 Training Research Coordinator	1
Juvenile Correction Officer	41 Transportation Officer	1

See Personnel Changes for this department in Appendix A.

During budget hearings, the Commissioner's Court approved transferring all positions in the Juvenile Probation department to a Special Revenue Fund as requested by the Juvenile Board.



**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
JUVENILE PROBATION SUPERVISION  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund accounts for funding approved by the commissioner court to conduct the operations of the Juvenile Probation Department.

	Actual Sources and Uses	Operating Budgets		Percentage Change in Budget
	FY 2002	FY 2003	FY 2004	
<b>Beginning balance</b>	\$188,674	\$188,847	\$247,837	31.24%
<b>Reserve for encumbrances</b>				
<b>Revenue:</b>				
Charges for services				
Interest				
Miscellaneous revenue	\$173	210,402	220,000	4.56%
<b>Total revenue</b>	173	210,402	220,000	4.56%
<b>Other financing sources</b>				
Transfers in				
<b>Total revenue and other sources</b>	173	210,402	220,000	4.56%
<b>Expenditures:</b>		180,402	190,000	5.32%
<b>Other financing uses:</b>				
Transfer out		30,000	30,000	
<b>Total expenditures and other uses</b>		210,402	220,000	4.56%
<b>Encumbrances</b>				
<b>Ending fund balance</b>	\$188,847	\$188,847	\$247,837	31.24%

# JUVENILE PROBATION SUPERVISION

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This fund accounts for funding approved by the Commissioners Court to conduct the operations of the Juvenile Probation department. Revenue in this account is transferred from the General Fund and is to be utilized to conduct more operations of the Juvenile Probation department.

### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel				
Operating		\$210,402	\$220,000	-4.56%
Capital				
Totals		\$210,402	\$220,000	-4.56%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
		Not Applicable	

### STAFFING TRENDS

Authorized Positions	2002	Fiscal Year 2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

### AUTHORIZED POSITION DETAIL

Not Applicable

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
PROBATE JUDICIARY SUPPORT  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund is utilized to account for fees allocated by State law charged for filing certain documents in the County. These fees are restricted to expenditures for court-related purposes for the support of the judiciary.

	Actual Sources and Uses	Operating Budgets		Percentage Change in Budget
	FY 2002	FY 2003	FY 2004	
<b>Beginning balance</b>	\$35,125	\$77,297	\$139,052	79.89%
<b>Reserve for encumbrances</b>				
<b>Revenue:</b>				
Interest revenue	325			
Intergovernmental revenue	68,961	27,114	35,000	29.08%
<b>Total revenue</b>	69,286	27,114	35,000	29.08%
<b>Other financing sources</b>				
Transfers in				
<b>Total revenue and other sources</b>	69,286	27,114	35,000	29.08%
<b>Expenditures</b>		67,114	142,000	111.58%
<b>Other financing uses:</b>				
Transfers out	27,114			
<b>Total expenditures and other uses</b>	27,114	67,114	142,000	111.58%
<b>Encumbrances</b>				
<b>Ending fund balance</b>	\$77,297	\$37,297	\$32,052	-14.06%

# PROBATE JUDICIARY SUPPORT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This fund is utilized to account for fees allocated by State law charged for filing certain documents in the County. These fees are restricted to expenditures for court-related purposes for the support of the judiciary.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel				
Operating	\$27,114	\$67,114	\$142,000	111.58%
Capital				
	<u>\$27,114</u>	<u>\$67,114</u>	<u>\$142,000</u>	111.58%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
		Not Applicable	

### STAFFING TRENDS

Authorized Positions	2002	Fiscal Year 2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals	<u>                    </u>	<u>                    </u>	<u>                    </u>

### AUTHORIZED POSITION DETAIL

Not Applicable

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
PROBATE TRAVEL ACCOUNT  
WITH COMPARATIVE ACTUALS AND BUDGET**

The Probate Court has primary jurisdiction in mental illness and child welfare cases. This Court also handles cases involving wills, appointment of guardians and settlement of executor's account. The Court oversees the transactions of all business related proceedings of deceased persons, and assesses guardianship and child welfare cases. This fund was set up for the travel and training of the probate judge.

	Actual Sources and Uses	Operating Budgets		Percentage Change in Budget
	FY 2002	FY 2003	FY 2004	
<b>Beginning balance</b>		\$4,035	\$4,123	2.18%
<b>Reserve for encumbrances</b>				
<b>Revenue:</b>				
Charges for services	\$8,025	6,000	6,000	
Interest revenue	10			
<b>Total revenue</b>	<u>8,035</u>	<u>6,000</u>	<u>6,000</u>	
<b>Other financing sources</b>				
Transfers in				
<b>Total revenue and other sources</b>	<u>8,035</u>	<u>6,000</u>	<u>6,000</u>	
<b>Expenditures</b>	4,000	9,000	9,000	
<b>Other financing uses:</b>				
Transfers out				
<b>Total expenditures and other uses</b>	<u>4,000</u>	<u>9,000</u>	<u>9,000</u>	
<b>Encumbrances</b>				
<b>Ending fund balance</b>	<u><u>\$4,035</u></u>	<u><u>\$1,035</u></u>	<u><u>\$1,123</u></u>	8.50%



# PROBATE TRAVEL ACCOUNT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Probate Court has primary jurisdiction in mental illness and child welfare cases. This court also handles cases involving wills, appointment of guardians and settlement of executor's account. The court oversees the transactions of all business related proceedings of deceased persons, and assesses guardianship and child welfare cases. This fund was set up by law and utilized for the travel and training of the probate judge.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel				
Operating	\$4,000	\$9,000	\$9,000	
Capital				
	<u>\$4,000</u>	<u>\$9,000</u>	<u>\$9,000</u>	

### WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
	Actuals	Actuals	Projected
		Not Applicable	

### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals	<u></u>	<u></u>	<u></u>

### AUTHORIZED POSITION DETAIL

Not Applicable

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
PROJECT CARE GAS & ELECTRIC  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund was set up to account for receipts and disbursements related to the Project Care Gas and Electric program.

	Actual Sources and Uses		Percentage Change in Budget	
	FY 2002	FY 2003		
<b>Beginning balance</b>		\$10,763	\$13,147	100.00%
<b>Reserve for encumbrances</b>				
<b>Revenue:</b>				
Miscellaneous revenue			9,324	100.00%
<b>Total revenue</b>			9,324	100.00%
<b>Other financing sources:</b>				
Transfers in				
<b>Total revenue and other sources</b>			9,324	100.00%
<b>Expenditures:</b>			9,324	100.00%
<b>Other financing uses:</b>				
Transfer out				
<b>Total expenditures and other uses</b>			9,324	100.00%
<b>Encumbrances</b>				
<b>Ending fund balance</b>		\$10,763	\$13,147	100.00%

# PROJECT CARE GAS & ELECTRIC

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This fund was set up to account for receipts and disbursements related to the Project Care Gas and Electric program. Revenues in this account are received from contributions and donations from the general public. Proceeds are utilized to cover utility costs for eligible clients.

FINANCIAL TRENDS				
Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel				
Operating			\$9,324	100.00%
Capital				
Totals			\$9,324	100.00%

WORK PROGRAM TRENDS			
Department Activity	2002 Actuals	2003 Actuals	2004 Projected
		Not Applicable	

STAFFING TRENDS			
Authorized Positions	2002	Fiscal Year 2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL
Not Applicable

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
RECORDS MANAGEMENT AND PRESERVATION FUND  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund is used to account for the receipts and disbursements relating to the County's records management and preservation program other than those of the County Clerk.

	Actual Sources and Uses	Operating Budgets		Percentage Change in Budget
	FY 2002	FY 2003	FY 2004	
<b>Beginning balance</b>	\$113,120	\$115,582	\$87,150	-24.60%
<b>Reserve for encumbrances</b>		9,593		-100.00%
<b>Revenue:</b>				
Charges for services	167,192	150,000	170,000	13.33%
Interest revenue	1,454	1,200	600	-50.00%
<b>Total revenue</b>	<u>168,646</u>	<u>151,200</u>	<u>170,600</u>	12.83%
<b>Other financing sources</b>				
Transfers in				
<b>Total revenue and other sources</b>	<u>168,646</u>	<u>151,200</u>	<u>170,600</u>	12.83%
<b>Expenditures</b>	166,184	211,200	232,600	10.13%
<b>Other financing uses:</b>				
Transfers out				
<b>Total expenditures and transfers</b>	<u>166,184</u>	<u>211,200</u>	<u>232,600</u>	10.13%
<b>Encumbrances</b>		9,593		-100.00%
<b>Ending fund balance</b>	<u>\$115,582</u>	<u>\$55,582</u>	<u>\$25,150</u>	-54.75%

# RECORDS MANAGEMENT AND PRESERVATION FUND

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This fund is used to account for the receipts and disbursements related to the County's records management and preservation program other than those collected separately by the County Clerk. Resources from this fund are used to manage, organize, promote, implement, and maintain a Countywide records and information management program. Access to these funds require specific Commissioners Court approval.

FINANCIAL TRENDS				
Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel				
Operating	\$39,778	\$52,170		-100.00%
Capital	126,406	159,030	\$232,600	46.26%
	<u>\$166,184</u>	<u>\$211,200</u>	<u>\$232,600</u>	10.13%

WORK PROGRAM TRENDS			
Department Activity	2002 Actuals	2003 Actuals	2004 Projected
		Not Applicable	

STAFFING TRENDS			
Authorized Positions	2002	Fiscal Year 2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL			
Not Applicable			



**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
ROAD AND BRIDGE  
WITH COMPARATIVE ACTUALS AND BUDGET**

The Road and Bridge Fund is utilized for the purpose of accounting for activities relating to the construction and maintenance of County roads and bridges.

	Actual Sources and Uses	Operating Budgets		Percentage Change
	FY 2002	FY 2003	FY 2004	in Budget
<b>Beginning balance</b>	\$6,960,102	\$9,082,877	\$11,850,217	30.47%
<b>Reserve for encumbrances</b>		458,187	599,346	30.81%
<b>Revenue:</b>				
Intergovernmental revenue	38,495	34,000	34,000	
Charges for services	7,727,554	7,160,000	7,460,000	4.19%
Fines and forfeitures	6,886	6,000	2,000	-66.67%
Interest revenue	162,865	150,000	150,000	
Miscellaneous revenue	15,674			
<b>Total revenue</b>	<u>7,951,474</u>	<u>7,350,000</u>	<u>7,646,000</u>	4.03%
<b>Other financing sources</b>				
Transfers in				
<b>Total revenue and other sources</b>	<u>7,951,474</u>	<u>7,350,000</u>	<u>7,646,000</u>	4.03%
<b>Expenditures</b>	5,828,698	9,166,852	9,759,695	6.47%
<b>Other financing uses:</b>				
Transfers out		60,958	5,060,958	8202.37%
<b>Total expenditures and transfers</b>	<u>5,828,698</u>	<u>9,227,810</u>	<u>14,820,653</u>	60.61%
<b>Encumbrances</b>		458,187	599,346	30.81%
<b>Ending fund balance</b>	<u>\$9,082,878</u>	<u>\$7,205,067</u>	<u>\$4,675,564</u>	-35.11%

# ROAD AND BRIDGE

## MISSION STATEMENT

To provide a safe and well maintained County road system for the citizens of the County in order to support traffic volumes.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Roads and Bridges department is responsible for the maintenance of over 650 miles of roadways. Of this, approximately 400 miles are paved and 250 miles are not paved. Furthermore, the department provides services and the use of Roads and Bridges equipment to the Coliseum, Ascarate Park, Sheriff's and other departments. This department also provides equipment and manpower to maintain the rural park, solid waste collection stations, Fabens Airport, and McGill Cemetery.

## GOALS

- Goal 1:** To analyze and identify areas needing infrastructure improvements.
- Goal 2:** To have paved roads where at least 60 percent of a subdivision has dwellings.
- Goal 3:** To improve the roadway standards and provide better drainage in the completely developed subdivisions.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel	\$1,906,460	\$2,314,712	\$2,375,438	2.62%
Operating	2,285,303	3,313,700	3,339,620	0.78%
Capital	497,334	1,834,000	2,134,000	16.36%
	<u>\$4,689,097</u>	<u>\$7,462,412</u>	<u>\$7,849,058</u>	5.18%

### WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
	Actuals	Actuals	Projected
		Not Available	

### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	63	67	67
Part-time employees			
Totals	<u>63</u>	<u>67</u>	<u>67</u>

# ROAD AND BRIDGE

---

## AUTHORIZED POSITION DETAIL

Administrative Assistant I	1	Heavy Equipment Operator III	8
Assistant Road Superintendent	1	Maintenance Foreman	3
Auto Mechanic I	1	Maintenance Welder	2
Auto Mechanic II	3	Road Superintendent	1
Auto Mechanic III	3	Traffic Sign & Tech Markg. II	1
Construction Foreman	1	Truck Driver I	16
Equipment Maintenance Foreman	1	Truck Driver II	14
Heavy Equipment Operator I	2	Truck Driver III	5
Heavy Equipment Operator II	4		

# ROAD AND BRIDGE ADMINISTRATION

## MISSION STATEMENT

To provide guidance, planning and direction to the road and bridge department in order to improve and maintain the County's infrastructure and to provide public works information to the general public in order to help them comply with property requirements.

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The administration division of Road and Bridge is responsible for the day-to-day administrative activities of the department. These include providing public information, maintaining maps, assigning addresses, designing road construction projects, coordinating all public works projects with architects, contractors and Commissioners Court, and administering and providing support to the County's East Montana Water system.

## GOAL AND OBJECTIVES

- Goal 1:** To organize and administer projects as deemed appropriate.
- Objective 1:** To reassign specialized jobs to a particular warehouse, such as equipment maintenance, street painting and installing signs, and road paving based on the needs of the surrounding area.
- Objective 2:** To reassign personnel and assign new work responsibilities to the personnel based on their qualifications and changing demands of the Road and Bridges Department.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage
	Actuals	Budget	Budget	Change in Budget
Personnel	\$503,870	\$588,908	\$867,542	47.31%
Operating	635,731	1,176,490	6,104,053	418.84%
Capital				
	<u>\$1,139,601</u>	<u>\$1,765,398</u>	<u>\$6,971,595</u>	294.90%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
		Not Applicable	

### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	10	10	14
Part-time employees			
Totals	<u>10</u>	<u>10</u>	<u>14</u>

# ROAD AND BRIDGE ADMINISTRATION

---

## AUTHORIZED POSITION DETAIL

Administrative Assistant II	1	R.O.W. Analyst	1
Associate Civil Engineer	1	Planning Manager	1
Asst. Road & Bridge Admin.	1	Planner II	1
Geographic Info. Systems Analyst	1	Public Works Director/R&B. Admin.	1
Graphic Planning Technician	2	Sr. Civil Engineer Mgr.	1
Inspector	1	Sr. Project Civil Engineer Manager	1
Operations/Liason Officer	1		

During the fiscal year, the Commissioners Court approved transferring four positions, Sr. Project Engineer, Planner II, Planning Manager, and Graphic Planning Technician to the Road and Bridge Department, since their responsibilities fall under the Road and Bridge function, and this would be a cost savings to the General Fund. In addition, during the fiscal year, the Commissioners Court approved re-titling one Subdivision Coordinator to a R.O.W. Analyst, and one Zoning Inspector to an Inspector with no change in salary, to match their actual duties. The Commissioners also approved re-titling a Drafter II, to a Graphic Planning Technician based on responsibilities, for no increase to their budget, based on availability of funds.



**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
SAN ELIZARIO PLACITA FUND  
WITH COMPARATIVE ACTUALS AND BUDGET**

The San Elizario Placita Fund was set up to account for donations and expenditures to enhance the San Elizario areas and its Mission.

	Actual Sources and Uses	Operating Budgets		Percentage Change in Budget
	FY 2002	FY 2003	FY 2004	
<b>Beginning balance</b>	\$5,884	\$1,351	\$1,658	22.72%
<b>Reserve for encumbrances</b>				
<b>Revenue:</b>				
Miscellaneous revenue	400			
Interest revenue	39			
<b>Total revenue</b>	439			
<b>Other financing sources</b>				
Transfers in				
<b>Total revenue and other sources</b>	439			
<b>Expenditures</b>	4,972	1,360	1,655	21.69%
<b>Other financing uses</b>				
Transfers out				
<b>Total expenditures and other uses</b>	4,972	1,360	\$1,655	21.69%
<b>Encumbrances</b>				
<b>Ending fund balance</b>	\$1,351	(\$9)	\$3	-133.33%

# SAN ELIZARIO PLACITA

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The San Elizario Placita Fund was set up to account for donations and expenditures to enhance the San Elizario area and its Mission. The Placita is a community plaza located near the San Elizario Mission. It has undergone many improvements over the past two years in an effort to embellish the area and encourage continuing pride and enthusiasm among area residents and interested tourists. Revenues for this program arise from donations made by local businesses and other community members. Expenditures consist of purchases for lighting and seating.

## GOAL AND OBJECTIVE

**Goal:** To contribute the efforts of renovating the San Elizario Placita area for local residents to enjoy.

**Objective:** To further upgrade and enhance the Placita by soliciting the donation of funds from local businesses and community members.

### **FINANCIAL TRENDS**

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel				
Operating	\$4,972	\$1,360	\$1,655	21.69%
Capital				
	<u>\$4,972</u>	<u>\$1,360</u>	<u>\$1,655</u>	21.69%

### **WORK PROGRAM TRENDS**

Department Activity	2002	2003	2004
	Actuals	Actuals	Projected
		Not Applicable	

### **STAFFING TRENDS**

Authorized Positions	2002	Fiscal Year	
		2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

### **AUTHORIZED POSITION DETAIL**

Not Applicable

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
SHERIFF COMMUNICATION IMPROVEMENT  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund was established to account for the receipts and disbursements related to the County Sheriff Communication Improvement Program.

	Actual Sources and Uses		Operating Budgets		Percentage Change in Budget
	FY 2002	FY 2003	FY 2004		
<b>Beginning balance</b>				\$4,530	100.00%
<b>Reserve for encumbrances</b>					
<b>Revenue:</b>					
Intergovernmental revenue		\$350,000			-100.00%
<b>Total revenue</b>		350,000			-100.00%
<b>Other financing sources:</b>					
Transfers in					
<b>Total revenue and other sources</b>		350,000			-100.00%
<b>Expenditures:</b>				700,000	-100.00%
<b>Other financing uses:</b>					
Transfer out					
<b>Total expenditures and other uses</b>				\$700,000	-100.00%
<b>Encumbrances</b>					
<b>Ending fund balance</b>				\$4,530	100.00%

# SHERIFF COMMUNICATION IMPROVEMENT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This fund was established to account for the receipts and disbursements related to the County Sheriff Communication Improvement program. The revenue in this account results from contributions from the 911 Emergency Service program. Proceeds are utilized to make upgrades to the sheriff's 911-dispatch unit, and for mobile units located in the vehicles.

FINANCIAL TRENDS				
Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel				
Operating		\$350,000		-100.00%
Capital		350,000		-100.00%
Totals		\$700,000		-100.00%

WORK PROGRAM TRENDS				
Department Activity	2002 Actuals	2003 Actuals	2004 Projected	
		Not Applicable		

STAFFING TRENDS				
Authorized Positions	2002	Fiscal Year		2004
		2003		
Full-time employees		Not Applicable		
Part-time employees				
Totals				

AUTHORIZED POSITION DETAIL				
Not Applicable				

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SHERIFF LEOSE  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund is utilized to account for the receipt of funds obtained from auction proceeds of abandoned and confiscated property within the County.

	Actual Sources and Uses	Operating Budgets		Percentage Change in Budget
	FY 2002	FY 2003	FY 2004	
<b>Beginning balance</b>	\$84,669	\$60,984	\$59,683	-2.13%
<b>Reserve for encumbrances</b>				
<b>Revenue:</b>				
Intergovernmental revenue	65,711	60,000	70,000	16.67%
Interest revenue	921	750		-100.00%
Miscellaneous revenue	(125)			
<b>Total revenue</b>	<u>66,507</u>	<u>60,750</u>	<u>70,000</u>	15.23%
<b>Other financing sources</b>				
Transfers in				
<b>Total revenue and other sources</b>	<u>66,507</u>	<u>60,750</u>	<u>70,000</u>	15.23%
<b>Expenditures</b>	90,192	118,750	120,000	1.05%
<b>Other financing uses</b>				
Transfers in				
<b>Total expenditures and other uses</b>	<u>90,192</u>	<u>118,750</u>	<u>120,000</u>	1.05%
<b>Encumbrances</b>				
<b>Ending fund balance</b>	<u>\$60,984</u>	<u>\$2,984</u>	<u>\$9,683</u>	224.50%



# SHERIFF LEOSE

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This fund was established in accordance with provisions provided by the Commission on Law Enforcement Officers Standards and Education. The expenditures in this account are restricted for use in the Sheriff's department employee training.

## GOAL AND OBJECTIVE

**Goal:** To enhance the training and law enforcement knowledge of the Sheriff's department employees.

**Objective:** To provide additional funding for training of the Sheriff's department employees.

### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage
				Change in Budget
Personnel				
Operating	\$90,192	\$118,750	\$120,000	1.05%
Capital				
	<u>\$90,192</u>	<u>\$118,750</u>	<u>\$120,000</u>	1.05%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
		Not Applicable	

### STAFFING TRENDS

Authorized Positions	2002	Fiscal Year 2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

### AUTHORIZED POSITION DETAIL

Not Applicable

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPORTSPARK SPECIAL REVENUE ACCOUNT  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund is utilized to account for the receipt and expenditure of funds received from player registration, food and beverage concessions and baseball and softball tournament fees.

	Actual Sources and Uses		Percentage Change in Budget	
	FY 2002	FY 2003		
<b>Beginning balance</b>		\$126	\$2,728	2065.08%
<b>Reserve for encumbrances</b>			2,602	100.00%
<b>Revenue:</b>				
Charges for services		646,939	650,000	0.47%
Miscellaneous revenues		481,000	250,000	-48.02%
<b>Total revenue</b>		1,127,939	900,000	-20.21%
<b>Other financing sources</b>				
Transfers in		300,000		-100.00%
<b>Total revenue and other sources</b>		1,427,939	900,000	-36.97%
<b>Expenditures</b>		946,939	650,000	-31.36%
<b>Other financing uses</b>				
Transfers out				
<b>Total expenditures and other uses</b>		946,939	650,000	-31.36%
<b>Encumbrances</b>			2,602	100.00%
<b>Ending fund balance</b>		\$181,126	\$250,126	38.10%

# SPORTSPARK SPECIAL REVENUE ACCOUNT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This fund is utilized to account for the receipt and expenditure of funds received from player registration, food and beverage concessions and baseball and softball tournament fees. The recently purchased Sportspark had its first full year of operations under County management during fiscal year 2003. This facility is home to four T-ball fields, six baseball fields and five volleyball courts.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel		\$415,269	\$400,665	-3.64%
Operating		529,777	249,335	-112.48%
Capital		1,893		-100.00%
		<u>\$946,939</u>	<u>\$650,000</u>	<u>-45.68%</u>

### WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
	Actuals	Actuals	Projected
		Not Available	

### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees		4	6
Part-time employees			
Totals		<u>4</u>	<u>6</u>

### AUTHORIZED POSITION DETAIL

Assistant Director	1	Maintenance Worker	2
Concession Supervisor	1	Office Manager	1
Foreman/Groundkeeper	1		

See Personnel Changes for this department in Appendix A.

During budget hearings, the Commissioner's approved transferring two Maintenance Worker I positions from the Coliseum budget to the Sportspark in order to allow these employees to continue their years of service this year, and retire during the fiscal year. During the fiscal year the Commissioner's Court also approved converting a Concession Supervisor from part time status to full time status based on need, and deleting the vacant Concession Manager for a savings in the budget.

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
STRONG FAMILIES STRONG FUTURE  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund is used to account for receipts and disbursements related to the Strong Family Strong Future Program.

<b>Revenue:</b>		
Intergovernmental revenue	\$76,000	100.00%
Miscellaneous revenue	22,758	100.00%
<b>Total revenue</b>	<u>98,758</u>	100.00%
 <b>Other financing sources:</b>		
Transfers in		
<b>Total revenue and other sources</b>	<u>98,758</u>	100.00%
 <b>Expenditures:</b>		
	98,758	100.00%
 <b>Other financing uses:</b>		
Transfer out		
<b>Total expenditures and other uses</b>	<u>\$98,758</u>	100.00%
 <b>Encumbrances</b>		
<b>Ending fund balance</b>	<u><u>                    </u></u>	

# STRONG FAMILIES, STRONG FUTURE

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This fund is used to account for receipts and disbursements related to the Strong Family Strong Future Program. Revenues in this account are received from contributions and donations from local businesses. The largest portions of receipts are from the County's sheriff drug forfeitures funds. Proceeds are utilized to carry out the mission of strong families with the goal being to guide them towards a better future, both educational and financial.

FINANCIAL TRENDS				
Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel			\$98,758	100.00%
Operating				
Capital				
Totals			\$98,758	100.00%

WORK PROGRAM TRENDS				
Department Activity	2002 Actuals	2003 Actuals	2004 Projected	
		Not Applicable		

STAFFING TRENDS				
Authorized Positions	2002	Fiscal Year		2004
		2003		
Full-time employees		Not Applicable		
Part-time employees				
Totals				

## AUTHORIZED POSITION DETAIL

Not Applicable



**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
TAX OFFICE DISCRETIONARY FUND  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund is utilized to account for the receipt of funds generated from the interest earned from the Tax Assessors vehicle inventory escrow account.

	Actual Sources and Uses	Operating Budgets		Percentage Change in Budget
	FY 2002	FY 2003	FY 2004	
<b>Beginning balance</b>		\$165,312	\$131,821	-20.26%
<b>Reserve for encumbrances</b>				
<b>Revenue:</b>				
State agency revenues				
Interest revenue	\$4,087			
Other				
<b>Total revenue</b>	<u>4,087</u>			
<b>Other financing sources</b>				
Transfers in	163,428			
<b>Total revenues and other sources</b>	<u>167,515</u>			
<b>Expenditures</b>	2,203	94,969	58,200	-38.72%
<b>Other financing uses</b>				
Transfers out				
<b>Total expenditures and other uses</b>	<u>2,203</u>	<u>94,969</u>	<u>58,200</u>	-38.72%
<b>Encumbrances</b>				
<b>Ending fund balance</b>	<u>\$165,312</u>	<u>\$70,343</u>	<u>\$73,621</u>	4.66%

# TAX OFFICE DISCRETIONARY FUND

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This fund is utilized to account for the receipt of funds generated from the interest earned from the Tax Assessors vehicle inventory escrow account. The proceeds are used to conduct operations of the vehicle inventory tax division of the Tax Assessor Collectors office.

### GOAL

**Goal:** To cover the personnel and operating costs of the vehicle inventory division of the Tax Assessor Collectors office.

#### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage
				Change in Budget
Personnel		\$42,955		-100.00%
Operating	\$2,203	46,094	\$58,200	20.80%
Capital		5,920		-100.00%
	<u>\$2,203</u>	<u>\$94,969</u>	<u>\$58,200</u>	<u>-63.18%</u>

#### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Estimated
		Not Applicable	

#### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees		1	
Part-time employees			
Totals		<u>1</u>	

#### AUTHORIZED POSITION DETAIL

See Personnel Changes for this department in Appendix A.

During budget hearings, the Commissioners Court approved transferring the VIT Enforcement Director position from the Tax Office Discretionary Fund to the Tax Office, in support of the new Enforcement Collection Program.

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
TEEN COURT  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund is utilized to account for the receipt of funds obtained from filing fees for Teen Court cases and for donations from area businesses for Teen Court projects. Funds not expended in the current year roll over into the following year.

	Actual Sources and Uses	Operating Budgets		Percentage Change in Budget
	FY 2002	FY 2003	FY 2004	
<b>Beginning balance</b>	\$70	\$3,923	\$5,364	36.73%
<b>Reserve for encumbrances</b>		1,762	268	-84.79%
<b>Revenue:</b>				
Intergovernmental revenues	4,335			
Charges for services	1,481	480	2,400	400.00%
Interest revenue	6	3		-100.00%
Miscellaneous revenue		4,150		-100.00%
<b>Total revenue</b>	<u>5,822</u>	<u>4,633</u>	<u>2,400</u>	<u>-48.20%</u>
<b>Other financing sources</b>				
Transfers in				
<b>Total revenue and other sources</b>	<u>5,822</u>	<u>4,633</u>	<u>2,400</u>	<u>-48.20%</u>
<b>Expenditures</b>	1,969	5,633	7,775	38.03%
<b>Other financing uses</b>				
Transfers out				
<b>Total expenditures and other uses</b>	<u>1,969</u>	<u>5,633</u>	<u>7,775</u>	<u>38.03%</u>
<b>Encumbrances</b>		1,762	268	-84.79%
<b>Ending fund balance</b>	<u>\$3,923</u>	<u>\$1,161</u>	<u>(\$11)</u>	<u>-100.95%</u>

# TEEN COURT

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This fund is utilized to account for the receipt of funds from filing fees for Teen Court cases and for donations from area businesses for teen court projects. The proceeds are used to cover some operating costs of the Teen Court program and to provide scholarships for selected graduating seniors involved in this program.

## GOAL AND OBJECTIVE

**Goal:** To participate in community activities in order to promote the general welfare of the community and increase public awareness and education with respect to laws.

**Objective:** To implement alternate adjudication strategies for teens convicted of Class C Misdemeanors in order to assist students develop good citizenship and a respect for courts and law enforcement.

### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage
				Change in Budget
Personnel				
Operating	\$1,969	\$5,633	\$7,775	38.03%
Capital				
	<u>\$1,969</u>	<u>\$5,633</u>	<u>\$7,775</u>	38.03%

### WORK PROGRAM TRENDS

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
		Not Applicable	

### STAFFING TRENDS

Authorized Positions	2002	Fiscal Year	
		2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

### AUTHORIZED POSITION DETAIL

Not Applicable

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
THERAPEUTIC DRUG COURT PROGRAM  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund is utilized to account for the receipt and expenditure of funds received from Juror donations.

	Actual Sources and Uses	Operating Budgets		Percentage Change in Budget
	FY 2002	FY 2003	FY 2004	
<b>Beginning balance</b>		\$24	\$180	650.00%
<b>Reserve for encumbrances</b>				
<b>Revenue:</b>				
Miscellaneous revenue	\$24	100	150	50.00%
<b>Total revenue</b>	<u>24</u>	<u>100</u>	<u>150</u>	50.00%
<b>Other financing sources</b>				
Transfers in				
<b>Total revenue and other sources</b>	<u>24</u>	<u>100</u>	<u>150</u>	50.00%
<b>Expenditures</b>		100	330	230.00%
<b>Other financing uses</b>				
Transfers out				
<b>Total revenue and other uses</b>		<u>100</u>	<u>\$330</u>	230.00%
<b>Encumbrances</b>				
<b>Ending fund balance</b>	<u>\$24</u>	<u>\$24</u>		-100.00%



# THERAPEUTIC DRUG COURT PROGRAM

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This fund is utilized to account for the receipt and expenditure of funds received from Juror donations. This is only one of various funds that jurors can donate their jury pay to. The funds in this account will be utilized to offset costs of the Therapeutic Drug Court program.

## GOAL AND OBJECTIVE

**Goal:** To utilize juror donations received to offset the costs of the Therapeutic Drug court program.

**Objective:** To effectively monitor and counsel clients who are processed through the drug court program.

### **FINANCIAL TRENDS**

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage
				Change in Budget
Personnel				
Operations		\$100	\$330	-230.00%
Capital				
		<u>\$100</u>	<u>\$330</u>	<u>-230.00%</u>

### **WORK PROGRAM TRENDS**

Department Activity	2002 Actuals	2003 Actuals	2004 Projected
		Not Applicable	

### **STAFFING TRENDS**

Authorized Positions	2002	Fiscal Year	
		2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

### **AUTHORIZED POSITION DETAIL**

Not Applicable

**FISCAL YEAR 2004 OPERATING BUDGET SUMMARY  
SPECIAL REVENUE  
TOURIST PROMOTION FUNCTIONS  
WITH COMPARATIVE ACTUALS AND BUDGET**

This fund is used to account for the receipt and disbursement of hotel occupancy tax funds relating to tourism and convention in El Paso County.

	Actual Sources and Uses	Operating Budgets		Percentage Change in Budget
	FY 2002	FY 2003	FY 2004	
<b>Beginning balance</b>	\$18,115			
<b>Reserve for encumbrances</b>				
<b>Revenue:</b>				
Tax revenues	257,339			
<b>Total revenue</b>	<u>257,339</u>			
<b>Other financing sources</b>				
Transfers in				
<b>Total revenue and other sources</b>	<u>257,339</u>			
<b>Expenditures</b>	275,454			
<b>Other financing uses</b>				
Transfers out				
<b>Total revenue and other uses</b>	<u>\$275,454</u>			
<b>Encumbrances</b>				
<b>Ending fund balance</b>				

# TOURIST PROMOTION FUNCTIONS

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Hotel/motel tax collections are made in this fund. This department was privatized during the 1998 fiscal year and a private firm was hired to promote tourism in El Paso County. Beginning in fiscal year 2003, the Commissioners Court opted to not budget for tourism under this index but rather under the Coliseum Special Revenue Fund.

FINANCIAL TRENDS				
Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel				
Operating	\$275,454			
Capital				
	<u>\$275,454</u>			

WORK PROGRAM TRENDS				
Department Activity	2002 Actuals	2003 Actuals	2004 Projected	
		Not Applicable		

STAFFING TRENDS				
Authorized Positions	2002	Fiscal Year 2003	2004	
Full-time employees		Not Applicable		
Part-time employees				
Totals				

AUTHORIZED POSITION DETAIL				
Not Applicable				



# **DEBT SERVICE FUNDS**



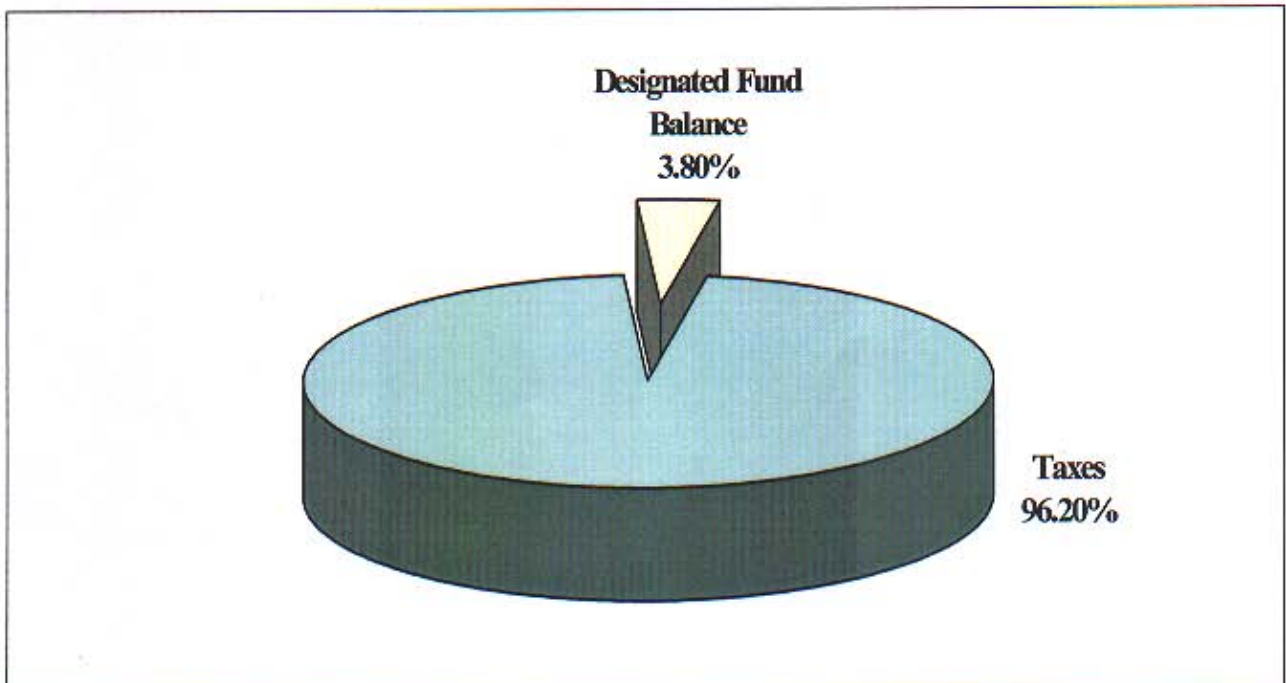
**DEBT SERVICE FUND TYPE  
OPERATING BUDGET COMPARISON  
WITH FY 2002 ACTUALS**

**CHANGES IN OPERATING BUDGETS BETWEEN FISCAL YEARS**

Under the Debt Service Fund Type, the reason for the decrease in the amount budgeted for Taxes is due to debt payment requirement changes, as shown in the amortization schedules. Although it is not reflected in the table below, designated fund balance increased from \$370,291 in fiscal year 2003, to \$601,365 in fiscal year 2004, due to excess sales tax that was received in fiscal year 2003, after the budget had been set.

	FY 2002 ACTUALS	OPERATING BUDGETS			CHANGES	
		Adopted Budget FY 2003	Total Budget FY 2003	Total Budget FY 2004	AMOUNT	%
<b>Revenues (Sources):</b>						
Taxes	\$15,230,820	\$15,487,610	\$15,487,610	\$15,235,207	(\$252,403)	-1.63%
Interest	74,710					
Miscellaneous	111					
Other Financing Sources	23,962,990		10,166,306		(10,166,306)	-1.00%
<b>Total Revenues and Other</b>						
Financing Sources	39,268,631	15,487,610	25,653,916	15,235,207	(10,418,709)	-40.61%
Beginning Fund Balances	844,661	869,695	869,695	629,586	(240,109)	-27.61%
<b>Total Available Resources</b>	<b>\$40,113,292</b>	<b>\$26,523,611</b>	<b>\$26,523,611</b>	<b>\$15,864,793</b>	<b>(\$10,658,818)</b>	<b>-40.19%</b>

**Fiscal Year 2004 Budget  
Revenue (Sources) – Debt Service Fund Type - \$15,235,207**



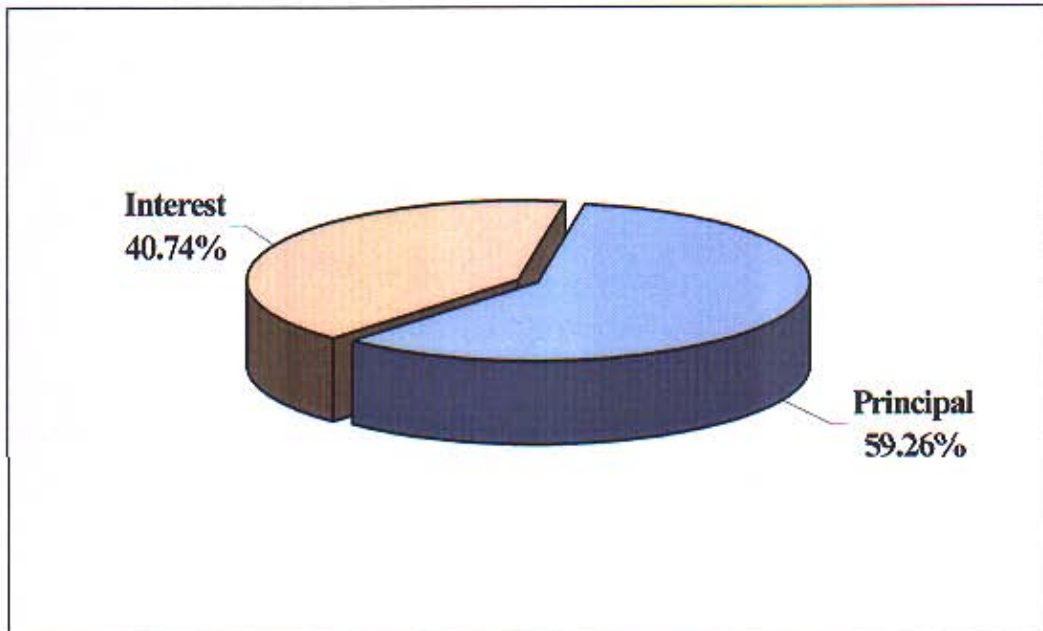
**DEBT SERVICE FUND TYPE  
OPERATING BUDGET COMPARISON  
WITH FY 2002 ACTUALS**

**CHANGES IN OPERATING BUDGETS BETWEEN FISCAL YEARS**

Under the Debt Service Fund Type, there was a change in the amortization schedules from the amount of interest and principal that must be paid, which is evident in the table below.

	FY 2002 ACTUALS	OPERATING BUDGETS			CHANGES	
		Adopted Budget FY 2003	Total Budget FY 2003	Total Budget FY 2004	AMOUNT	%
<b>Appropriations/Expenditures (Uses):</b>						
Principal	\$9,268,284	\$8,690,000	\$8,690,000	\$9,385,000	\$695,000	8.00%
Interest	7,338,989	7,167,901	6,908,890	6,451,572	(457,318)	-6.62%
Other Debt Related Costs	22,636,324		10,425,317		(10,425,317)	-100.00%
<b>Total Appropriations/Expenditures and Other Financing Uses</b>	<b>39,243,597</b>	<b>15,857,901</b>	<b>26,024,207</b>	<b>15,836,572</b>	<b>(10,187,635)</b>	<b>-39.15%</b>
Ending Fund Balances	869,695	499,404	499,404	28,221	(471,183)	-94.35%
<b>Total Appropriations, Expenditures, Other Financing Uses and Fund Balances</b>	<b>\$40,113,292</b>	<b>\$16,357,305</b>	<b>\$26,523,611</b>	<b>\$15,864,793</b>	<b>(\$10,658,818)</b>	<b>-40.19%</b>

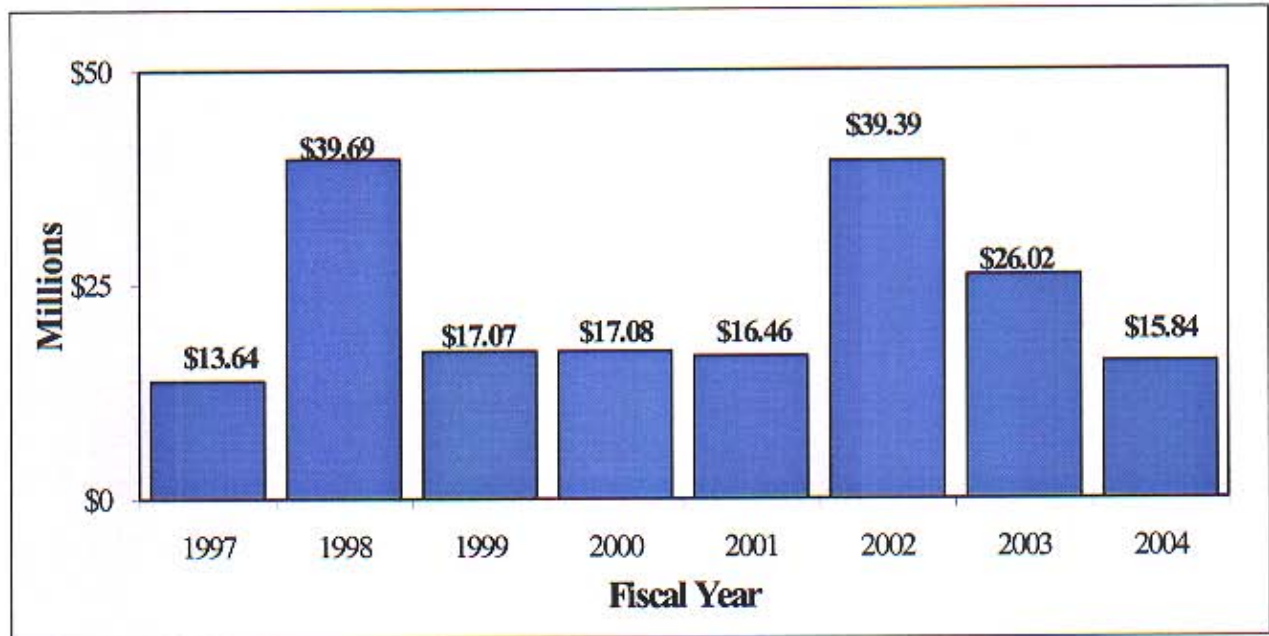
**Fiscal Year 2004 Budget  
Appropriations (Uses) – Debt Service Fund Type - \$15,836,572**



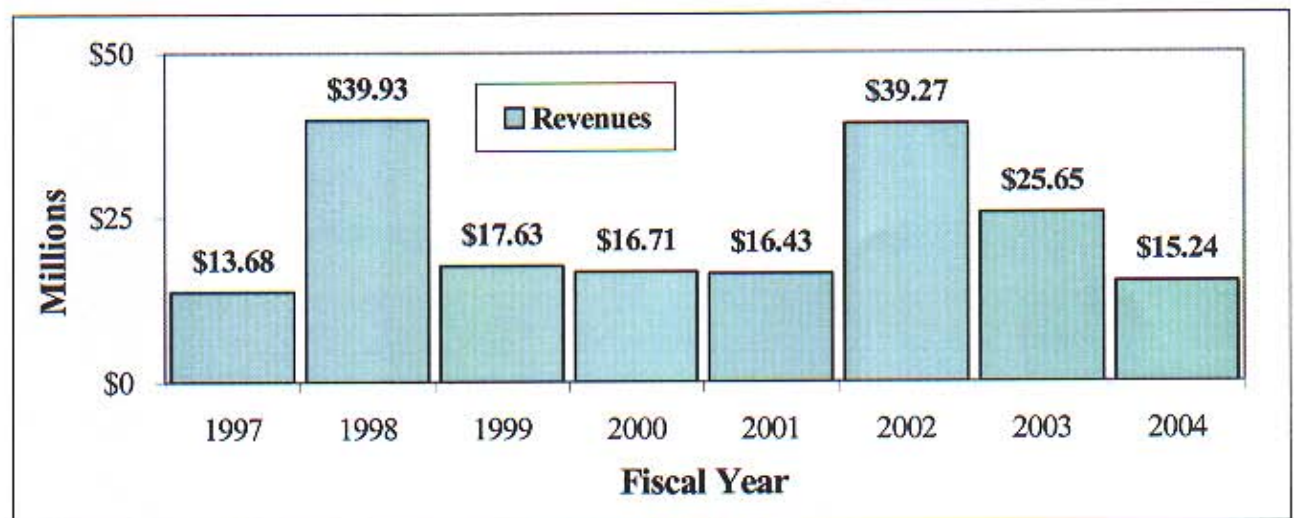
## DEBT SERVICE FUND TYPE OPERATING BUDGET COMPARISON WITH FY 2002 ACTUALS

The following tables provide information regarding the Debt Service Fund Type overall budget, and actuals for revenues/expenditures since 1997.

### Debt Service Fund Type –Budget Trends



### Revenues (Sources): Debt Service Fund Type-Revenue Trends

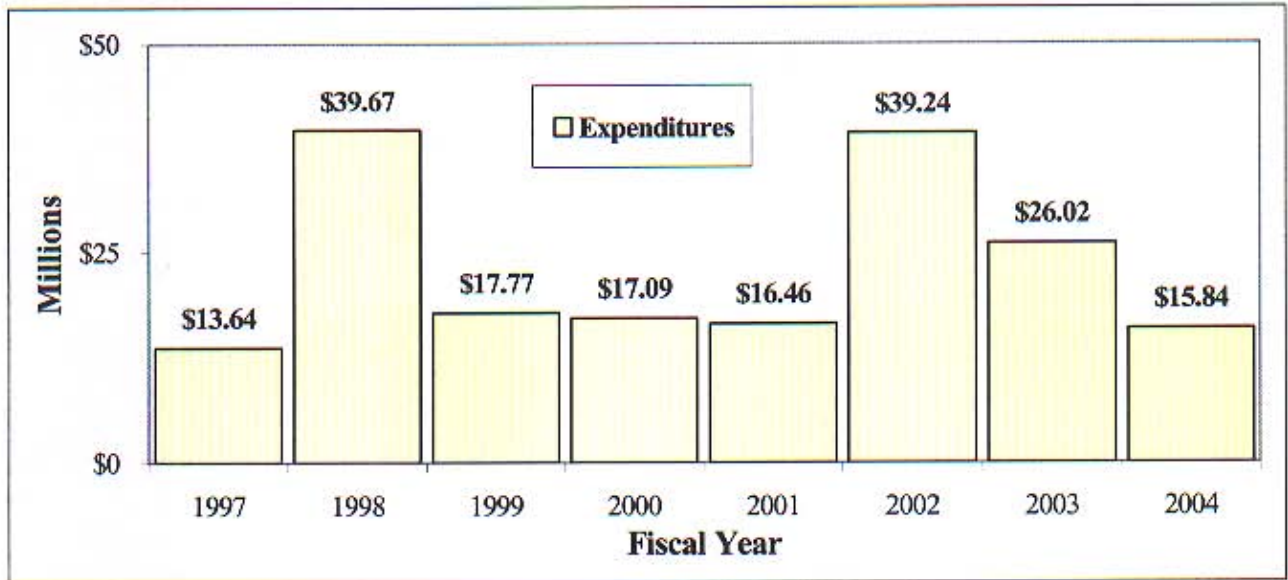


\* FY 2003 and 2004 are Budgets, 1997-2002 are Actuals



**DEBT SERVICE FUND TYPE  
OPERATING BUDGET COMPARISON  
WITH FY 2002 ACTUALS**

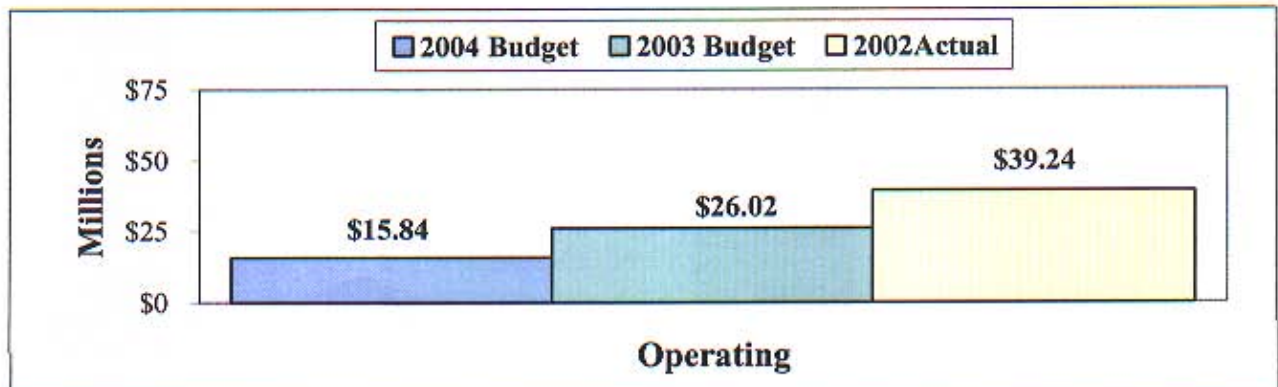
**Expenditures (Uses):  
Debt Service Fund Type – Expenditure Trends**



\* FY 2003 and 2004 are Budgets, 1997-2002 are Actuals

**SUMMARY FOR FISCAL YEAR 2004  
BY CHARACTER**

Character	FY 2002	OPERATING BUDGETS		Changes	
	Actuals	FY 2003	FY 2004	Amount	%
Operating	\$39,243,597	\$26,024,207	\$15,836,572	(\$10,187,635)	-39.15%
Total Budgets and Actuals	\$39,243,597	\$26,024,207	\$15,836,572	(\$10,187,635)	-39.15%



# DEBT SERVICE FUNDS

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Debt Service Fund is used for payment of principal and interest on General Obligation Bonds, Certificates of Obligation Bonds and other County bonded indebtedness.

FINANCIAL TRENDS				
Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel				
Operating	\$39,243,597	\$26,024,207	\$15,836,572	-39.15%
Capital				
	<u>\$39,243,597</u>	<u>\$26,024,207</u>	<u>\$15,836,572</u>	-39.15%

WORK PROGRAM TRENDS				
Department Activity	2002 Actuals	2003 Actuals	2004 Projected	
Not Applicable		Not Applicable		

STAFFING TRENDS				
Authorized Positions	2002	Fiscal Year 2003	2004	
Full-time employees		Not Applicable		
Part-time employees				
Totals				

AUTHORIZED POSITION DETAIL				
Not Applicable				



**SCHEDULE OF OUTSTANDING BONDED INDEBTEDNESS  
AS OF OCTOBER 1, 2003**

**Limited Tax Bonds**

<b><u>General Obligation Bonds:</u></b>	<b><u>Interest Rate:</u></b>	<b><u>Outstanding Debt:</u></b>
General Obligation Series 1993A	4.85-7.50%	\$3,520,000
General Obligation Refunding Series 1998	3.75-5.00%	24,845,000
General Obligation Refunding Series 2001	4.00-5.00%	18,220,000
General Obligation Refunding Series 2002	3.00-5.25%	1,330,000
General Obligation Refunding Series 2002A	3.00-4.50%	9,805,000
		<hr/> <hr/> \$57,720,000
 <b><u>Certificates of Obligation:</u></b>		
Certificate of Obligation Series 1994A	5.90-8.80%	\$820,000
Certificate of Obligation Series 1997	4.75-7.75%	7,675,000
Certificate of Obligation Series 1998	4.20-5.25%	12,205,000
Certificate of Obligation Series 2001	4.00-5.50%	33,395,000
Certificate of Obligation Series 2002	3.50-4.00%	29,495,000
		<hr/> <hr/> \$83,590,000
 <b>Total Limited Tax Bonds</b>		 <hr/> <hr/> <b>\$141,310,000</b>

The County issues general and certificate of obligation bonds to provide the resources for the acquisition and construction of capital assets. At September 30, 2003, the County had \$141,310,000 in principal outstanding debt issues, as shown above.

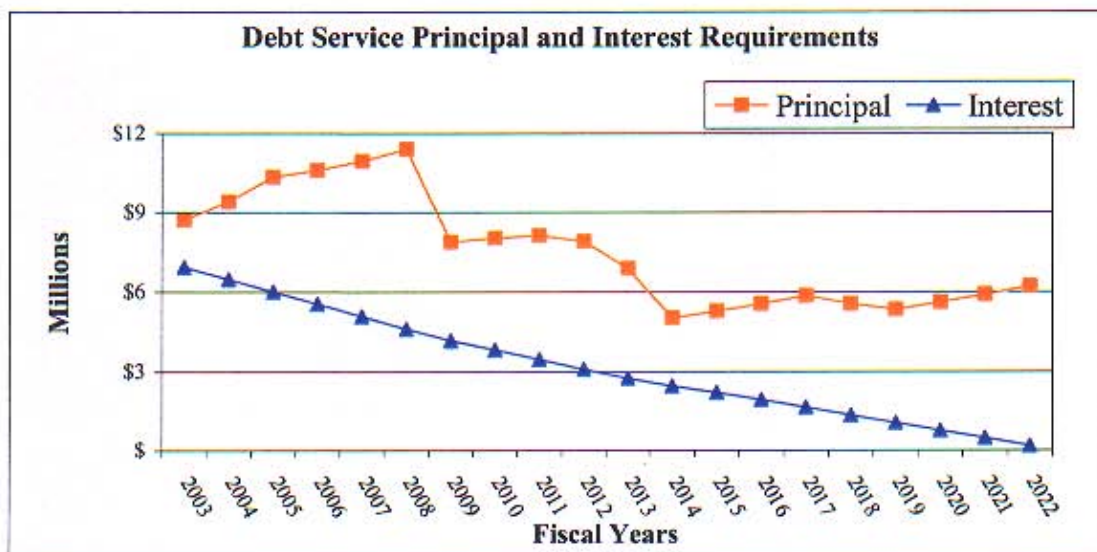
As of September 30, 2003, the County had net bonded debt amounting to \$140,407,000, an assessed value ratio of .73 percent and a debt per capita ratio of \$199.16. Under current State statute, County general bond obligation issuances are subject to a limitation of five percent of the total assessed value of real and personal property. As of September 30, 2003, the County's net general obligation bonded debt of \$140,407,000 was well below the legal limit of \$965,896,000. The tables and charts on the following pages depict the legal and adopted debt limits, as well as assessed property values and tax rates.

Both Moody's Investors Service and Standards & Poors reaffirmed bond ratings as a stable outlook in El Paso on the bonds mentioned above with ratings of A1 and AA- respectively. Overall, both ratings reflect the County's current stable credit position that depends upon adequate operating margins and fund balance reserves. With regards to the County's bond ratings, ratings may be changed, suspended or withdrawn as a result of changes in, or unavailability of information.

## DEBT SERVICE PRINCIPAL AND INTEREST REQUIREMENTS FOR FISCAL YEARS 2003 - 2022

The following table and chart show the debt service principal and interest requirements through fiscal year 2022.

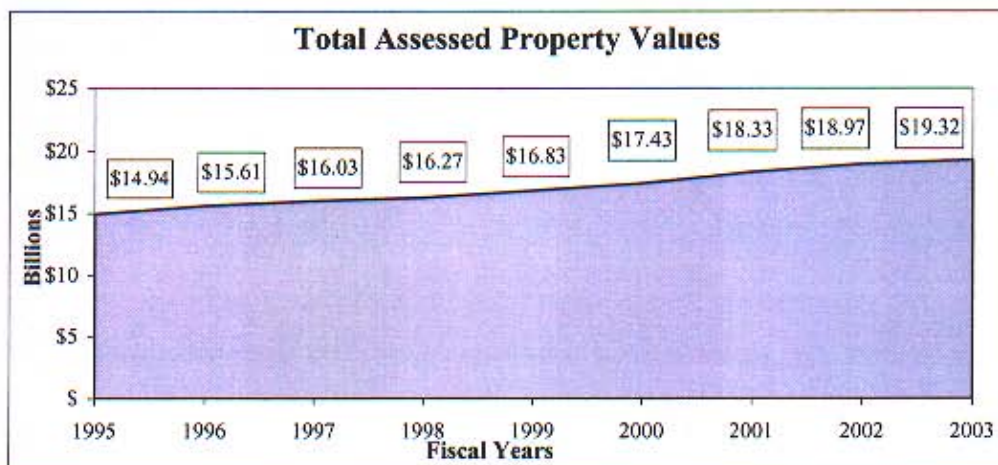
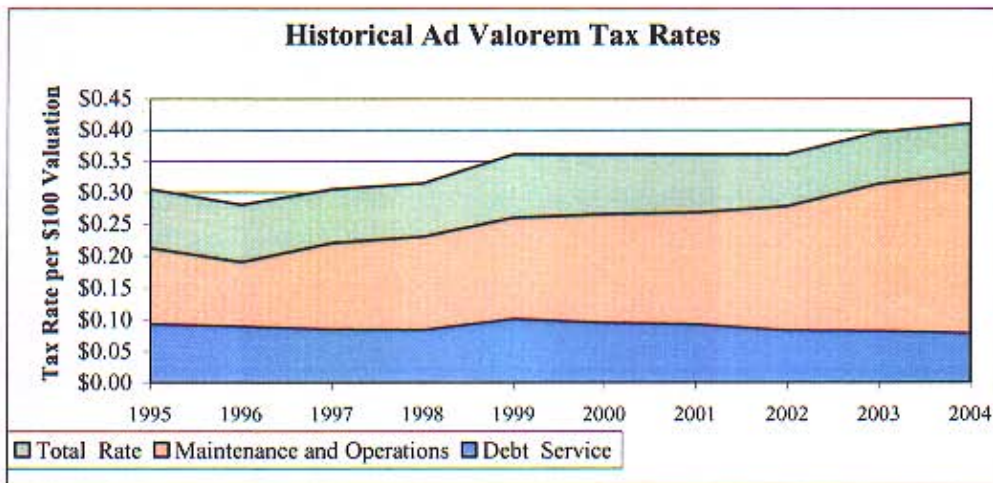
Fiscal Year	Principal	Interest	Total	
2003	\$8,690,000	\$6,908,886	\$15,598,886	
2004	9,385,000	6,451,572	15,836,572	
2005	10,325,000	5,985,006	16,310,006	
2006	10,570,000	5,522,878	16,092,878	
2007	10,920,000	5,064,034	15,984,034	
2008	11,380,000	4,576,027	15,956,027	
2009	7,840,000	4,147,155	11,987,155	
2010	8,000,000	3,798,305	11,798,305	
2011	8,095,000	3,436,318	11,531,318	
2012	7,870,000	3,070,921	10,940,921	
2013	6,845,000	2,722,405	9,567,405	
2014	4,995,000	2,433,369	7,428,369	
2015	5,245,000	2,184,584	7,429,584	
2016	5,525,000	1,911,513	7,436,513	
2017	5,825,000	1,615,048	7,440,048	
2018	5,525,000	1,316,563	6,841,563	
2019	5,310,000	1,031,651	6,341,651	
2020	5,590,000	748,476	6,338,476	
2021	5,880,000	456,250	6,336,250	
2022	6,185,000	154,625	6,339,625	
		\$150,000,000	\$63,535,586	\$213,535,586



During the fiscal year 2003, the County made payments of \$8,690,000 on principal, and \$6,908,886 for interest; \$10,138,760 for refinancing bonds and \$204,648 for bond issuance costs, totaling \$25,942,294 on existing debt.

**SCHEDULE OF TOTAL ASSESSED PROPERTY  
VALUES AND PROPERTY TAX RATES  
(AMOUNTS EXPRESSED IN THOUSANDS)**

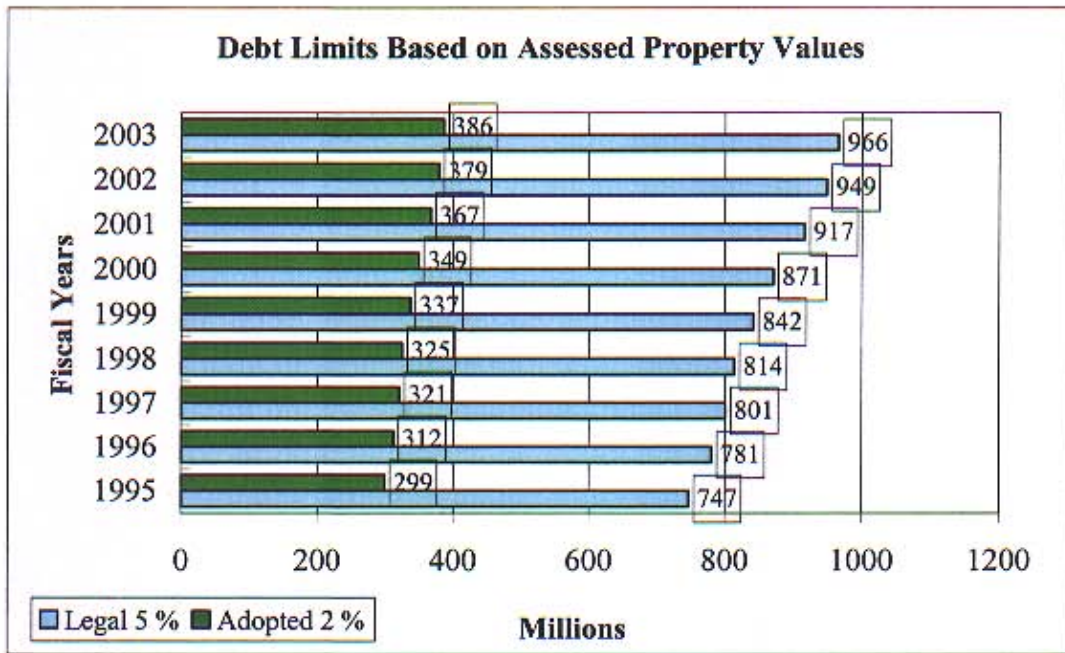
Fiscal Year	Total Assessed Property Values	Tax Rates per \$100/Valuation			Debt Limits Based on Net Property Values	
		Maintenance and Operations	Debt Service	Total Rate	Legal 5%	Adopted 2%
1995	\$14,939,562	\$0.212150	\$0.093250	\$0.305400	\$746,978	\$298,791
1996	\$15,611,797	\$0.190764	\$0.089582	\$0.280346	\$780,590	\$312,236
1997	\$16,027,841	\$0.220215	\$0.085185	\$0.305400	\$801,392	\$320,557
1998	\$16,274,987	\$0.230603	\$0.084397	\$0.315000	\$813,749	\$325,500
1999	\$16,834,100	\$0.260211	\$0.101223	\$0.361434	\$841,705	\$336,682
2000	\$17,426,643	\$0.265855	\$0.095579	\$0.361434	\$871,332	\$348,533
2001	\$18,332,712	\$0.268593	\$0.092841	\$0.361434	\$916,636	\$366,654
2002	\$18,973,117	\$0.278269	\$0.083165	\$0.361434	\$948,656	\$379,462
2003	\$19,317,918	\$0.314349	\$0.082261	\$0.396610	\$965,896	\$386,358
2004	Not Available	\$0.331952	\$0.078865	\$0.410817		



The general and certificate of obligation bonds are direct obligations of the County, payable from the levy and collection of a direct and continuing ad valorem tax, within the limits prescribed by law, on all taxable property within the County in an amount sufficient to provide payment of principal and interest. All general and certificate of obligation bonds have principal maturities on February 15<sup>th</sup>, with interest payable semi-annually on February and Augusts 15<sup>th</sup>.

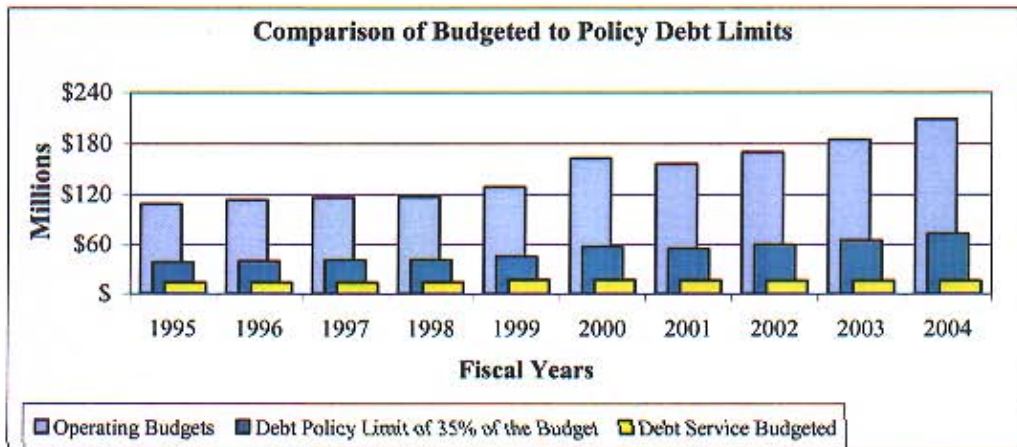


**SCHEDULE OF DEBT LIMITS AND BUDGETS  
(AMOUNTS EXPRESSED IN THOUSANDS)**



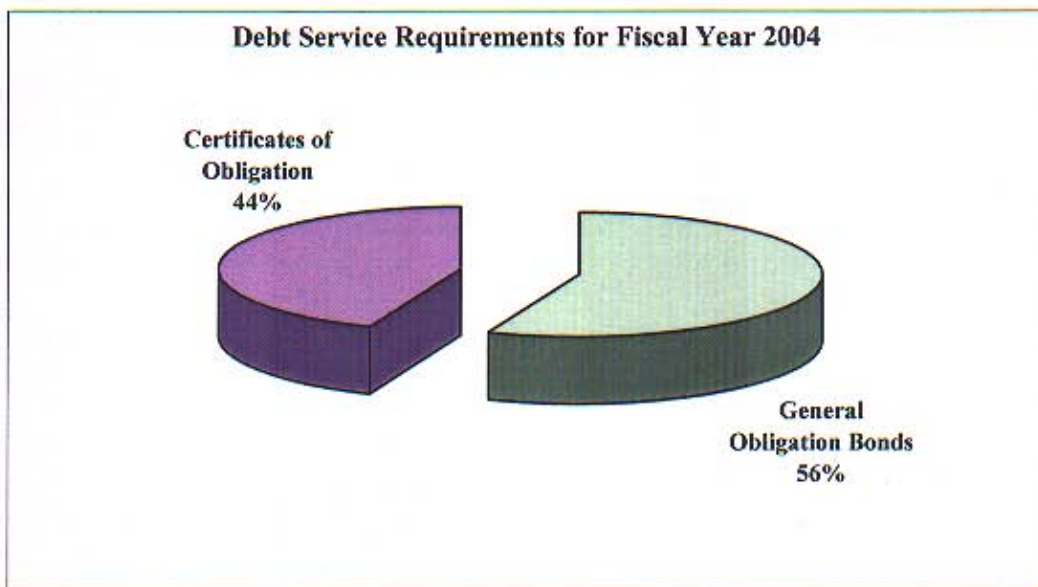
**BUDGETED AND POLICY DEBT LIMITS  
(AMOUNTS EXPRESSED IN THOUSANDS)**

Fiscal Years	Operating Budgets	Debt Policy Limit of 35% of the Budget	Debt Service Budgeted	Debt Service as a % of the Budget
1995	\$108,330	\$37,916	\$13,759	12.70%
1996	\$112,991	\$39,547	\$13,738	12.16%
1997	\$116,085	\$40,630	\$13,738	11.83%
1998	\$116,874	\$40,906	\$14,200	12.15%
1999	\$128,868	\$45,104	\$17,068	13.24%
2000	\$162,816	\$56,986	\$17,081	10.49%
2001	\$156,264	\$54,692	\$16,463	10.54%
2002	\$169,923	\$59,473	\$15,881	9.35%
2003	\$184,798	\$64,679	\$15,857	8.58%
2004	\$208,411	\$72,944	\$15,837	7.60%



## DEBT SERVICE REQUIREMENTS FOR FISCAL YEAR 2004

<u>General Obligation Bonds</u>	<u>Fiscal Year 2004 Budget</u>
General Obligation Jail Bond 1993A	\$1,855,255
General Obligation Refunding Series 1998	1,573,275
General Obligation Refunding Series 2001	4,026,900
General Obligation Refunding Series 2002	49,963
General Obligation Refunding Series 2002A	1,378,313
	<b>\$8,883,706</b>
<u>Certificates of Obligation</u>	
Certificate of Obligation Series 1994	\$432,350
Certificate of Obligation Series 1997	757,732
Certificate of Obligation Series 1998	1,596,878
Certificate of Obligation Series 2001	2,740,714
Certificate of Obligation Series 2002	1,425,192
	<b>\$6,952,866</b>
<b>TOTAL DEBT SERVICE REQUIREMENTS</b>	<b>\$15,836,572</b>



The Debt Service requirements for fiscal year 2004 total \$15,836,572. Of this amount, \$9,385,000 represents principal and \$6,451,572 interest. The debt to be repaid in 2004 is for payments to refund portions of the original bonds issued for park improvement and construction of the Ascarate Park swimming pool, to construct the Jail Annex, for courthouse expansion and parking, Fabens Port of Entry and the purchase of election equipment.



# **Description of Indebtness**

## **October 1, 2003**

### **General Obligation Refunding, Series 1985**

This fund is used for payment of principal and interest on bonds issued to pay for expenditures incurred by capital project for the construction of the jail.

### **General Obligation Refunding, Series 1992**

This fund is used for the payment of principal and interest on bonds issued to pay a settlement on the Sports Facility and Refunding Variable Rate Demand General Obligation Certificate of Obligation, Series 1988.

### **Certificate of Obligations, Series 1992A**

This fund is used for the payment of principal and interest on bonds issued to pay expenditures incurred for the improvement of the jail and construction of Ascarate Park Swimming Pool.

### **General Obligation Refunding, Series 1992B**

This fund is used for the payment of principal and interest on bonds issued to advance refund portions of the General Obligation Refunding Bonds, Series 1985, 1986B, 1986 and General Obligation Bonds, Series 1986A.

### **General Obligation, Series 1993A**

This fund is used for the payment of principal and interest on bonds issued to construct a Jail Annex Facility to house prisoners and to alleviate overcrowding of the main County Sheriff Detention Facility in Downtown El Paso.

### **General Obligation Refunding Bonds, Series 1993B**

This fund is used for the payment of principal and interest on bonds issued to advance refund portions of the General Obligation Bonds, Series 1986A, 1986B, 1988, and Certificates of Obligation, Series 1990. The Parking Facilities Revenue Certificates of Obligation, Series 1989 were fully refunded.

### **Certificates of Obligation, Series 1993**

This fund is used for the payment of principal and interest on bonds issued to pay contractual obligations incurred for the purchase of equipment for various County departments and for improvements to certain County owned land.

# **Description of Indebtness**

## **October 1, 2003**

### **General Obligation Refunding Bonds, Series 1993C**

This fund is used for the payment of principal and interest on bonds issued to advance refund portions of the General Obligation Bonds, Series 1986-A and Certificates of Obligation, Series 1990.

### **Certificates of Obligation, Series 1994A**

This fund is used for the payment of principal and interest on bonds issued to pay contractual obligations incurred for the construction of public works, the purchase of materials, supplies, equipment, machinery, buildings, land, rights of way for authorized needs and purposes, constructing, renovating and improving county owned buildings.

### **Certificate of Obligation, Series 1997**

This fund is used for the payment of principal and interest on bonds issued to pay contractual obligations incurred for the construction and equipping of the addition to the County's Jail Annex, juvenile administration building, public works, an automatic sprinkler system for Ascarate Park, improvements to the County's parks and the purchase of materials, supplies, equipment and machinery relating to the park system.

### **Certificate of Obligation, Series 1998**

This fund is used for the payment of principal and interest on bonds issued to pay contractual obligations to be incurred for additions, renovations and equipment for the County Courthouse and other County facilities, for additions and improvements to the County's computer and data processing system, for improvements and furnishings for the County's computer center.

### **General Obligation Refunding Bonds, Series 1998**

This fund is used for the payment of principal and interest on bonds issued to advance refund portions of Certificates of Obligation, series 1990, Series 1992-A, Series 1994 and General Obligation Jail Bonds, Series 1993-A.

### **General Obligation Refunding Bonds, Series 2001**

This fund is used for the payment of principal and interest on bonds issued to refund portions of General Obligation Refunding Bonds Series 1992, Certificate of Obligation Series 1992-A, and General Obligation Refunding Bonds Series 1992-B.



# **Description of Indebtness**

## **October 1, 2003**

### **General Obligation Refunding Bonds, Series 2002**

This fund is used for the payment of principal and interest on bonds issued to refund portions of Certificates of Obligation, series 1998.

### **Certificate of Obligation, Series 2001**

This fund is used for the payment of principal and interest on bonds issued to pay contractual obligations to be incurred for courthouse expansion, courthouse parking, park improvements, courthouse capital needs, an eastside regional park, rural parks, animal shelter, Fabens Port of Entry, coliseum, other County facility renovations, purchase of land and election equipment.

### **Certificate of Obligation, Series 2002**

This fund is used for the payment of principal and interest on bonds issued to pay contractual obligations to be incurred for courthouse expansion and courthouse parking, courthouse capital needs and improvements of the County's water infrastructure.

### **General Obligation Refunding Bonds, Series 2002A**

This fund is used for the payment of principal and interest on bonds issued to refund portions of General Obligation Refunding 1993B And 1993C.



# **CAPITAL PROJECTS FUNDS**



**CAPITAL PROJECTS FUND TYPE  
OPERATING BUDGET COMPARISON  
WITH FY 2002 ACTUALS**

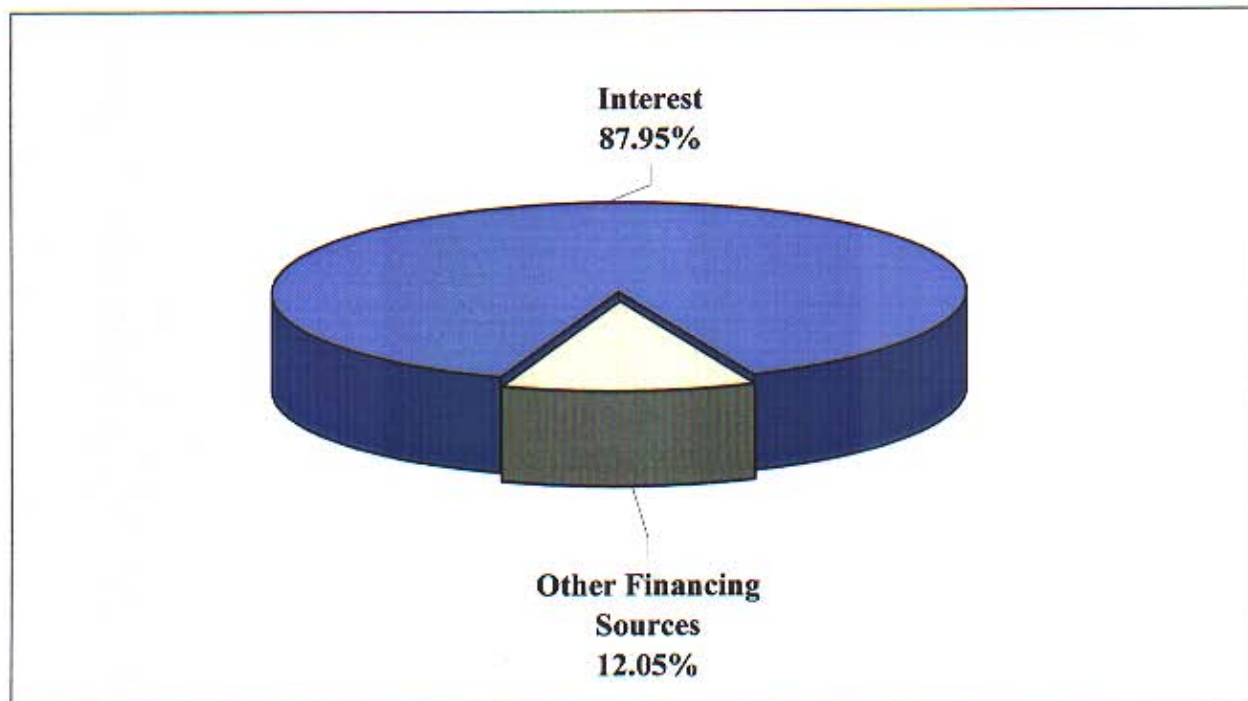
**CHANGES IN OPERATING BUDGETS BETWEEN FISCAL YEARS**

	OPERATING BUDGETS			CHANGES	
	FY 2002 Actuals	Total Budget FY 2003	Total Budget FY 2004	AMOUNT	%
<b>Revenues (Sources):</b>					
Interest	\$652,134	\$972,500	\$291,875	(\$680,625)	-69.99%
Miscellaneous Revenues	28,771				
Other Financing Sources	65,522,510		40,000	40,000	100.00%
<b>Total Revenues and Other Financing Sources</b>	<b>66,203,415</b>	<b>972,500</b>	<b>331,875</b>	<b>(640,625)</b>	<b>-65.87%</b>
Beginning Carryover	4,787,637	61,736,589	46,535,941	(15,200,648)	-24.62%
<b>Total Available Resources</b>	<b>\$70,991,052</b>	<b>\$62,709,089</b>	<b>\$46,867,816</b>	<b>(\$15,841,273)</b>	<b>-25.26%</b>

**INTEREST AND OTHER FINANCING SOURCES**

Interest is budgeted at a lower rate for fiscal year 2004, mostly due to lower interest rate projections for 2004. Other Financing Sources was budgeted at \$40,000 for a transfer in from the General Fund to fund vehicle purchases for the Constables.

**Fiscal Year 2004 Budget  
Revenues (Sources) – Capital Projects Fund Type - \$331,875**



**CAPITAL PROJECTS FUND TYPE  
OPERATING BUDGET COMPARISON  
WITH FY 2002 ACTUALS**

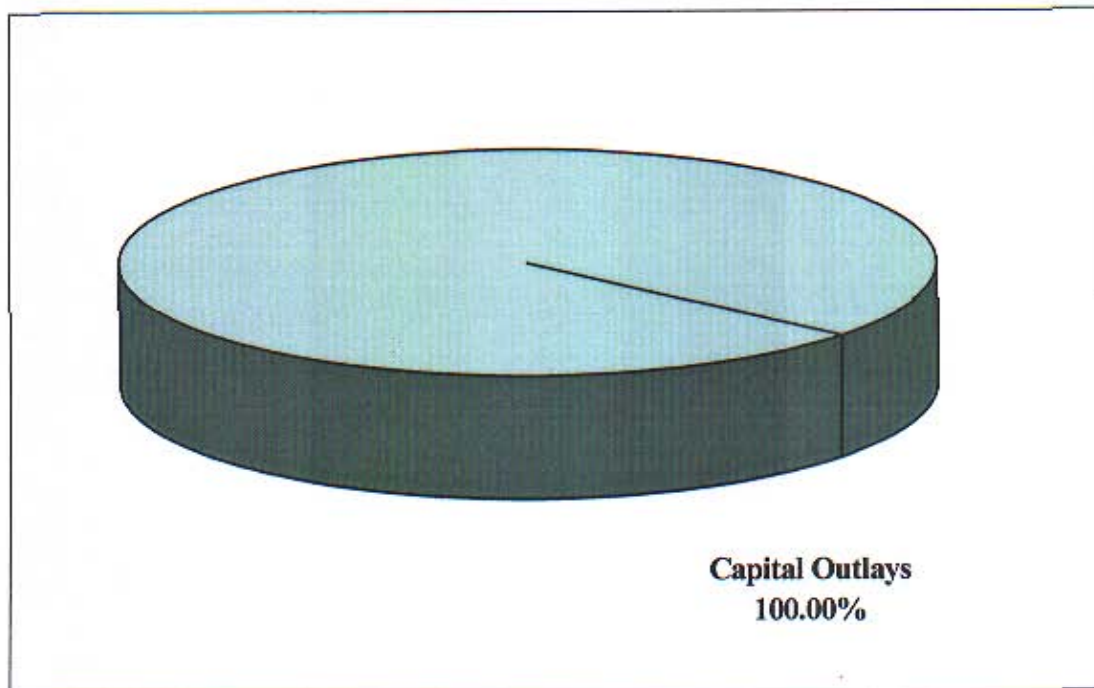
**CHANGES IN OPERATING BUDGETS BETWEEN FISCAL YEARS**

	OPERATING BUDGETS			CHANGES	
	FY 2002 Actuals	Total Budget FY 2003	Total Budget FY 2004	AMOUNT	%
<b>Appropriations/Expenditures (Uses):</b>					
Capital Outlays	\$9,254,463	\$1,458,442	\$422,409	(\$1,036,033)	-71.04%
<b>Total</b>					
<b>Appropriations/Expenditures</b>	9,254,463	1,458,442	422,409	(1,036,033)	-71.04%
Encumbrances		711,342	883,897	172,555	24.26%
Ending Carryover	61,736,589	60,539,305	45,561,510	(14,977,795)	-24.74%
<b>Total</b>					
<b>Appropriations/Expenditures and Carryover</b>	\$70,991,052	\$62,709,089	\$46,867,816	(\$15,841,273)	-25.26%

**CAPITAL OUTLAYS**

Under the Capital Projects Fund Type, appropriations for fiscal year 2004 decreased due to no new bond issuances for fiscal year 2004.

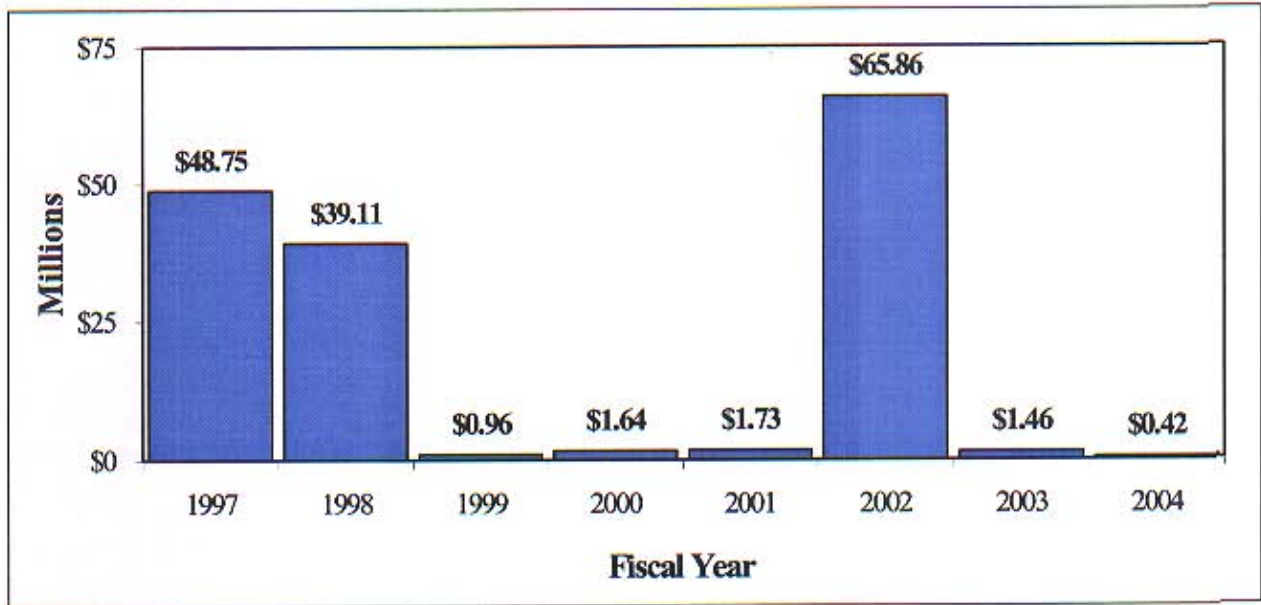
**Fiscal Year 2004 Budget  
Appropriations (Uses) – Capital Projects Fund Type - \$422,409**



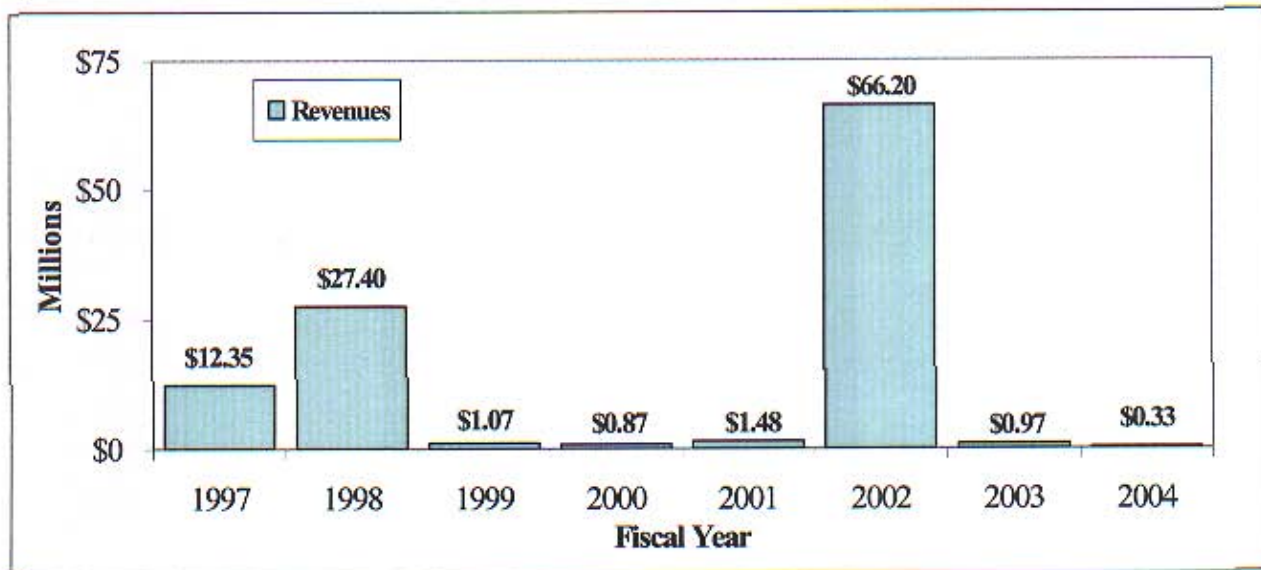
## CAPITAL PROJECTS FUND TYPE OPERATING BUDGET COMPARISON WITH FY 2002 ACTUALS

The following tables provide information regarding the Capital Project Fund Type overall budgets and revenue/expenditure actuals since fiscal year 1997.

### Capital Projects Fund Type – Budget Trends



### Revenues (Sources): Capital Projects Fund Type-Revenue Trends

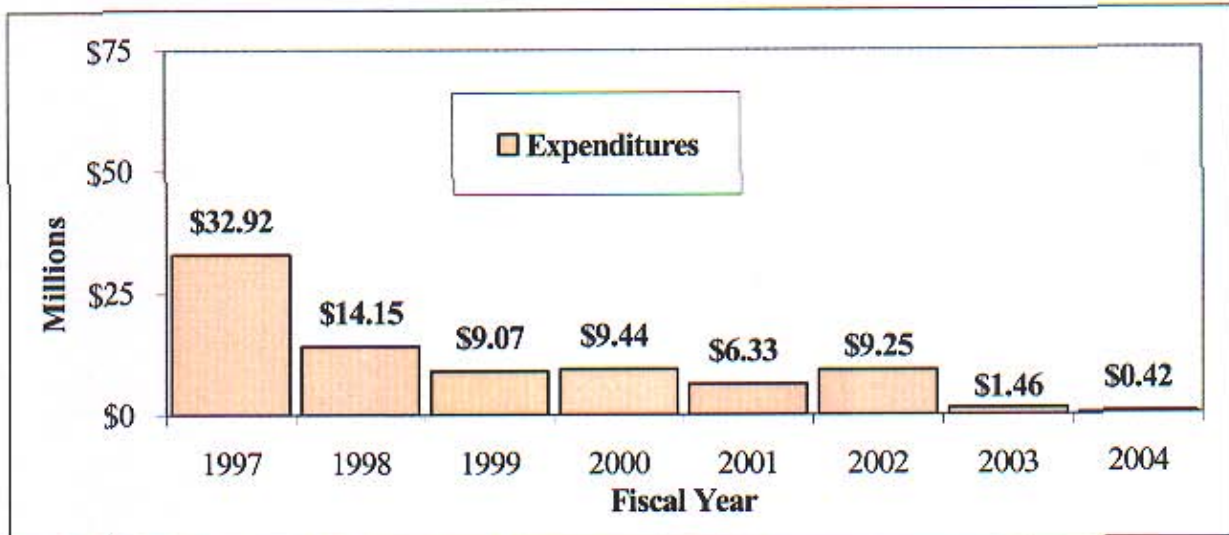


\* FY 2003 and 2004 are Budgets, 1997-2002 are Actuals



**CAPITAL PROJECTS FUND TYPE  
OPERATING BUDGET COMPARISON  
WITH FY 2002 ACTUALS**

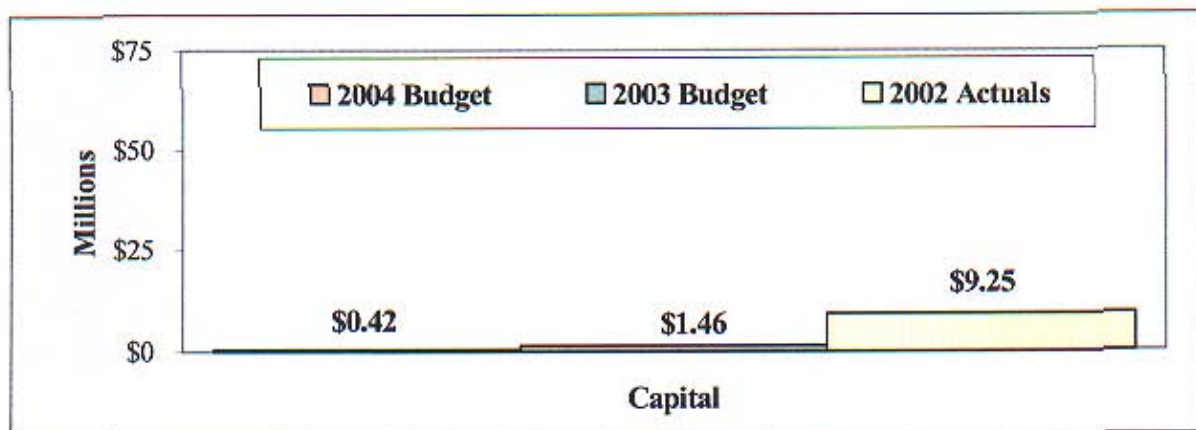
**Capital Projects Fund Type – Expenditure Trends**



\*FY 2003 and 2004 are Budgets, 1997-2002 are Actuals

**SUMMARY FOR FISCAL YEAR 2004  
BY CHARACTER**

Character	FY 2002	OPERATING BUDGETS		Changes	
	Actuals	FY 2003	FY 2004	Amount	%
Capital	\$9,254,463	\$1,458,442	\$422,409	(\$1,036,033)	-71.04%
<b>Total Budgets and Actuals</b>	<b>\$9,254,463</b>	<b>\$1,458,442</b>	<b>\$422,409</b>	<b>(\$1,036,033)</b>	<b>-71.04%</b>



# CAPITAL PROJECT FUNDS

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Capital Projects fund is used to account for expenditures related to acquisitions of new fixed assets through construction and renovation or betterment of existing fixed assets. Capital Projects are generally budgeted on a project basis in the year that the project begins with subsequent budget revisions or additions only upon identification of new resources for the project as approved by the Commissioners Court.

### FINANCIAL TRENDS

Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel				
Operating				
Capital	\$9,254,463	\$1,458,442	\$422,409	-71.04%
	<u>\$9,254,463</u>	<u>\$1,458,442</u>	<u>\$422,409</u>	<u>-71.04%</u>

### WORK PROGRAM TRENDS

Department Activity	2002 Actual	2003 Actuals	2004 Projected
		Not Applicable	

### STAFFING TRENDS

Authorized Positions	2002	Fiscal Year 2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

### AUTHORIZED POSITION DETAIL

Not Applicable

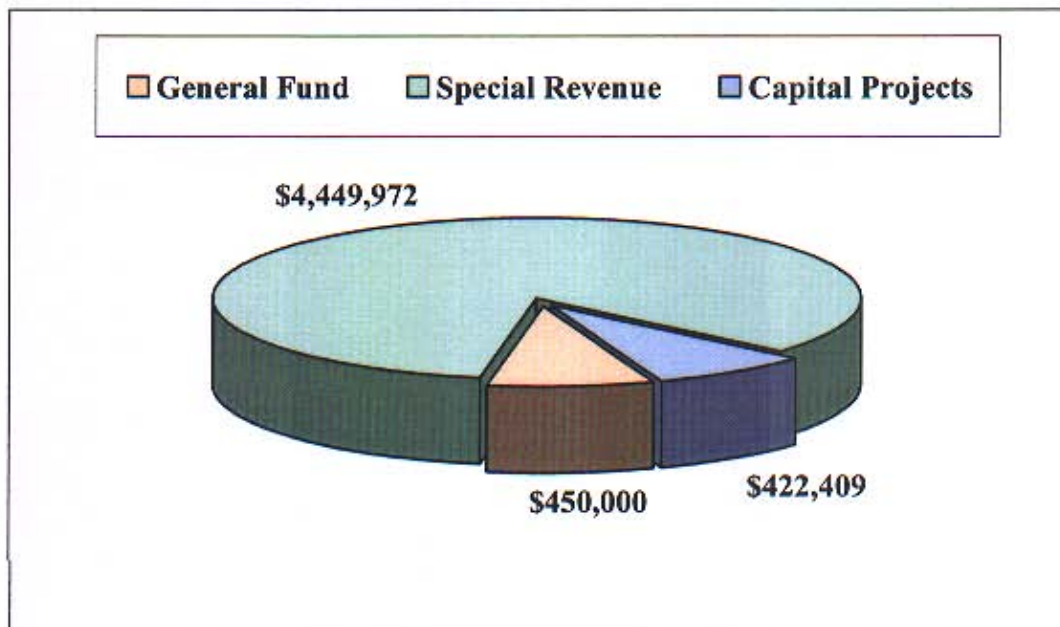


# CAPITAL PROJECT PLANNING

## OVERVIEW

The County of El Paso adopted its fiscal year 2004 operating budget which includes only minimal capital outlay appropriations at the departmental level. Ten years ago, the Commissioners Court issued Certificates of Obligation in the amount of \$3,210,000 for capital equipment and improvements for various County departments and projects to be repaid from ad valorem property taxes. In past years, all departmental capital outlay requests were budgeted and paid for with appropriations in each respective departmental budget. In fiscal year 2000, the County worked on establishing a capital improvement plan, which would be maintained on a yearly basis enabling the County to more adequately maintain its major equipment and vehicle fleet. Consequently, Commissioners Court issued Certificates of Obligation in the amount of \$22,644,998 for various projects, \$5,049,277 of which was to cover County-wide equipment and vehicle requests. Additional projects resulting from this issue included \$9,244,217 for a County-wide data processing upgrade, \$6,564,060 for the build out of the 5<sup>th</sup> and 7<sup>th</sup> floors of the County Courthouse and improvements to the 2<sup>nd</sup> and 4<sup>th</sup> floors, \$1,383,502 for County Coliseum renovations, and \$403,942 for the construction or purchase of a new building for the Agricultural Co-op Extension Service. Currently, Capital Projects are budgeted on a project basis in the year of funding or when bond proceeds are received. On October 1, 2003 approximately \$46,800,977 of appropriations carried forward with regards to Capital Projects in progress, a major portion of this is for the projects, which were appropriated in fiscal year 2003. Of the County's total fiscal year 2004 budget, \$5,322,381 represents new Capital Project budgets by the County as reflected in the pie chart below. Capital expenditures projected for fiscal year 2004 are categorized as shown in the next page by fund, program and department including carryover Capital Project appropriations.

### 2004 Capital Budget (Excluding Carryover)



<b>Fund</b>	<b>Program/Department</b>	<b>Amount</b>	<b>Purpose</b>
-------------	---------------------------	---------------	----------------

**New Appropriations for Fiscal Year 2004**

<b>General Fund</b>	<b><u>General Government</u></b>		
	General and Administrative Account	\$400,000	Equipment - Contingency
	General and Administrative Account	50,000	Land for Cemetery
		<u>\$450,000</u>	
<b>Special Revenue</b>	<b><u>Administration of Justice</u></b>		
	D.A. Special Account	\$40,000	Miscellaneous Equipment
	Justice Court Technology Fund	102,046	Miscellaneous Equipment
	<b><u>Culture and Recreation</u></b>		
	Ascarate Park Improvement	1,165,880	Ascarate Park Improvements
	Coliseum Special Revenue	207,896	Furniture Fixtures and Vehicles
	<b><u>General Government</u></b>		
	County Clerk Records Archives	175,000	Miscellaneous Equipment
	County Clerk Vital Statistics	40,000	Miscellaneous Equipment
	Records Management	232,600	Miscellaneous Equipment
	<b><u>Public Safety</u></b>		
	Commissary Inmate Profit	300,000	Equipment for Inmate Recreation Room and Leisure Library & furniture & fixtures
	Juvenile Probation Special Revenue	52,550	Miscellaneous Equipment
	<b><u>Public Works</u></b>		
	Road and Bridge	2,134,000	Construction for Canutillo Drainage Project and Heavy Duty Equipment
		<u>\$4,449,972</u>	
<b>Capital Projects</b>	County Capital Improvements	\$150,024	Supplemental Funding Based on Interest Projections
	County Capital Projects 2001	105,000	Supplemental Funding Based on Interest Projections
	County Capital Projects 2002	155,254	Supplemental Funding Based on Interest Projections
	County Courthouse 1998	12,131	Supplemental Funding Based on Interest Projections
	<b>Total Budgeted Capital Projects</b>	<u>\$422,409</u>	
	<b>Total New Appropriations for Fiscal Year 2004</b>	<u>\$5,322,381</u>	
	<b><u>Carryover Appropriation Projects:</u></b>		
	Agricultural Co-op Building	\$55	Various Equipment Needs of County Departments
	Ascarate Sprinkler	155,214	Various Equipment Needs of County Departments
	Capital Outlays	2	Various Equipment Needs of County Departments. To be Closed in Fiscal Year 2004



<b>Fund</b>	<b>Program/Department</b>	<b>Amount</b>	<b>Purpose</b>
	Capital Outlays 1998	2,879	Various Equipment Needs of County Departments
	Coliseum Capital Projects 2002	1,842,506	Improvements to the County Coliseum
	Coliseum Renovations	2,250	Renovations and Improvements to the County Coliseum
	County Capital Improvements	512,970	Various Equipment & Vehicle Needs of County Departments
	County Capital Projects 2001	10,019,286	Various Equipment Needs of County Departments
	County Capital Projects 2002	28,211,522	Coliseum, Rural Parks, Election Equipment, etc., Construction of Annex & Parking Garage
	County Courthouse 1995	205,517	Various Equipment Needs of County Departments
	County Courthouse 1998	982,760	Various Equipment Needs of County Departments & Construction of Animal Shelter
	County Courthouse 2002	5,002	Building Renovations & Furniture
	Courthouse Furnishings	1	Various Equipment Needs of County Departments. To Be Closed in FY 2004
	Data Processing upgrade	17,097	Upgrading Hardware and Software County Wide
	Eastlake & Old Hueco Tanks Road Project	9,309	Various Equipment Needs of County Departments
	Elections 2002	5,019	New Electronic Voting Equipment
	Fabens Port of Entry 2002	442,844	Development of a Fabens Port of Entry
	ITD Up-Grade	709,863	Upgrading Hardware and Software County Wide
	Jail Annex	117,465	New Jail Detention Facility in East El Paso
	Jail Annex Module	4,237	New Pod for Jail Facility in East El Paso
	Jail Improvements	32,834	Improvements to the County Jail & Various Equipment Needs of County departments
	Juvenile Probation Administration Building	20,160	Construction of an Administration Building & Various Equipments Needs of County Departments
	Landmark Building	9,502	Various Equipment Needs of County Departments

<b>Fund</b>	<b>Program/Department</b>	<b>Amount</b>	<b>Purpose</b>
-------------	---------------------------	---------------	----------------

	Landmark Building 2002	221,797	Demolition of Landmark Building
	Lower Valley Parks	2,484,400	Lower Valley Parks Renovations and Improvements
	North East Annex	421,200	Construction of a North East Courthouse Annex
	Park Improvements	84,964	Renovations and Improvements to County Parks
	Road and Bridge Warehouse	1,381	Various Equipment Needs of County Departments
	San Elizario Jail 2002	72,300	Jail Improvements and Renovations
	Sportspark	101,399	Renovation of Eastside Sportspark Facility
	Time and Attendance	<u>105,242</u>	Electronic Time and Attendance System
	<b>Total Carryover Appropriation Projects</b>	<b><u>\$46,800,977</u></b>	
	<b>Total County Capital Expenditures Budgeted</b>	<b><u>\$52,123,358</u></b>	

# IMPACT OF CAPITAL PROJECTS ON THE OPERATING BUDGET

## 1. Agricultural Co-op Building:

This project involves capital expenditures for the construction or purchase of a building to house the Agricultural Co-op Extension Service. Commissioners Court concluded that it would be more cost efficient to either construct or purchase a building rather than leasing year after year. Bond proceeds in the amount of \$403,942 were to be used to finance this project. Additional cost to date has been funded from interest generated. Since Commissioners Court was unable to decide on a suitable site for the building these funds have been re-designated for the purchase of equipment to meet departmental needs.

<b>Cost to date:</b>	<b>\$476,080</b>
<b>Fund:</b>	<b>Capital Projects Fund</b>
<b>Operating Budget Impact:</b>	
<b>Personnel:</b>	<b>None</b>
<b>Operating:</b>	<b>None</b>
<b>Capital:</b>	<b>None</b>
<b>Department:</b>	<b>Various</b>

## 2. Ascarate Park Sprinkler System:

This relates to capital expenditures for the addition of a new sprinkler system at the Ascarate Golf Course located inside Ascarate Regional Park. This sprinkler system was proposed to better develop the golf course greens and fairways thereby enhancing the quality of the Course. Bond proceeds in the amount of \$500,000 were to be used to construct this system. These funds have since been pledged to change the scope of the project to fund equipment needs of the County, to include the park and golf course.

<b>Cost to date:</b>	<b>\$487,398</b>
<b>Fund:</b>	<b>Capital Projects Fund</b>
<b>Operating Budget Impact:</b>	
<b>Personnel:</b>	<b>None</b>
<b>Operating:</b>	<b>None</b>
<b>Capital:</b>	<b>None</b>
<b>Department:</b>	<b>Ascarate Park, Information Technology Department, Golf Course</b>

## 3. Capital Outlays:

This relates to a variety of capital expenditures for various departments and projects of the County such as computer software, office machines, other equipment, and vehicle funding by contractual obligation in fiscal year 1994 rather than within each departmental budget.

<b>Cost to date:</b>	<b>\$3,516,365</b>
<b>Fund:</b>	<b>Capital Projects Fund</b>
<b>Operating Budget Impact:</b>	
<b>Personnel:</b>	<b>None</b>
<b>Operating:</b>	<b>None</b>
<b>Capital:</b>	<b>None</b>
<b>Department:</b>	<b>Various</b>

## 4. Capital Outlays 98:

This relates to a variety of capital expenditures for most, if not all County departments in the form of office machines, furniture, other equipment, and vehicles. Original Funding for this project was provided by contractual obligation issued in 1998 in the amount of \$5,049,277 rather than within each departmental budget. Additional cost to date has been funded from interest generated.



## **Capital Outlays 98: (Cont'd)**

**Cost to date:** \$5,459,539  
**Fund:** Capital Projects Fund  
**Operating Budget Impact:**  
    **Personnel:** None  
    **Operating:** None  
    **Capital:** None  
**Department:** County-wide

### **5. Coliseum Capital Projects 2002:**

This fund was established in fiscal year 2002, to account for renovations and repairs to the west side of the County Coliseum. This expansion will include new heating, cooling and seating. Proceeds from Certificates of Obligation 2001 are used to finance this project.

**Cost to date:** \$6,143,157  
**Fund:** Capital Projects Fund  
**Operating Budget Impact:**  
    **Personnel:** None  
    **Operating:** None  
    **Capital:** None  
**Department:** Coliseum

### **6. Coliseum Renovations:**

This project involved the renovation of the existing County Coliseum to attract more events for the public. Improvements to its restrooms and front entrance began in the summer of 2000 and have already been completed. Bond proceeds and interest were used for these improvements.

**Cost to date:** \$1,574,676  
**Fund:** Capital Projects Fund  
**Operating Budget Impact:**  
    **Personnel:** None  
    **Operating:** None  
    **Capital:** None  
**Department:** Coliseum

### **7. County Capital Improvements 2001:**

This relates to a variety of capital expenditures, for most, if not all County departments in the form of equipment. Original Funding for this project was provided by a transfer-in from the general fund in the amount of \$1,000,000. A second transfer of funds for \$1,000,000 took place during the fiscal year 2002. Additional cost to date has been funded with interest generated.

**Cost to date:** \$1,924,687  
**Fund:** Capital Projects Fund  
**Operating Budget Impact:**  
    **Personnel:** None  
    **Operating:** None  
    **Capital:** None  
**Department:** Various

### **8. County Capital Projects 2001:**

This fund was established in fiscal year 2002, to account for the purchase of land in the northeast for a County Annex. Remaining funds have been allocated for various County projects such as the Fabens Port of Entry, a positive identification system for the Council of Judges, and various park improvements, all of which

## **County Capital Projects 2001(Cont'd)**

will be transferred to the appropriate indexes upon receipt of definitive cost and bid information. Proceeds from Certificates of Obligation 2001 are used to finance this project.

**Cost to date:** \$1,488,304  
**Fund:** Capital Projects Fund  
**Operating Budget Impact:**  
    **Personnel:** None  
    **Operating:** None  
    **Capital:** None  
**Department:** Various

## **9. County Capital Projects 2002:**

This fund was established in fiscal year 2002, to account for the construction of the new County Annex, parking garage, courthouse capital needs and improvements to the County's water infrastructure. Proceeds from Certificates of Obligation 2002 are used to finance this project.

**Cost to date:** \$829,214  
**Fund:** Capital Projects Fund  
**Operating Budget Impact:**  
    **Personnel:** None  
    **Operating:** None  
    **Capital:** None  
**Department:** Various

## **10. County Courthouse 1995:**

This relates to renovations to the existing County Courthouse for an estimated \$3.7 million. When the existing courthouse was constructed, the 5<sup>th</sup>, 7<sup>th</sup> and 11<sup>th</sup> floors were left unfinished for future expansion. This particular bond issue covers renovations on the 11<sup>th</sup> floor of the courthouse to house Courts that were approved by the state legislature. Additionally, some of these funds were utilized to make an elevator addition and open the 5<sup>th</sup> and 7<sup>th</sup> floors to provide elevator access.

**Cost to date:** \$3,674,691  
**Fund:** Capital Projects Fund  
**Operating Budget Impact:**  
    **Personnel:** \$667,968  
    **Operating:** \$23,481  
    **Capital:** None  
**Department:** 383<sup>rd</sup> and 384<sup>th</sup> District Courts and Criminal Law Magistrate

## **11. County Courthouse 1998:**

This relates to capital expenditures for renovations to the existing County Courthouse approximating \$6,537,668. When the courthouse was constructed, the 5<sup>th</sup>, 7<sup>th</sup>, and 11<sup>th</sup> floors were left unfinished for future expansion. In 1995, contractual obligations were issued to cover renovations on the 11<sup>th</sup> floor to house several new courts. Proceeds from contractual obligation issued in 1998 funded the build out of the 5<sup>th</sup> and the 7<sup>th</sup> floors and renovations to the 2<sup>nd</sup> and 4<sup>th</sup> floor, which benefited several departments, such as the County Attorney, Public Defender and Purchasing departments.

**Cost to date:** \$6,537,668  
**Fund:** Capital Projects Fund  
**Operating Budget Impact:**  
    **Personnel:** None  
    **Operating:** None  
    **Capital:** None  
**Department:** Various

## **12. County Courthouse 2002**

This fund is used to account for the renovations made to the 8<sup>th</sup> and 10<sup>th</sup> floors of the County Courthouse. Proceeds from the Certificates of Obligation 2001 are used to finance this project.

**Cost to date:** \$353,800  
**Fund:** Capital Projects Fund  
**Operating Budget Impact:**  
    **Personnel:** None  
    **Operating:** None  
    **Capital:** None  
**Department:** Countywide

## **13. Data Processing Upgrade:**

This project relates to capital expenditures for the purchase of data processing hardware and software to upgrade computer systems Countywide. These upgrades provided and enhanced essential automation to County departments. Bond proceeds and interest accrued were used to make these purchases.

**Cost to date:** \$9,641,704  
**Fund:** Capital Projects Fund  
**Operating Budget Impact:**  
    **Personnel:** None  
    **Operating:** None  
    **Capital:** None  
**Department:** Countywide

## **14. Eastlake and Old Hueco Tanks Roads:**

This project relates to development and paving of new roads within the County for an estimated \$838,000. Upon completion, these new roads would be the County's responsibility for road maintenance. These funds have since been pledged to change the scope of the project to fund equipment needs of the County for the upcoming fiscal year.

**Cost to date:** \$838,404  
**Fund:** Capital Projects Fund  
**Operating Budget Impact:**  
    **Personnel:** None  
    **Operating:** None  
    **Capital:** None  
**Department:** Agricultural Co-op, Auditor, Information Technology Department

## **15. Elections Capital Projects 2002:**

This fund was established in fiscal year 2002, to account for the purchase of new electronic voting equipment for the elections department. Proceeds from Certificates of Obligation 2001 are used to finance this project.

**Cost to date:** \$3,018,002  
**Fund:** Capital Projects Fund  
**Operating Budget Impact:**  
    **Personnel:** None  
    **Operating:** None  
    **Capital:** None  
**Department:** Elections

## 16. Fabens Port of Entry 2002:

This fund was established in fiscal year 2002, to account for the costs for the development of the Fabens Port of Entry. Proceeds from Certificates of Obligation 2001 are used to finance this project.

<b>Cost to date:</b>	<b>\$3,419,214</b>
<b>Fund:</b>	<b>Capital Projects Fund</b>
<b>Operating Budget Impact:</b>	
<b>Personnel:</b>	<b>None</b>
<b>Operating:</b>	<b>None</b>
<b>Capital:</b>	<b>None</b>
<b>Department:</b>	<b>Various</b>

## 17. Information Technology Upgrade Capital Fund:

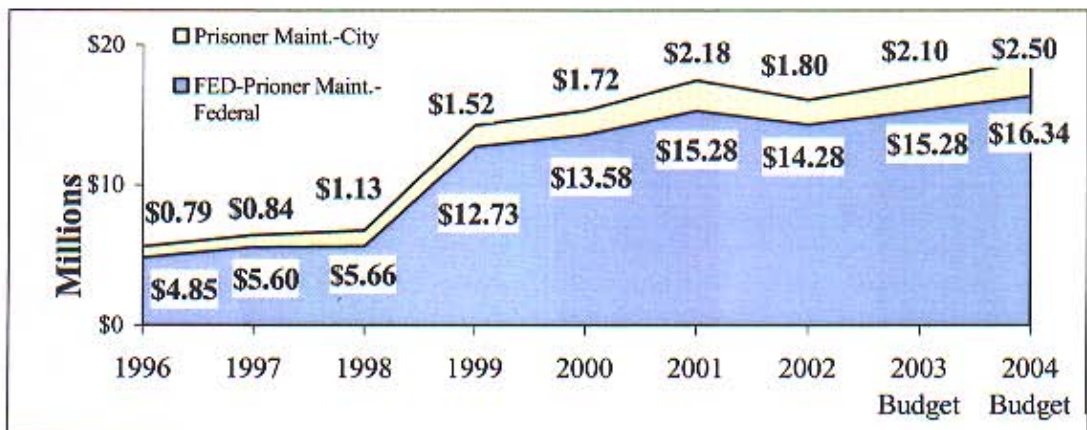
This fund is used to account for the purchase of replacement computer equipment to be utilized throughout the County. Proceeds from the Certificate of Obligation 2002 are used to finance this project.

<b>Cost to date:</b>	<b>\$990,382</b>
<b>Fund:</b>	<b>Capital Projects Fund</b>
<b>Operating Budget Impact:</b>	
<b>Personnel:</b>	<b>None</b>
<b>Operating:</b>	<b>None</b>
<b>Capital:</b>	<b>None</b>
<b>Department:</b>	<b>Various</b>

## 18. Jail Annex:

This Facility was approved by the voters of El Paso County on November 3, 1992 for the construction of a new County Sheriff's Detention Facility on the east side of town. This project was funded by contractual obligations in the amount of \$35,000,000, in addition to \$2,500,000 funded by the United States Marshal's service and interest accrued. This facility, referred to as the Leo Samaniego Law Enforcement Complex, housed a capacity of 864 inmates to alleviate overcrowding conditions being experienced at the downtown detention facility. Since completion, the downtown jail has not exceeded the originally intended capacity. Construction on this jail annex started in fiscal year 1996 and was completed in December 22, 1997. Early on, the project experienced difficulties getting off to a start due to location of the jail site, jail design, jail consultants, and the development of a County wage scale for construction projects. The full financial impact of this project on the County's budget approximates \$21 million dollars annually based on current budgeted costs. The graphic depiction below reflects projected revenues based on capacity and current agency utilization.

**Trend of County Jail Inmate Revenues**

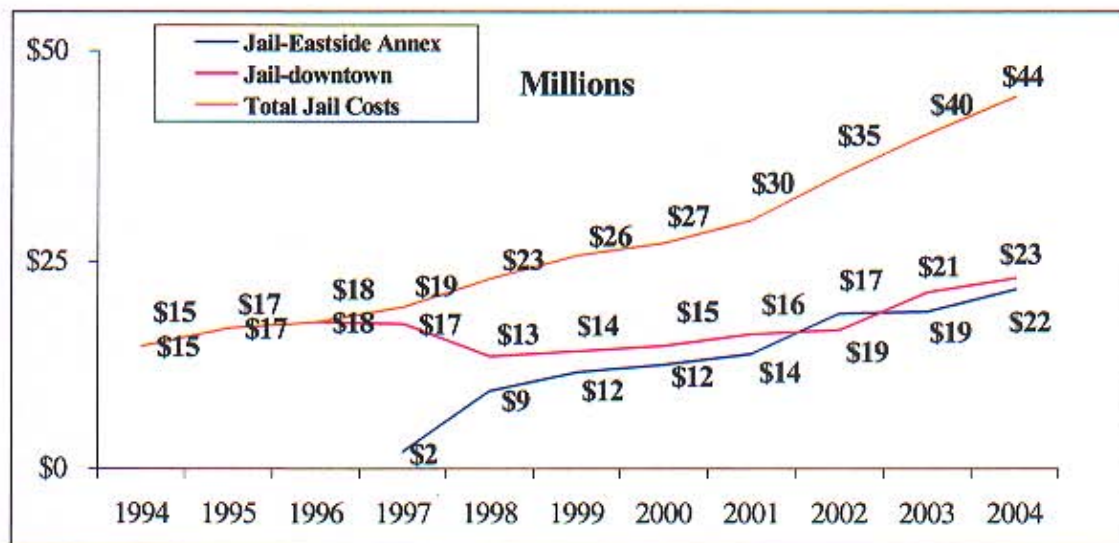




When the taxpayers of El Paso County approved the new jail annex project, the issue of staffing and operations was not addressed. Pressure mounted from the press, the public, and the Texas Commission on Jail Standards to be in compliance with the State's jail standards. During the original approval of this project, the County experienced seemingly endless delays, which were translated basically as noncompliance by the County. The substantial portion of the operational costs are passed onto the taxpayers of El Paso County and the County partially funds operations from board billings to other agencies utilizing the new facility. One factor to consider is that even though the new jail annex provides 864 new beds, the County Sheriff had to immediately transfer his overflow of approximately 300 inmates to the new facility just to comply with State jail standards. Therefore, the County of El Paso needed to increase its jail inmate capacity by only 564 beds and that is part of the reason for additional revenue to the County. The County has made a very serious assessment of what alternatives are available in order to fund the operations of this facility in the most efficient and cost effective way possible with the least burden on the taxpayers of the County. The taxpayers of El Paso are aware that the financial impact will be upon the County of El Paso since the construction of the new jail annex module was completed in the 1998 fiscal year and its is now fully operational with all modules opening during fiscal year 2000. The efficient modular design of this facility allows it to operate with approximately 40% more inmates at only 87.3% of the cost than the older downtown facility.

<b>Cost to date:</b>	<b>\$44,147,775</b>
<b>Fund:</b>	<b>Capital Projects Fund</b>
<b>Operating Budget Impact:</b>	<b>General Fund</b>
<b>Personnel:</b>	<b>\$17,045,062</b>
<b>Operating:</b>	<b>\$ 4,543,508</b>
<b>Capital:</b>	<b>None</b>
<b>Department:</b>	<b>County Sheriff</b>

### Actual/Projected Trend of Cost of Jail Operations



### 19. Jail Annex Module:

This relates to capital expenditures for the addition of a new module on the new jail annex. The decision was made to issue additional debt to construct an additional pod onto the new jail. Projections indicated that these additional 564 beds were needed in the near future and the costs to upgrade this facility made this a prudent decision at the time. This project was completed in June 1998; therefore, fiscal year 1999 included most of the financial impact. Bond Proceeds in the amount of \$5,670,000, along with \$3,600,000 from the United States Marshal Service, were used to construct these additions to the jail annex.



## **Jail Annex Module (Cont'd)**

**Cost to date:** \$9,416,308  
**Fund:** Capital Projects Fund  
**Operating Budget Impact:**  
    **Personnel:** Refer to Jail Annex  
    **Operating:** Refer to Jail Annex  
    **Capital:** Refer to Jail Annex  
**Department:** County Sheriff

## **20. Jail Improvements:**

This project relates to improvements to the existing County Sheriff's Detention Facility, located in downtown El Paso, to bring the facility into compliance with jail standards of the State of Texas, approximating \$3.4 million. Some of the major deficiencies included backup power sources and adequate emergency air ventilation on each floor of the eleven-story facility with a housing capacity of 1,024 inmates. Currently, renovations are complete and the Sheriff is assessing further additional improvements. As of the end of fiscal year 2003, \$32,834 remained in this fund to be used in fiscal year 2003.

**Cost to Date:** \$3,369,940  
**Fund:** Capital Project Fund  
**Operating Budget Impact:**  
    **Personnel:** None  
    **Operating:** None  
    **Capital:** None  
**Department:** County Sheriff

## **21. Juvenile Probation Administration Building:**

This relates to capital expenditures for the addition of a new Juvenile Administration Building which is located beside the current Juvenile Detention Facility. This building has provided much needed and mandated administrative office space for the Juvenile probation Officers and support staff. Bond proceeds in the amount of \$2,150,000 were used to construct this building. As of March 13, 2000 the new Juvenile Administration building has been in full operation.

**Cost to date:** \$2,387,801  
**Fund:** Capital Projects Fund  
**Operating Budget Impact:**  
    **Personnel:** None  
    **Operating:** None  
    **Capital:** None  
**Department:** Juvenile Probation

## **22. Landmark Building:**

This project involves the purchase of a six-story building spanning approximately 260,000 square feet, spanning one complete city block. This building was purchased with the intent of being renovated for an approximate cost of \$1,000,000. Additional Cost to date has been funded with interest generated. It was anticipated that this building would be utilized to house many County departments and other agencies were expected to lease space from the County. During fiscal year 2003 Commissioners Court approved the demolition of the Landmark Building, for a possible tradeoff with another governmental entity.

**Cost to date:** \$1,047,104  
**Fund:** Capital Projects Fund  
**Operating Budget Impact:**  
    **Personnel:** None  
    **Operating:** None  
    **Capital:** None  
**Department:** Facilities Management

### **23. Landmark Building Capital Projects 2002**

This fund was used to account for the razing of the County owned Landmark Building. Proceeds from the Certificate of Obligation 2001 were used to finance this project.

**Cost to date:** \$1,278,203  
**Fund:** Capital Projects Fund  
**Operating Budget Impact:**  
    **Personnel:** None  
    **Operating:** None  
    **Capital:** None  
**Department:** Facilities Management

### **24. Lower Valley Parks Capital Projects:**

This fund relates to the improvement and renovations made to various parks located throughout the Lower Valley of El Paso County. Proceeds from the Certificate of Obligations 2001 are used to finance this project.

**Cost to date:** \$15,600  
**Fund:** Capital Projects Fund  
**Operating Budget Impact:**  
    **Personnel:** None  
    **Operating:** None  
    **Capital:** None  
**Department:** Facilities Management

### **25. Northeast Annex:**

This fund relates to account for the construction of the Northeast Courthouse Annex that will house a Justice of the Peace, Tax Office, County Clerk, Veteran's Assistance and Adult Probation Department. Proceeds from the Certificates of Obligation 2001 are used to finance this project. Construction is scheduled to end in July of 2004. This project will result in the termination of various leases, saving the County approximately \$150,000 annually.

**Cost to date:** \$526,800  
**Fund:** Capital Projects Fund  
**Operating Budget Impact:**  
    **Personnel:** None  
    **Operating:** None  
    **Capital:** None  
**Department:** Facilities Management

### **26. Park Improvements:**

This relates to capital expenditures for improvements at various County Parks. These improvements include structural upgrading and equipment. Bond proceeds in the amount of \$430,000 were used to make these improvements.

**Cost to date:** \$410,133  
**Fund:** Capital Projects Fund  
**Operating Budget Impact:**  
**Personnel:** None  
    **Operating:** None  
    **Capital:** None  
**Department:** Various

## **27. Road and Bridge Central Warehouse:**

This relates to a variety of capital expenditures for various departments and projects such as purchase and renovation of a warehouse approximating \$1,000,000 and renovations of a Nutrition Center and the Fabens Library for approximately \$200,000 and \$75,000 respectively. Additional funding for these projects included earned interest in the amount of \$43,171 and transfer in of \$425,000.

<b>Cost to date:</b>	<b>\$1,466,784</b>
<b>Fund:</b>	<b>Capital Projects Fund</b>
<b>Operating Budget Impact:</b>	
<b>Personnel:</b>	<b>None</b>
<b>Operating:</b>	<b>None</b>
<b>Capital:</b>	<b>None</b>
<b>Department:</b>	<b>Various</b>

## **28. San Elizario Jail 2002:**

This fund was established for renovations and improvements in San Elizario County Jail.

<b>Cost to date:</b>	<b>\$2,700</b>
<b>Fund:</b>	<b>Capital Projects Fund</b>
<b>Operating Budget Impact:</b>	
<b>Personnel:</b>	<b>None</b>
<b>Operating:</b>	<b>None</b>
<b>Capital:</b>	<b>None</b>
<b>Department:</b>	<b>Various</b>

## **29. Sportspark Capital Projects:**

This fund was established in fiscal year 2002, to account for the purchase of an eastside Sportspark facility that includes baseball, t-ball and volleyball fields. This facility also includes a number of concession stands to meet the needs of the public attending the various events. Proceeds from Certificates of Obligation 2001 are used to finance this project.

<b>Cost to date:</b>	<b>\$2,599,110</b>
<b>Fund:</b>	<b>Capital Projects Fund</b>
<b>Operating Budget Impact:</b>	
<b>Personnel:</b>	<b>None</b>
<b>Operating:</b>	<b>None</b>
<b>Capital:</b>	<b>None</b>
<b>Department:</b>	<b>Coliseum</b>

## **30. Time and Attendance Capital Projects**

This fund was established in fiscal year 2002, to account for the costs of a new Countywide electronic time and attendance system. This project will automate the time sheet preparation by employees and subsequent approval by management. Proceeds from Certificates of Obligation 2001 are used to finance this project.

<b>Cost to date:</b>	<b>\$744,758</b>
<b>Fund:</b>	<b>Capital Projects Fund</b>
<b>Operating Budget Impact:</b>	
<b>Personnel:</b>	<b>None</b>
<b>Operating:</b>	<b>None</b>
<b>Capital:</b>	<b>None</b>
<b>Department:</b>	<b>Coliseum</b>

## SUMMARY OF IMPACT OF CAPITAL PROJECTS ON THE OPERATING BUDGET

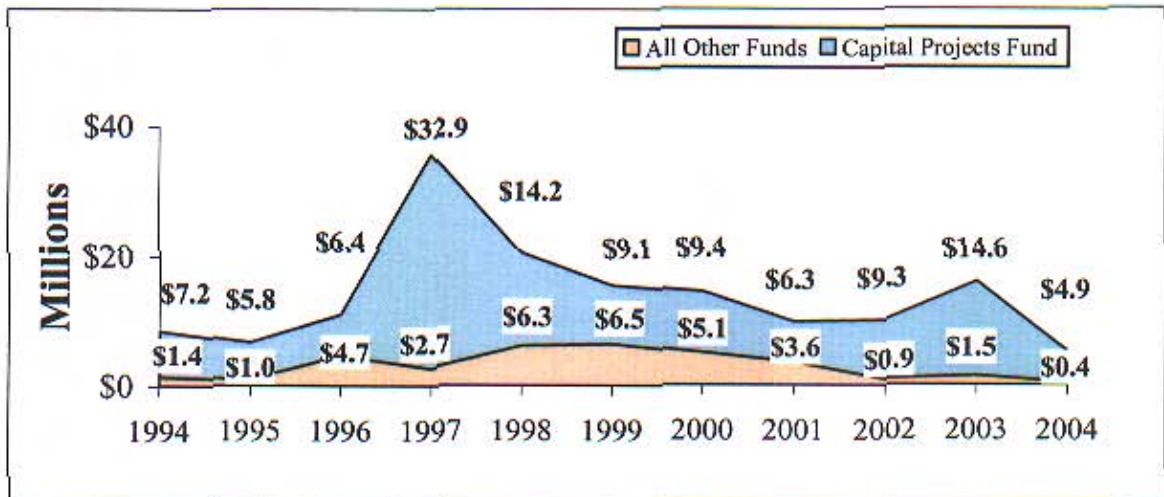
<b>Cost to date:</b>	<b>\$117,786,301</b>
<b>Fund:</b>	<b>Capital Projects Fund</b>
<b>Operating Budget Impact:</b>	
<b>Personnel:</b>	<b>\$17,713,030*</b>
<b>Operating:</b>	<b>\$ 4,566,989**</b>
<b>Capital:</b>	<b>None</b>
<b>Department:</b>	<b>Various</b>

\* Personnel expenditures of \$667,968 were incurred by the County Courthouse 95 Project. These expenditures relate directly to the current costs of personnel hired for the 383<sup>rd</sup>, 384<sup>th</sup> and the Criminal Law Magistrate, as a direct result of operating the 11<sup>th</sup> floor of the Courthouse. Expenditures of \$17,045,062 correspond to the current costs of personnel operating the Jail Annex.

\*\* Operating expenditures of \$23,481 were incurred by the County Courthouse 95 Project. These expenditures relate directly to the current operating costs of the 383<sup>rd</sup>, 384<sup>th</sup> and the Criminal Law Magistrate, located in the 11<sup>th</sup> floor of the Courthouse. \$4,543,508 relates to the current operating costs of running the Jail Annex.

Over the past several years the County has issued bonds to meet its major capital outlays needs and has not initiated any extensive capital planning initiatives other than that of fiscal year 1994 mentioned previously until fiscal year 1998. Capital expenditures at the departmental level within the County had been funded on an as needed basis from year to year as determined by the Commissioners Court. This fiscal year, only \$400,000 was funded in Contingencies under the General Fund; these funds will be used to meet any unexpected departmental needs for capital expenditures. As the graph below shows, the County's capital projects are mostly funded from the capital projects fund.

### 10 year Trend of County Capital Outlays



\*Fiscal years 2003 and 2004 are budgets, 1994-2002 are actuals.

The Commissioners Court is seriously addressing future capital needs in order to systematically prevent its equipment and vehicles from becoming obsolete and outdated all at once. A capital plan is in progress for the next five years which will continually be updated in order to maintain public service at acceptable levels and to best utilize taxpayer dollars over the capital plan rather than funding on a crisis management basis where capital needs are budgeted when emergency needs arise. The main peak reflected for major capital projects relates to the phases of expenditures for major projects in progress such as the Capital Outlays-departmental projects, County Courthouse, Jail Annex, Jail Improvements, Road and Bridge Warehouse, Landmark Building and other capital project expenditures



during construction periods. As those projects were being completed, the graph on the prior page shows that the County continued to focus on remaining project completion such as modifications of the existing County Sheriff's Detention Facility for compliance with the Texas Jail Standards Commission, finalizing of the Jail annex project, capital outlays for major software projects and the County Courthouse 95 construction project expanding out the 11<sup>th</sup> floor. Projects such as the Juvenile Administration Building and Post Adjudication Facility, initiated in fiscal year 1999, were completed in early fiscal year 2000. Projects, initiated in fiscal year 1998, include the Data processing Upgrade, Capital Outlays 98, Courthouse 98, Agricultural Co-op Building and Coliseum Renovations.

One notable improvement the Commissioners Court made toward forecasting future capital needs was by appointing an equipment committee. This committee will be preparing a formalized capital plan that will be submitted to the Commissioners Court for review and approval. This plan will contain policies and equipment replacement procedures that will attempt to project future capital needs of the County on a multi-year basis. The ultimate goal is to fund and replace equipment annually without having to go out on capital bonds issues every four to five years, which are generally funded by levying taxes.

## **PERMANENT IMPROVEMENTS**

Major Capital Improvements are usually funded through bonded indebtedness against ad valorem property taxes generated by the County's annual assessment of a property tax rate set by the Commissioners Court. There have been only minimal capital outlays in the past funded through individual funds.

## **MAJOR CAPITAL OUTLAYS**

Some of the major outlays are being incurred by the Road and Bridge Department in the form of new paving and resurfacing of existing roads and the purchase of equipment. Current year construction projects are estimated at \$1,500,000. Much of the heavy-duty roadwork equipment of this department was in need of replacement and has been replaced gradually since fiscal year 1996. For fiscal year 2004, the Road and Bridge department reflects \$634,000 for equipment purchases such as trucks and tractors.

The projects referred to in this section of the budget document have generally allowed County employees to work more efficiently by providing them with up to date tools and equipment, such as new computers and vehicles. This has resulted in a more efficient delivery of services to the growing demands of the public in general.



# **Description of Capital Projects**

## **October 1, 2003**

### **Agriculture Co-Op Building Capital Projects Fund**

This fund is used to account for the purchase and/or construction of a building for the County Agricultural Extension service. Proceeds from Certificates of Obligation 1998 are used to finance this project.

### **Ascarate Park Sprinkler System Capital Projects Fund**

This fund is used to account for the construction of an automatic sprinkler system at the Ascarate Park Golf Course. Proceeds from Certificates of Obligation 1997 are used to finance this project.

### **Capital Outlays Fund**

This fund is used to account for the purchase of equipment for various County departments and for improvements to certain County owned land.

### **Capital Outlays 1998 Capital Projects Fund**

This fund is used to account for purchase of equipment and software for various County Departments. Proceeds from Certificates of Obligation 1998 are used to finance this project.

### **Coliseum Capital Projects 2002**

This fund is used to account for renovations and repairs to the west side of the County Coliseum. This expansion will also include new heating, cooling and seating. Proceeds from Certificates of Obligation 2001 are used to finance this project.

### **Coliseum Renovations Capital Projects Fund**

This fund is used to account for renovations and repairs to the County Coliseum. Proceeds from Certificates of Obligation 1998 are used to finance this project.

### **County Capital Improvement Fund**

This fund has been financed, for three years now, through a transfer from the General Fund in the amount of \$1 million to be used for any un-foreseen needs of departments for equipment.

### **County Capital Projects 2001**

This fund is used to account for the purchase of land in the northeast for a County annex. Remaining funds have been allocated for various county projects and will be transferred to the appropriate indexes upon receipt of definitive cost and bid information. Proceeds from Certificates of Obligation 2001 are used to finance this project.

# **Description of Capital Projects**

## **October 1, 2003**

### **County Capital Projects 2002**

This fund is used to account for the construction of the new County annex, parking garage, courthouse capital needs and improvements to the County's water infrastructure. Proceeds from Certificates of Obligation 2002 are used to finance this project.

### **County Courthouse 1995 Capital Projects Fund**

This fund is used to account for renovations at the El Paso County Courthouse building. Proceeds from Certificates of Obligation 1994A are used to finance this project.

### **County Courthouse 1998 Capital Projects Fund**

This fund is used to account for renovations and build out of vacant floors in the County Courthouse Building. Proceeds from Certificates of Obligation 1998 are used to finance this project.

### **County Courthouse 2002 Capital Projects Fund**

This fund is used to account for renovations made to the 8<sup>th</sup> and 10<sup>th</sup> floors. Proceeds from the Certificates of Obligation 2001 are used to finance this project.

### **Data Processing Upgrade Capital Projects Funds**

This fund is used to account for the purchase of hardware and software to upgrade the County's computer systems. Proceeds from Certificates of Obligation 1998 are used to finance this project.

### **Eastlake and Old Hueco Tanks Road Capital Projects Fund**

This fund is used to account for the purchase of the right of way for Eastlake Road extension from Interstate 10 to North Loop. Proceeds from Certificates of Obligation 1994A are used to finance this project.

### **Elections Capital Projects 2002**

This fund is used to account for the purchase of new electronic voting equipment for the elections department. Proceeds from Certificates of Obligation 2001 are used to finance this project.



# **Description of Capital Projects**

## **October 1, 2003**

### **Fabens Port of Entry Capital Projects 2002**

This fund is used to account for the costs for the development of the Fabens Port of Entry. Proceeds from Certificates of Obligation 2001 are used to finance this project.

### **Information Technology Upgrade Capital Projects**

This fund is used to account for the purchase of replacement computer equipment to be utilized throughout the County. Proceeds from the Certificates of Obligation 2002 are used to finance this project.

### **Jail Annex Capital Projects Fund**

This fund is used to account for the construction of a Jail Annex Facility in east El Paso.

### **Jail Annex Module Capital Projects Funds**

This fund is used to account for the construction of additional prisoner housing modules at the County Jail Annex. Proceeds from Certificates of Obligation 1997 are used to finance this project.

### **Jail Improvement Capital Projects Fund**

This fund is used to account for the construction and renovation to the County Detention Facility. Proceeds from Certificates of Obligation, Series 1992A are used to finance this project.

### **Juvenile Justice Administration Capital Projects Fund**

This fund is used to account for the construction of an Administrative building for the Juvenile Justice Department. Proceeds from Certificates of Obligation 1997 are used to finance this project.

### **Landmark Building Capital Projects Fund**

This fund is used to account for the purchase and renovation of the Landmark Building. Proceeds from Certificates of Obligation 1994A are used to finance this project.

### **Landmark Building Capital Projects Fund 2002**

This fund is used to account for the demolition of the County owned Landmark Building. Proceeds from the Certificates of Obligation 2001 are used to finance this project.

# **Description of Capital Projects**

## **October 1, 2003**

### **Lower Valley Parks Capital Projects**

This fund is used to account for improvements and renovations made to various parks located throughout the Lower Valley of El Paso County. Proceeds from the Certificates of Obligations 2001 are used to finance this project.

### **Northeast Courthouse Annex**

This fund is used to account for the construction of the Northeast Courthouse Annex that will house a Justice of the Peace, Tax Office, County Clerk, Veteran's Assistance and Adult Probation department. Proceeds from the Certificates of Obligation 2001 are used to finance this project.

### **Park Improvement Capital Projects Fund**

This fund is used to account for the improvements to all County Parks. Proceeds from Certificates of Obligation 1997 are used to finance this project.

### **Road & Bridges Warehouse**

This relates to a variety of capital expenditures for various departments and projects. Additional funding for these projects include earned interest and transfers-in.

### **San Elizario Jail**

This fund is used for renovations and improvements in San Elizario County Jail.

### **Sportspark Capital Projects**

This fund is used to account for the purchase of an eastside sportspark that includes baseball, t-ball and volleyball fields. Proceeds from Certificates of Obligation 2001 are used to finance this project.

### **Time and Attendance Capital Projects**

This fund is used to account for the costs of a new County wide electronic time and attendance system. Proceeds from Certificates of Obligation 2001 are used to finance this project.

# **OTHER FUNDS**



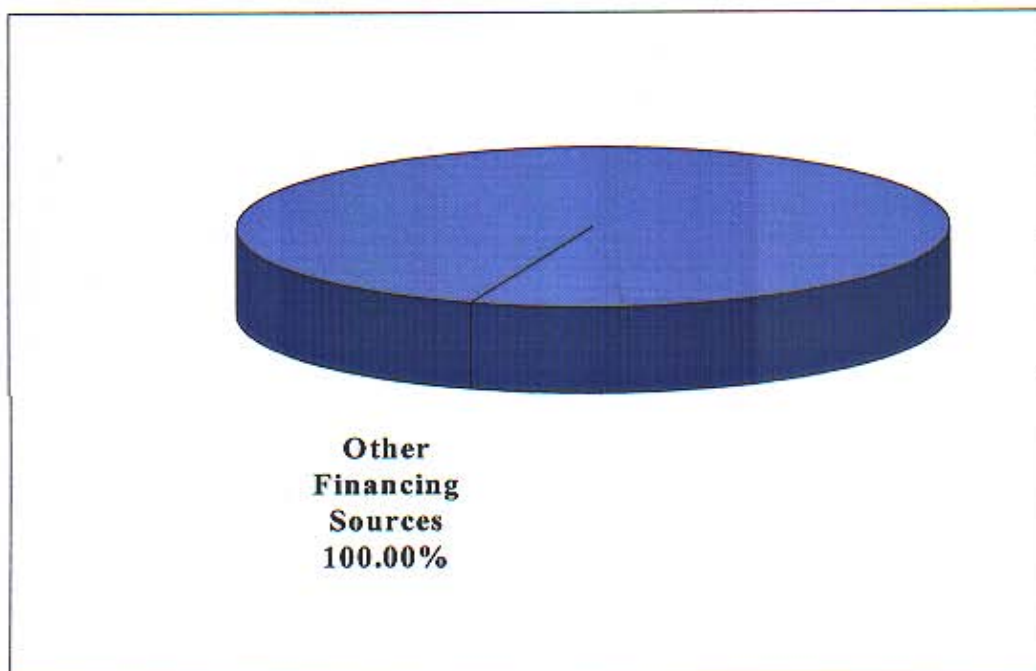
**GRANT FUND TYPE  
OPERATING BUDGET COMPARISON  
WITH FY 2002 ACTUALS**

**CHANGES IN OPERATING BUDGETS BETWEEN FISCAL YEARS**

The reason for the large difference between the fiscal year 2003 and 2004 budgets for the Grants Fund Type is due to timing factors. At the beginning of the fiscal year, only one grant is budgeted (FY03 Adopted Budget \$712,500 and FY04 Total Budget \$690,818), the Nutrition Program, whose main purpose is to meet nutritional needs of the elderly. As can be seen in the table below, the majority of grants are set up during the fiscal year (2003) when grants are awarded from various agencies.

	OPERATING BUDGETS				CHANGES	
	FY 2002 Actuals	Adotped Budget FY 2003	Total Budget FY 2003	Total Budget FY 2004	AMOUNT	%
<b>Revenues (Sources):</b>						
Intergovernmental	\$15,565,173		\$29,059,283	\$61,573	(\$28,997,710)	-99.79%
Interest	48,725		7,257		(\$7,257)	-100.00%
Miscellaneous Revenues	556,474		177,075	81,000	(\$96,075)	-54.26%
Other Financing Sources	2,645,720	\$712,500	4,077,384	\$690,818	(\$3,386,566)	-83.06%
<b>Total Revenues and Other Financing Sources</b>	<b>18,816,092</b>	<b>712,500</b>	<b>33,320,999</b>	<b>833,391</b>	<b>(32,487,608)</b>	<b>-97.50%</b>
Beginning Deferred Revenues	2,509,717	2,950,016	2,950,016	3,671,557	721,541	24.46%
<b>Total Available Resources</b>	<b>\$21,325,809</b>	<b>\$36,271,015</b>	<b>\$36,271,015</b>	<b>\$4,504,948</b>	<b>(\$31,766,067)</b>	<b>-87.58%</b>

**Fiscal Year 2004 Budget  
Revenues (Sources) –Grant Fund Type - \$833,391**



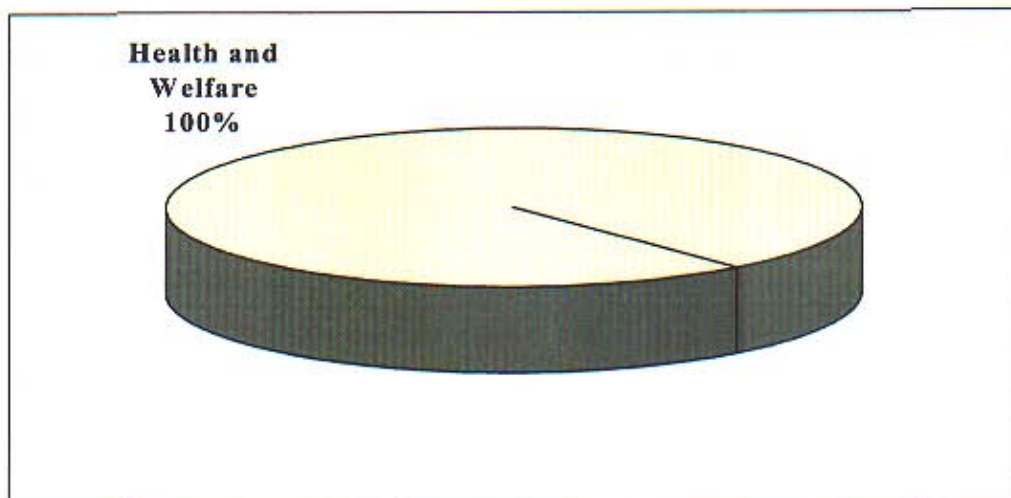
**GRANT FUND TYPE  
OPERATING BUDGET COMPARISON  
WITH FY 2002 ACTUALS**

**CHANGES IN OPERATING BUDGETS BETWEEN FISCAL YEARS**

Again, the reason for the large difference between the 2003 and 2004 budgets is for new grants that are set up during the fiscal year when awarded by various agencies. The Nutrition Program is the only grant that is set up at the beginning of each fiscal year, for the amount of matching funds coming from the General Fund.

**Fiscal Year 2004 Budget  
Appropriations (Uses) – Grant Fund Type - \$833,391**

	FY 2002 Actuals	OPERATING BUDGETS			CHANGES	
		Adopted Budget FY 2003	Total Budget FY 2003	Total Budget FY 2004	AMOUNT	%
<b>Appropriations/Expenditures</b>						
<b>(Uses):</b>						
General Government	\$28,260					
Administration of Justice	4,900,624		\$4,332,011		(\$4,332,011)	-100.00%
Health and Welfare	3,269,991	\$712,500	4,577,157	\$833,391	(3,743,766)	-81.79%
Community Services	632,913		237,405		(237,405)	-100.00%
Culture and Recreation	114,292		149,616		(149,616)	-100.00%
Public Safety	7,036,061		10,185,998		(10,185,998)	-100.00%
Public Works	1,155,482		3,471,810		(3,471,810)	-100.00%
Resource Development	167,000					
Capital Outlays	691,094		10,367,002		(10,367,002)	-100.00%
Other Financing Uses	380,076					
<b>Total</b>						
<b>Appropriations/Expenditures and</b>						
<b>Other Financing Uses</b>	18,375,793	712,500	33,320,999	833,391	(32,487,608)	-97.50%
Ending Deferred Revenues	2,950,016	2,950,016	2,950,016	3,671,557	721,541	24.46%
<b>Total</b>						
<b>Appropriations/Expenditures,</b>						
<b>Other Financing Uses and</b>						
<b>Deferred Revenues</b>	\$21,325,809	\$3,662,516	\$36,271,015	\$4,504,948	(\$31,766,067)	-87.58%

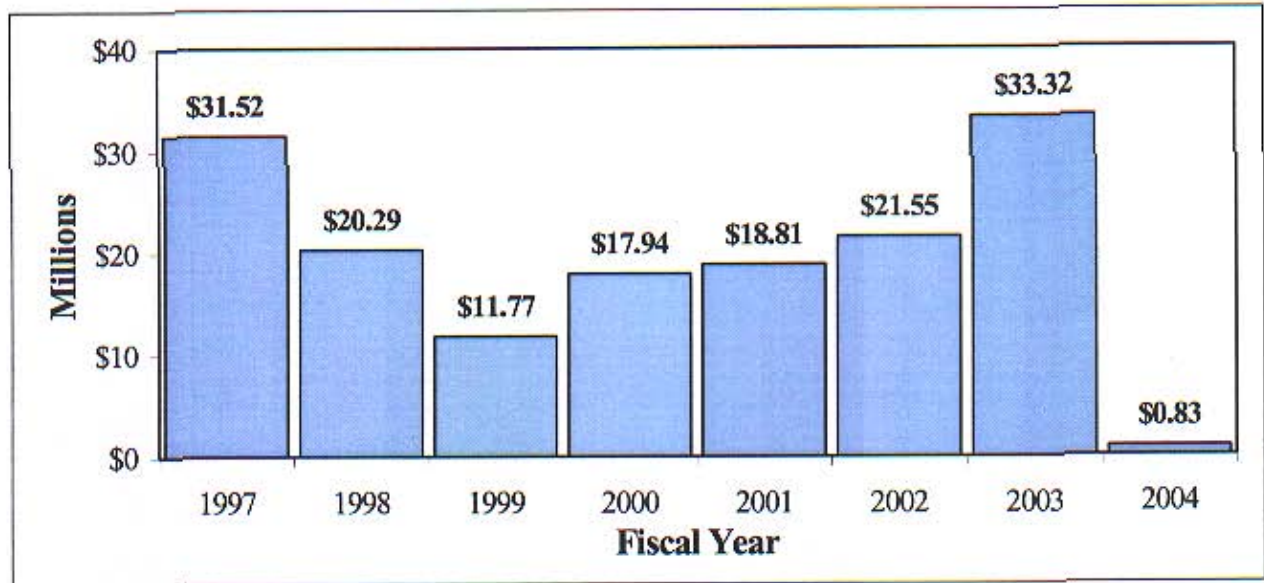




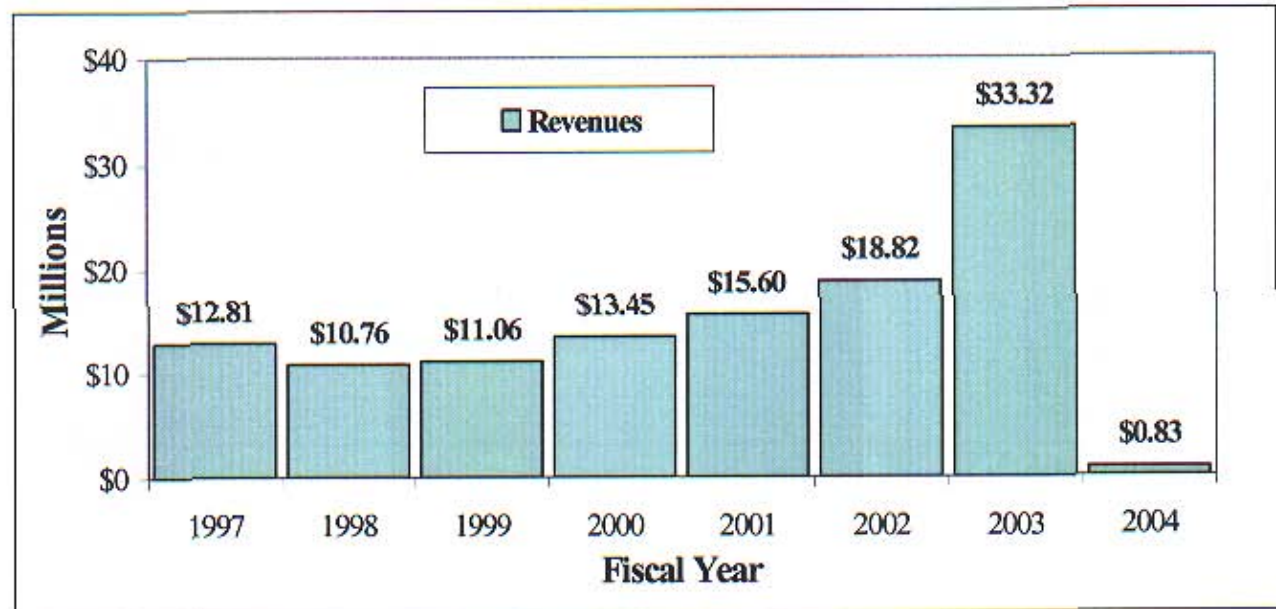
## GRANT FUND TYPE OPERATING BUDGET COMPARISON WITH FY 2002 ACTUALS

The following tables provide information regarding the Grant Fund Type budgets and revenue/expenditure actuals since 1997.

### Grant Fund Type –Budget Trends



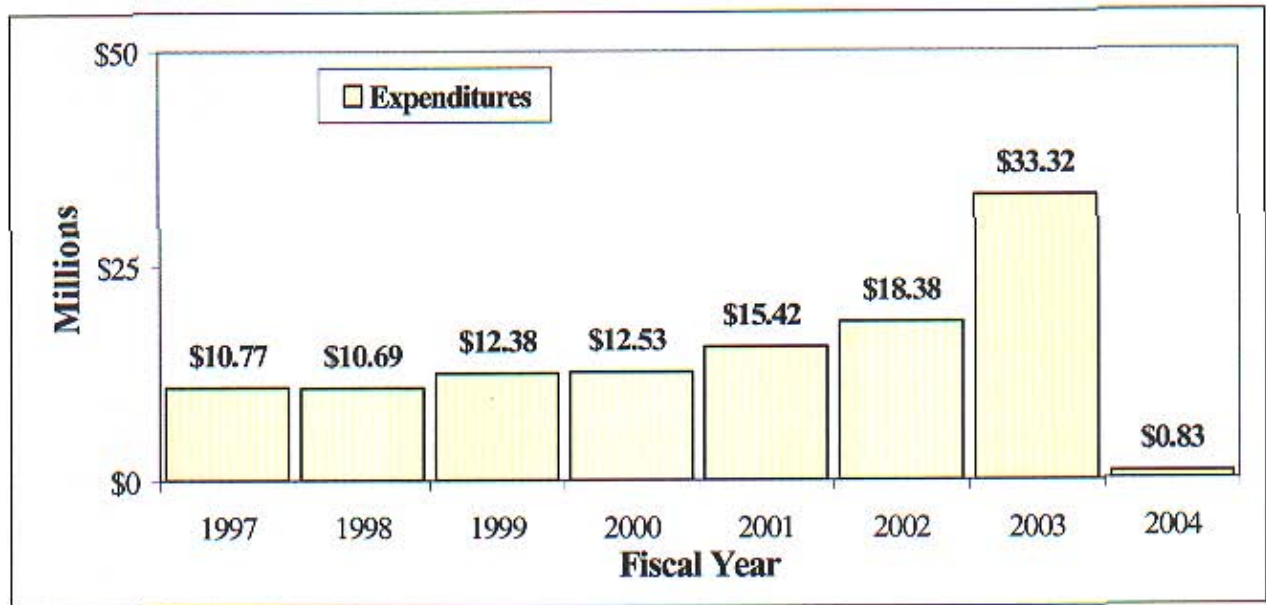
### Revenues (Sources): Grant Fund Type-Revenue Trends



\*FY 2003 and 2004 are Budgets, 1997-2002 are Actuals

**GRANT FUND TYPE  
OPERATING BUDGET COMPARISON  
WITH FY 2002 ACTUALS**

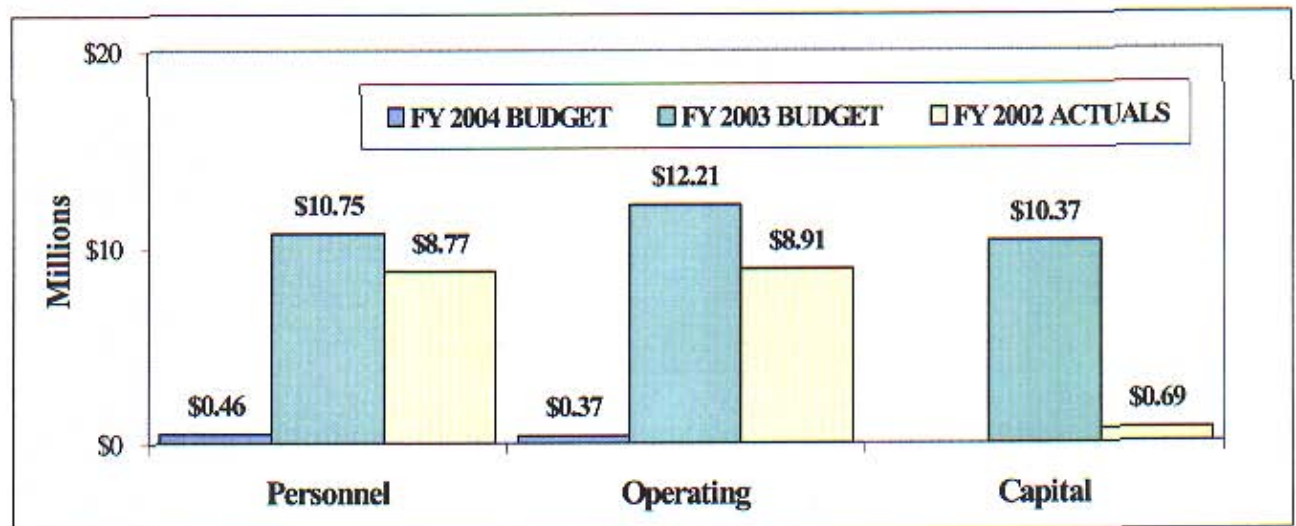
**Grant Fund Type – Expenditure Trends**



\*FY 2003 and 2004 are Budgets, 1997-2002 are Actuals

**SUMMARY FOR FISCAL YEAR 2004  
BY CHARACTER**

Character	OPERATING BUDGETS			Changes	
	FY 2002 Actuals	FY 2003	FY 2004	Amount	Percentages
Personnel	\$8,774,245	\$10,745,802	\$464,292	(\$10,281,510)	-95.68%
Operating	8,910,454	12,208,195	369,099	(11,839,096)	-96.98%
Capital	691,094	10,367,002		(10,367,002)	-100.00%
<b>Total Budgets and Actuals</b>	<b>\$18,375,793</b>	<b>\$33,320,999</b>	<b>\$833,391</b>	<b>(\$32,487,608)</b>	<b>-97.50%</b>



# GRANT FUNDS

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The grants fund provides accounting and compliance measurement for grants in regards to the receipt and disbursement of funds from all sources. Major sources of funding include the Texas Criminal Justice Division, Texas Department of Housing and Community Affairs, Office of National Drug Control Policy, and the Area Agency on Aging/Rio Grande Council of Governments. Grants serve a variety of purposes, including, but not limited to, serving nutritious meals to senior citizens, improving living conditions in rural areas, battling drug trafficking and the prosecution of offenders.

### FINANCIAL TRENDS

Character	2002	2003	2004	Percentage Change in Budget
	Actuals	Budget	Budget	
Personnel	\$8,774,245	\$10,745,802	\$464,292	-95.68%
Operations	8,910,454	12,208,195	369,099	-96.98%
Capital	691,094	10,367,002	-	-100.00%
	<u>\$18,375,793</u>	<u>\$33,320,999</u>	<u>\$833,391</u>	<u>-97.50%</u>

### WORK PROGRAM TRENDS

Department Activity	2002	2003	2004
	Actuals	Actuals	Projected
		Not Applicable	

### STAFFING TRENDS

Authorized Positions	Fiscal Year		
	2002	2003	2004
Full-time employees	136	156	157
Part-time employees	1	11	13
Totals	<u>137</u>	<u>167</u>	<u>170</u>

### AUTHORIZED POSITION DETAIL

Accountant	1	Computer Analyst	1
Accounting Clerk	1	Correction Officer	1
Administrative Assistant	7	Counselor	7
Assistant Commander	1	Court Clerk	1
Assistant Manager	1	Court Manager	1
Assistant Program Director	1	Crime Victims Liaison	1
Attorney	5	Data Clerk Aanalyst	1
Attorney -Part Time	1	Data Entry Cerk	2
Automobile Title Examiner	1	Data Entry Clerk II	2
Clerk	2	Deputy	1
Commander	1	Deputy Instructors	2
Communication Manager	1	Detectives	11



# GRANT FUNDS

## AUTHORIZED POSITION DETAIL

Detention Officer -Part Time	2	Program Director -Victim Services	1
Director HIDTA	1	Project Coordinator	1
Division/Unit Chief	1	Project Director	1
Drivers Nutrition - Part-Time	6	Probation Officer II	5
Environmental Prosecuro	1	Resource Provider	1
Evidence Custodian	1	Rural Transit Coordinator	1
Executive Assistant	1	Secretary	6
Fiscal Administrator	1	Sergeant	1
Grant Manager	1	Sr. Attorney	2
Homebound Case Manager	1	Sr. Attorney -Part Time	1
Hudspeth Investigator	2	Sr. Case Worker	1
Instructor	2	Sr. Intel Analyst	1
Integrated Treatment Coordinator	1	Sr. Probation Officer II	1
Intelligence Analyst	1	Service Coordinator II	1
Inventory Clerk	1	Service Coord. Juvenile	1
Investigator	13	Service Coordinator I	1
JJAEP Probation Officer	1	Service Tech. Comm. -Part Time	1
Juvenile Probation Officer	1	Special Prosecutor	2
Legal Secretary	3	Special Prosecutor -Part Time	1
Legal Secretary -Part Time	1	Staff Attorney	2
Lieutenant	1	System Manager	1
Nutrition Center Director	5	Technical Assistant Coord.	1
Outreach Coordinator	1	Tracker	2
Paralegal	2	Training Director	1
Parent Liaison	1	Vocational Guidance Counselor	2
Probation Officer	25		

See Personnel Changes for this Department in Appendix A.

The changes from fiscal year 2003 to 2004 resulted from new and renewed grant awards approved by Commissioners Court.

**ENTERPRISE FUND TYPE  
OPERATING BUDGET COMPARISON  
WITH FY 2002 ACTUALS**

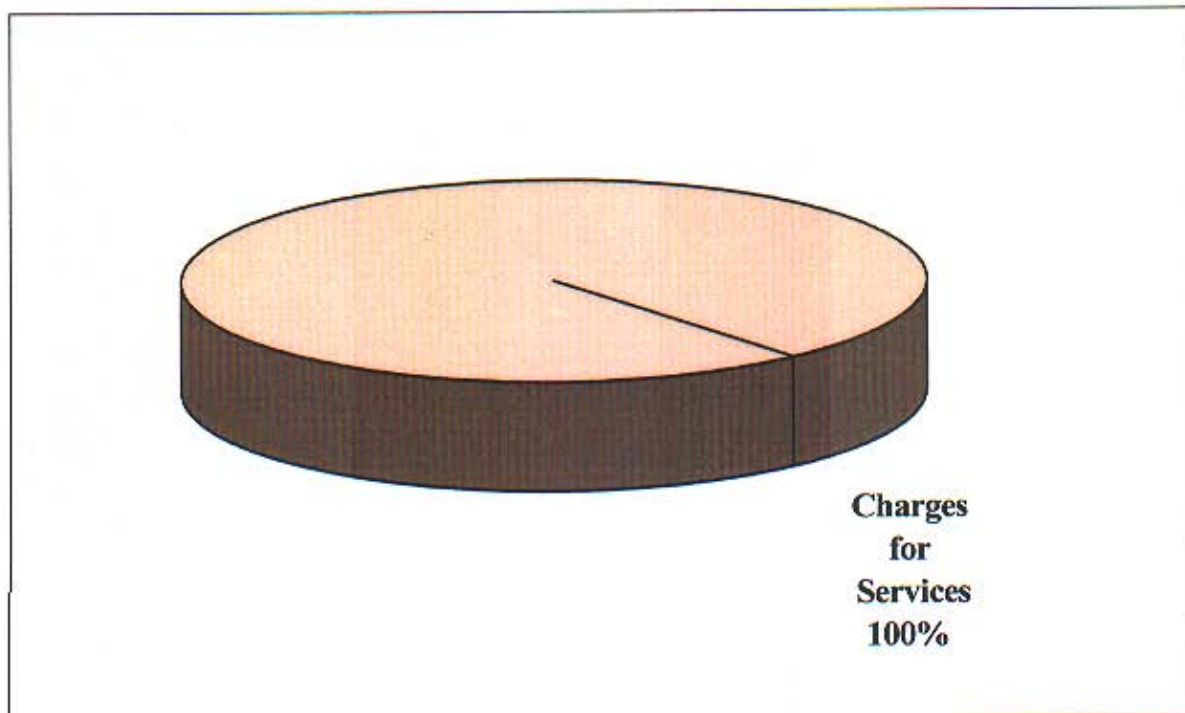
**CHANGES IN OPERATING BUDGETS BETWEEN FISCAL YEARS**

**INTEREST REVENUE AND CHARGES FOR SERVICES**

The overall decrease of \$20,374 for the Enterprise Fund Type is for lower projections of water revenues for the East Montana Water Project, whereby the users pay a fee for connection.

	FY 2002 Actuals	OPERATING BUDGETS		CHANGES	
		Total Budget FY 2003	Total Budget FY 2004	AMOUNT	%
<b>Revenues (Sources):</b>					
Interest	\$23,187				
Charges for Services	638,779	\$626,050	\$605,676	(\$20,374)	-3.25%
<b>Total Revenues</b>	<b>661,966</b>	<b>626,050</b>	<b>605,676</b>	<b>(20,374)</b>	<b>-3.25%</b>
Retained Earnings	361,140	545,542	702,416	156,874	28.76%
<b>Total Revenues and Retained Earnings</b>	<b>\$1,023,106</b>	<b>\$1,171,592</b>	<b>\$1,308,092</b>	<b>\$136,500</b>	<b>11.65%</b>

**Fiscal Year 2004 Budget  
Revenues (Sources) – Enterprise Fund Type - \$605,676**



**ENTERPRISE FUND TYPE  
OPERATING BUDGET COMPARISON  
WITH FY 2002 ACTUALS**

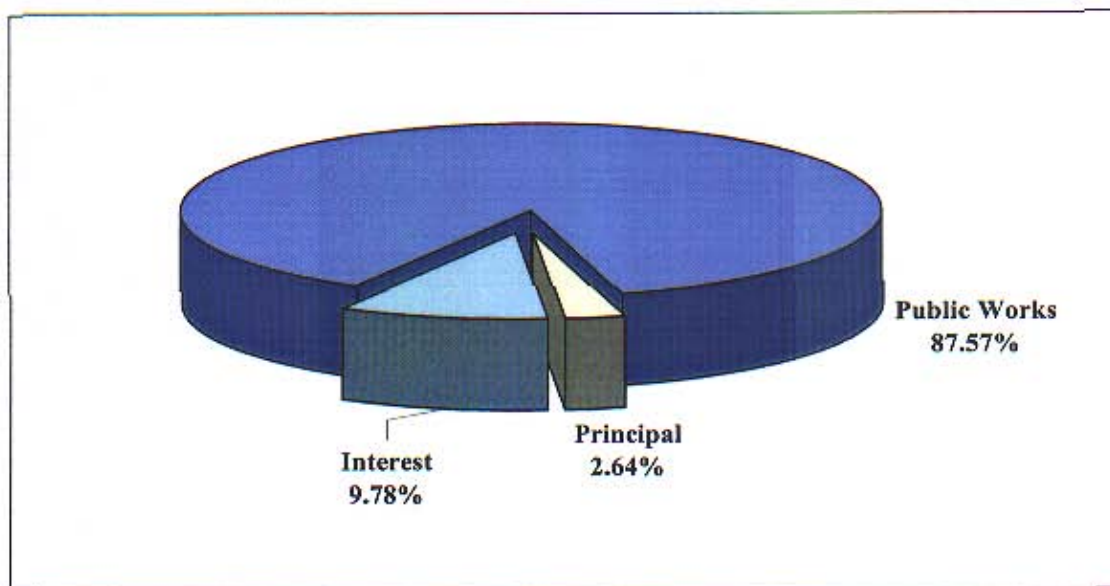
**CHANGES IN OPERATING BUDGETS BETWEEN FISCAL YEARS**

**PUBLIC WORKS AND DEBT SERVICE REQUIREMENTS**

For the appropriation side of the Enterprise Fund Type, as can be seen in the table below, interest requirements will change for fiscal year 2004, and thus the overall decrease in appropriations. Since there are less water revenues anticipated for fiscal year 2004, there are less projected water hookups, and thus the decrease in Public Works.

	OPERATING BUDGETS			CHANGES	
	FY 2002 Actuals	Total Budget FY 2003	Total Budget FY 2004	AMOUNT	%
<b>Appropriations/Expenditures (Uses):</b>					
Public Works	\$416,828	\$550,000	\$530,420	(\$19,580)	-3.56%
Principal		16,000	16,000		
Interest	60,736	60,050	59,256	(794)	-1.32%
<b>Total Appropriations/Expenditures (Uses):</b>	<b>477,564</b>	<b>626,050</b>	<b>605,676</b>	<b>(20,374)</b>	<b>-3.25%</b>
<b>Total Net Income and Retained Earnings</b>	<b>545,542</b>	<b>545,542</b>	<b>702,416</b>	<b>156,874</b>	<b>28.76%</b>
<b>Total Appropriations/Expenditures (Uses) and Retained Earnings:</b>	<b>\$1,023,106</b>	<b>\$1,171,592</b>	<b>\$1,308,092</b>	<b>\$136,500</b>	<b>11.65%</b>

**Fiscal Year 2004 Budget  
Appropriations (Uses) – Enterprise Fund Type - \$605,676**

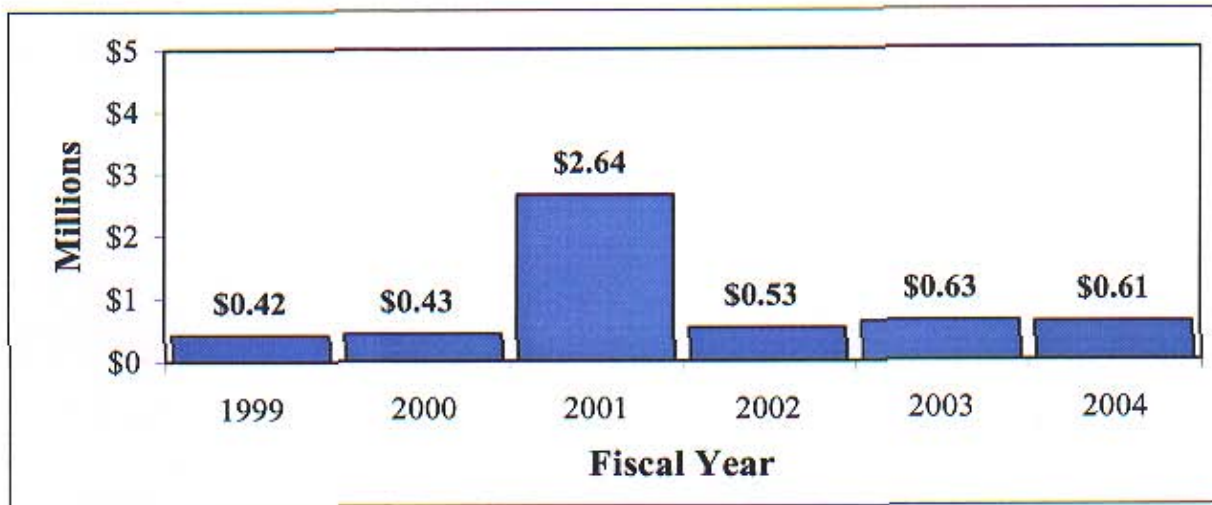




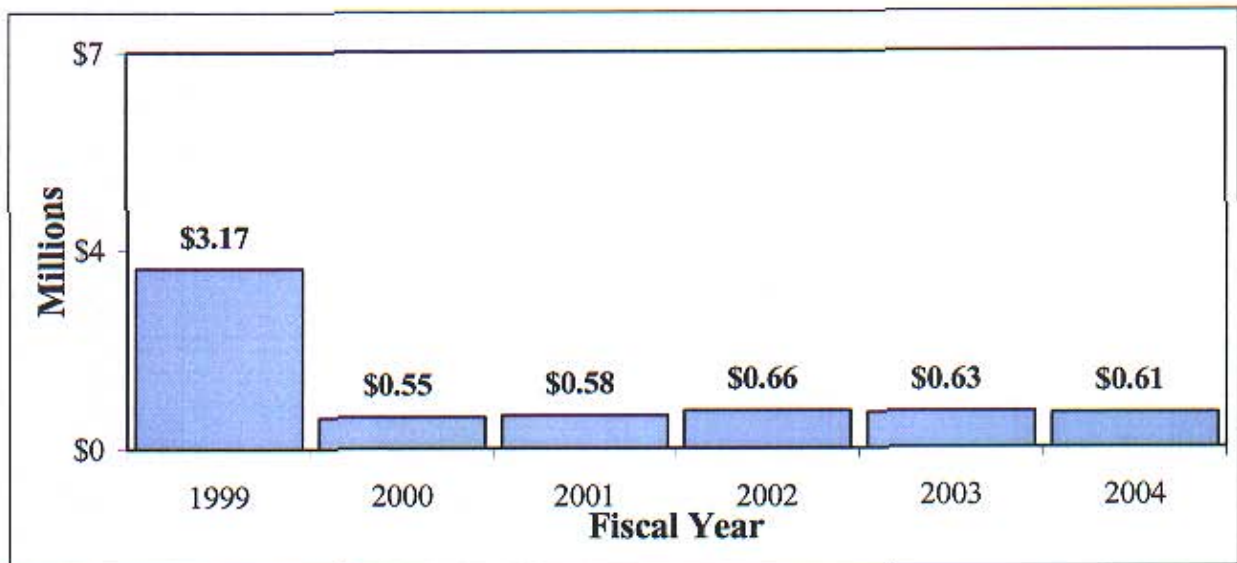
## ENTERPRISE FUND TYPE OPERATING BUDGET COMPARISON WITH FY 2002 ACTUALS

The following tables provide information regarding the Enterprise Fund Type budgets, and actual revenues/expenditures since 1999.

### Enterprise Fund Type – Budget Trends



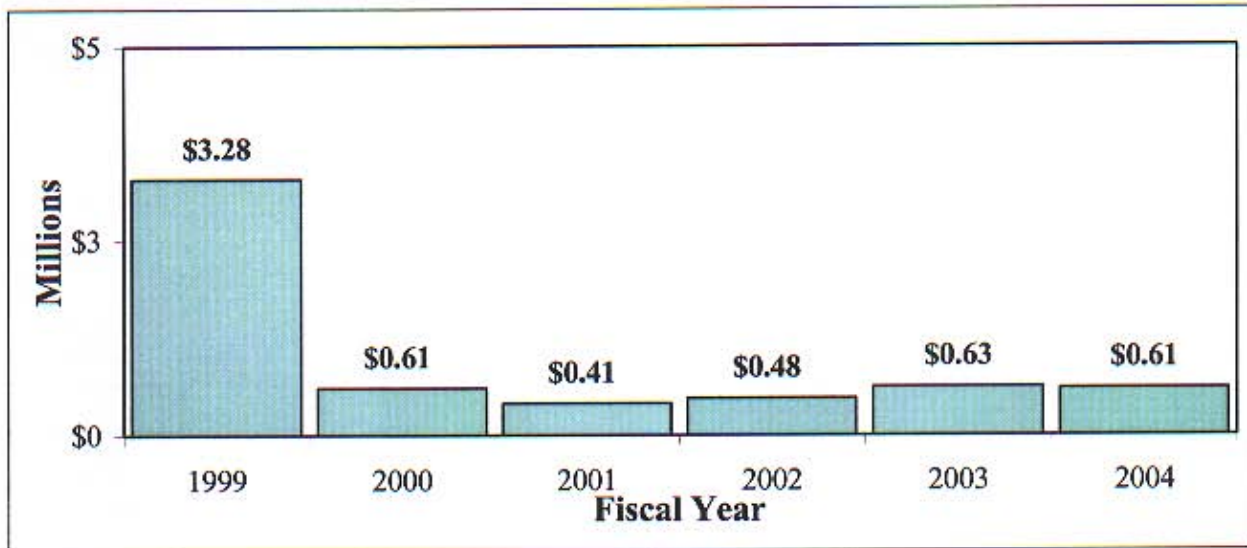
### Revenues (Sources): Enterprise Fund Type- Revenue Trends



**\*FY 2003 and 2004 are Budgets, 2000-2002 are Actuals**

**ENTERPRISE FUND TYPE  
OPERATING BUDGET COMPARISON  
WITH FY 2002 ACTUALS**

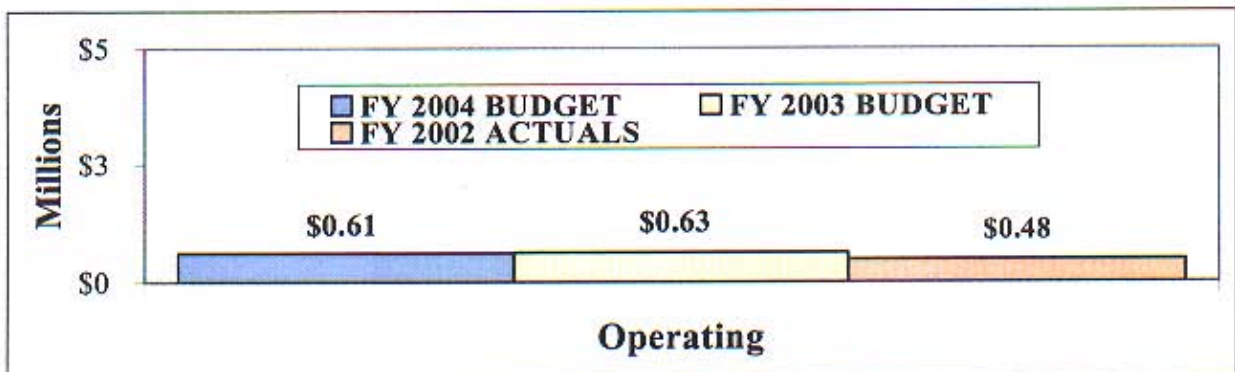
**Enterprise Fund Type- Expenditure Trends**



\*FY 2003 and 2004 are Budgets, 2000-2002 are Actuals

**SUMMARY FOR FISCAL YEAR 2004  
BY CHARACTER**

Character	FY 2002	OPERATING BUDGETS		Changes	
	Actuals	FY 2003	FY 2004	Amount	%
Operating	\$477,564	\$626,050	\$605,676	(\$20,374)	-3.25%
Total Budgets and Actuals	\$477,564	\$626,050	\$605,676	(\$20,374)	-3.25%





# ENTERPRISE FUNDS

## DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Enterprise Fund was established when the East Montana Water Project began in fiscal Year 1997. It's primary responsibility is to provide the area around East Montana with suitable drinking water. It currently consists of two revenue bond issues and one grant. This first bond issue was for the purchase of seven small water systems while the second bond issue was for emergency maintenance and repair of these systems. The grant is for the construction of one East Montana Water System. This system will take the existing seven systems, upgrade them, and include them in the main East Montana Water system to form one system connected to a better water source than the one the separate systems were connected to. The revenues collected from all water customers in the East Montana area are being used to run the system and to repay the bond issue and interest.

FINANCIAL TRENDS				
Character	2002 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel				
Operating	\$477,564	\$626,050	\$605,676	-3.25%
Capital				
	<u>\$477,564</u>	<u>\$626,050</u>	<u>\$605,676</u>	-3.25%

WORK PROGRAM TRENDS			
Department Activity	2002 Actuals	2003 Actuals	2004 Projected
		Not Applicable	

STAFFING TRENDS			
Authorized Positions	2002	Fiscal Year 2003	2004
Full-time employees		Not Applicable	
Part-time employees			
Totals			

## AUTHORIZED POSITION DETAIL

Not Applicable



# **APPENDICES**

# County of El Paso, Texas

## APPENDIX A



### **Authorized Full-Time Equivalent Position Listing**

This appendix reflects full-time equivalent positions summarized by department, and changes by department from the previous fiscal year.

## Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
------------	----------------	------------------	----------------

The Commissioners Court's Policy during budgetary hearings is generally no new positions with the exception of those new positions listed below. The Court on various occasions approves proposed restructuring or reorganization by various departments as represented below. The salary committee, appointed by Commissioners Court, reviews and approves any staffing changes before the Court takes action.

### GENERAL FUND

#### **General Government:**

Commissioner Precinct No. 2	Administrative Assistant II	1	Dept Budget Cut
	Commissioners Court Administrative Assistant	(1)	Dept Budget Cut
	Total	0	

During budget hearings on May 13, 2003, Commissioners Court approved the re-titling of one Commissioners Court Administrative Assistant to Administrative Assistant II in compliance with a court order three percent current year budget reduction.

Communications Center	Administrative Assistant I	1	Dept Budget Cut
	Communication Manager	1	Re-org
	Communication Technician II	(1)	Re-org
	Sr. Clerk I	(1)	Dept Budget Cut
	Total	0	

During budget hearings, Commissioners Court approved the re-titling of one Sr. Clerk I to Administrative Assistant I with a corresponding decrease in their Maintenance and Repair account for no overall increase in their budget. During the fiscal year, Commissioners Court also approved the re-titling of one Communications Technician II, to Communications Manager as approved by Civil Service, based on a newly created job description on April 1st 2003 with no financial impact to the budget.

Community Services Dept.	Strong Families/Future Coordinator	1	October 1, 2003
	Economic Development Coordinator	1	Re-org
	Economic Development Coordinator	(1)	Re-org
	Project Specialist	1	October 1, 2003
	Total	2	

During the fiscal year, Commissioners Court approved transferring the Economic Development Coordinator and the Project Specialist from the Planning and Development Department to support the Strong Family/Strong Future initiative for the Court. The Economic Development Coordinator title was changed in support of this function to the Strong Families/ Future Coordinator, with no impact to the budget.

County Clerk Criminal Fee Collections	Sr. Clerk II	1	Proposed Revenue Enhancement Program
	Clerk III	1	Proposed Revenue Enhancement Program
	Collection Clerk	3	Proposed Revenue Enhancement Program
	Total	5	

During budget hearings, the Commissioners Court approved a new Sr. Clerk II, Clerk III and Collection Clerk in support of a new Felony Collection Program effective August 4th, 2003 and two Collection Clerks in support of the new Warrant Pilot Program, effective April 1st, 2003, to enhance revenues for the County.



## Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
County Judge	Executive Assistant	(1)	Dept Budget Cut
	Administrative Assistant II	1	Dept Budget Cut
	Total	<u>0</u>	
<p>During budget hearings on May 13, 2003, Commissioners Court approved the re-titling of one Executive Assistant to Administrative Assistant II in compliance with a court ordered three percent current year budget reduction.</p>			
District Clerk	<i>Accounting Clerk I</i>	1	Proposed Revenue Enhancement Program
	Files Supervisor	(1)	Re-org
	Supervisor	1	Re-org
	Accounting Clerk III	(1)	Re-org
	Accountant I	1	Re-org
	Accounting Supervisor	(1)	Re-org
	Accounting Manager	1	Re-org
	Sr. Clerk II	(1)	Re-org
	Supervisor	1	Re-org
	Supervisor	1	Reinstatement
	Administrative Assistant I	(1)	Re-org
	Administrative Assistant II	1	Re-org
	Clerk IV	2	Proposed Revenue Enhancement Program
	Court Clerk	<u>2</u>	Proposed Revenue Enhancement Program
	Total	<u>6</u>	
<p>During budget hearings, the Commissioners Court approved two Clerk IV's, two Court Clerks, and an Accounting Clerk I in support of a new Child Support Revenue Enhancement Program. In addition, the reinstatement of a Supervisor position occurred during the fiscal year, as approved by Civil Service. The re-organizations above are a result of the new District Clerk's analysis of operations of the office, to match responsibilities of these individuals based on new job descriptions.</p>			
Information Technology Department	Application System Analyst II	(1)	Re-org
	Application System Analyst III	1	Re-org
	Total	<u>0</u>	
<p>During the fiscal year, the Commissioners Court approved the re-titling of an Application Systems Analyst II to a III, based on this person acquiring additional responsibilities in specialized application technology, implementation, roll-out, and support for the installed justice system application, and was approved by the Wage and Salary Committee.</p>			
Tax Office	Receptionist	(1)	Proposed Revenue Enhancement Program
	Administrative Assistant I	1	Proposed Revenue Enhancement Program
	VIT Enforcement Director	1	Proposed Revenue Enhancement Program
	Auto Title Clerk I - Part-time	(0.5)	Proposed Revenue Enhancement Program
	Investigator	1	Proposed Revenue Enhancement Program
	Total	<u>1.5</u>	

## Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
Tax Office Continued	During budget hearings, the Commissioners Court approved re-titling a Receptionist to an Administrative Assistant I, converting an Auto Title Clerk I part time to a full time Investigator, and transferring the VIT Enforcement Director position from the Tax Office Discretionary Fund, in support of the new Enforcement Collection Program.		
<b>Total General Government</b>		<u>14.5</u>	
<b>Administration of Justice:</b>			
243RD District Court	Drug Court Coordinator/Bailiff	<u>1</u>	October 1, 2003
	Total	<u>1</u>	
	During budget hearings, the Commissioners Court approved a new Drug Court Coordinator/Bailiff position, to help with the backlog of cases in this Court.		
County Attorney	Collection Clerk	2	October 1, 2003
	Chief Investigator	1	October 1, 2003
	Division Unit Chief Attorney	1	Transfer in from Child Protective Services Grant
	Legal Secretary I	(2)	Transfer to Child Protective Services Grant
	Legal Secretary I	1	October 1, 2003
	Sr. Trial Attorney	<u>1</u>	October 1, 2003
	Total	<u>4</u>	
	During budget hearings, all positions were transferred from the County Attorney Bond Forfeitures department to the County Attorney Office as requested by the department to streamline operations. In previous years, the Court had requested a separate accounting for the County Attorney Bond Forfeitures unit, to determine if revenues supported their expenditures. Revenues generated well exceeded expenditures, so the consolidation of these indexes was approved. During the fiscal year, two Legal Secretary I positions were transferred to the Child Protective Services grant and 1 Division Unit Chief Attorney was transferred in for an overall savings to the General Fund.		
County Attorney Bond Forfeitures	Collection Clerk	(2)	October 1, 2003
	Chief Investigator	(1)	October 1, 2003
	Division Unit/Chief	(1)	October 1, 2003
	Legal Secretary I	(1)	October 1, 2003
	Sr. Trial Attorney	<u>(1)</u>	October 1, 2003
	Total	<u>(6)</u>	
	During budget hearings, all positions were transferred from the County Attorney Bond Forfeitures department to the County Attorney Office as requested by the department to streamline operations. In previous years, the Court had requested a separate accounting for the County Attorney Bond Forfeitures unit, to determine if revenues supported their expenditures. Revenues generated well exceeded expenditures, so the consolidation of these indexes was approved.		
County Attorney - Retgh Legal	Sr. Trial Attorney	1	October 1, 2003
	Collections Specialist	(1)	October 1, 2003
	Legal Secretary II	<u>1</u>	October 1, 2003
	Total	<u>1</u>	



## Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
County Attorney - Retgh Legal Continued	During budget hearings, the Commissioners Court approved an additional Sr. Trial Attorney, and the re-titling of the Collections Specialist to a Legal Secretary II, since the County is reimbursed from the Hospital District for these changes, and there is no overall impact to the General Fund budget.		
District Attorney	Clerk I	1	October 1, 2003
	Financial Analyst	1	October 1, 2003
	Legal Secretary II	1	Re-org
	Senior Trial Attorney	2	October 1, 2003
	Senior Trial Attorney	(1)	Re-org
	Trial Team Chief	1	Re-org
	Total	<u>5</u>	
	During budget hearings, the Commissioners Court approved the addition of a Clerk I, Financial Analyst, and one new Senior Trial Attorney to assist in the Money Laundering Division and one new Senior Trial Attorney to assist with the Local Law Grant to be partially funded from the Sheriff's Discretionary Funds. In addition, the Commissioners Court also approved converting a Senior Trial Attorney to a Trial Team Chief to offer better supervision of Courts and training for other Attorneys and an additional Legal Secretary II position, to ensure efficient identification and tagging of files so that the data that is necessary to compile future billings is properly maintained for reimbursement.		
Justice of the Peace No. 2	Senior Clerk I	<u>1</u>	Proposed Revenue Enhancement Program
	Total	<u>1</u>	
	During budget hearings, the Commissioners Court approved a new Sr. Clerk I, in support of the new Warrant Pilot program, effective April 1st, 2003, to enhance revenues for the County.		
Justice of the Peace No. 3	Senior Clerk I	<u>1</u>	Proposed Revenue Enhancement Program
	Total	<u>1</u>	
	During budget hearings, the Commissioners Court approved a new Sr. Clerk I, in support of the new Warrant Pilot program, effective April 1st, 2003, to enhance revenues for the County.		
Justice of the Peace No. 4	Senior Clerk I	<u>1</u>	Proposed Revenue Enhancement Program
	Total	<u>1</u>	
	During budget hearings, the Commissioners Court approved a new Sr. Clerk I, in support of the new Warrant Pilot program, effective April 1st, 2003, to enhance revenues for the County.		
Justice of the Peace No. 5	Senior Clerk I	1	Proposed Revenue Enhancement Program
	Senior Clerk I	(1)	Re-org
	Total	<u>0</u>	
	During budget hearings, the Commissioners Court approved a new Sr. Clerk I, in support of the new Warrant Pilot program, effective April 1st, 2003, to enhance revenues for the County. This position was subsequently transferred to Justice of the Peace No. 6.		
Justice of the Peace No. 6	Senior Clerk I	<u>1</u>	Proposed Revenue Enhancement Program
	Total	<u>1</u>	

## Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
Justice of the Peace No. 6, Continued	During budget hearings, the Commissioners Court approved a new Sr. Clerk I, in support of the new Warrant Pilot Program effective April 1st, 2003, to enhance revenues for the County, under Justice of the Peace Precinct No. 5. This position was transferred subsequently to Justice of the Peace No. 6.		
Justice of the Peace No. 7	Senior Clerk I	<u>1</u>	Proposed Revenue Enhancement Program
	Total	<u>1</u>	
	During budget hearings, the Commissioners Court approved a new Sr. Clerk I, in support of the new Warrant Pilot program, effective April 1st, 2003, to enhance revenues for the County.		
Public Defender	Administrator	(1)	Dept Budget Cut
	Case Administrator	1	Dept Budget Cut
	Data Entry Clerk I - Part time	(0.5)	Dept Budget Cut
	Data Entry Clerk I	1	Dept Budget Cut
	Receptionist - Part time	(0.5)	Dept Budget Cut
	Receptionist - Part time	(0.5)	Dept Budget Cut
	Receptionist	2	Dept Budget Cut
	Investigator	(2)	Dept Budget Cut
	Caseworker	2	Dept Budget Cut
	Investigator	(1)	Dept Budget Cut
	Chief Investigator	(1)	Dept Budget Cut
	Total	<u>(0.5)</u>	
	During budget hearings, Commissioners Court converted two part time Receptionists to full time regular status, an Administrator position to a Case Administrator, a part time Data Entry Clerk I to full time regular status, two Investigators to Caseworkers, and deleted one Investigator and one Chief Investigator in compliance with their Court ordered three percent current year budget reduction.		
Tax Court	Certified Court Reporter	<u>(1)</u>	October 1, 2003
	Total	<u>(1)</u>	
	During budget hearings, Commissioners Court approved the deletion of a Certified Court Reporter position in compliance with a court ordered three percent current year budget reduction.		
<b>Total Administration of Justice</b>		<u><u>8.5</u></u>	
<b>Public Safety:</b>			
Constable Precinct No. 1	Deputy Constable	<u>1</u>	Proposed Revenue Enhancement Program
	Total	<u>1</u>	
	During budget hearings, the Commissioners Court approved a new Deputy Constable, in support of the new Warrant Pilot Program, effective April 1st, 2003, to enhance revenues for the County.		
Constable Precinct No. 2	Deputy Constable	<u>1</u>	Proposed Revenue Enhancement Program
	Total	<u>1</u>	
	During budget hearings, the Commissioners Court approved a new Deputy Constable, in support of the new Warrant Pilot Program, effective April 1st, 2003, to enhance revenues for the County.		



## Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
Constable Precinct No. 3	Deputy Constable	1	Proposed Revenue Enhancement Program
	Total	<u>1</u>	
<p>During budget hearings, the Commissioners Court approved a new Deputy Constable, in support of the new Warrant Pilot Program, effective April 1st, 2003, to enhance revenues for the County.</p>			
Constable Precinct No. 4	Deputy Constable	1	Proposed Revenue Enhancement Program
	Total	<u>1</u>	
<p>During budget hearings, the Commissioners Court approved a new Deputy Constable, in support of the new Warrant Pilot Program, effective April 1st, 2003, to enhance revenues for the County.</p>			
Constable Precinct No. 5	Deputy Constable	1	Proposed Revenue Enhancement Program
	Deputy Constable	<u>(1)</u>	Re-org
	Total	<u>0</u>	
<p>During budget hearings, the Commissioners Court approved a new Deputy Constable, in support of the new Warrant Pilot Program, effective April 1st, 2003, to enhance revenues for the County. The Deputy Constable position was subsequently transferred to Constable Precinct No. 6.</p>			
Constable Precinct No. 6	Deputy Constable	2	Proposed Revenue Enhancement Program
	Total	<u>2</u>	
<p>During budget hearings, the Commissioners Court approved a new Deputy Constable, in support of the new Warrant Pilot Program, effective April 1st, 2003, to enhance revenues for the County. Another Deputy Constable position was subsequently transferred from Constable Precinct No. 5.</p>			
Constable Precinct No. 7	Deputy Constable	1	Proposed Revenue Enhancement Program
	Total	<u>1</u>	
<p>During budget hearings, the Commissioners Court approved a new Deputy Constable, in support of the new Warrant Pilot Program, effective April 1st, 2003, to enhance revenues for the County.</p>			
County Sheriff-Detention Facility	B.I.T.S. Director	1	Re-org
	Computer Support Technician	(1)	Re-org
	Computer Support Specialist	1	Re-org
	Detention Officers	10	October 1, 2003
	Supervisor Bookkeeper	1	Re-org
	Bookkeeper	<u>5</u>	Re-org
	Total	<u>17</u>	
<p>During budget hearings, the Commissioners Court approved 10 new Detention Officers at the Sheriff Detention Facility to reduce overtime costs. During the fiscal year, the Commissioners Court approved transferring one B.I.T.S. Director, one Supervisor Bookkeeper, and 5 Bookkeepers from the Sheriff Law Enforcement budget based on where these individuals were working. Also in concurrence with the changes for the Jail Annex and Sheriff Law Enforcement changes, a Computer Support Technician was converted to a Computer Support Specialist for an overall savings to the budget.</p>			
County Sheriff-Jail Annex	Clerk	1	Re-org
	Computer Support Program Analyst	(1)	Re-org



## Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
County Sheriff-Jail Annex	Detention Officers	15	October 1, 2003
	Total	<u>15</u>	
	<p>During budget hearings, the Commissioners Court approved 15 new Detention Officers at the Sheriff Detention Facility to reduce overtime costs. During the fiscal year, in concurrence with the changes for the Sheriff Detention and Sheriff Law Enforcement changes, the Commissioners Court approved converting a Computer Support Program Analyst to a Clerk position for an overall savings to the budget.</p>		
County Sheriff- Law Enforcement	B.I.T.S. Director	(1)	Re-org
	Bookkeeper	(5)	Re-org
	Clerk	(1)	Re-org
	Abandoned Motor Vehicle Technician	1	Re-org
	Supervisor Bookkeeper	(1)	Re-org
	Deputies	2	Proposed Revenue Enhancement Program
	Warrant Clerk	1	Proposed Revenue Enhancement Program
	Total	<u>(4)</u>	
	<p>During the fiscal year, the Commissioner's Court approved transferring one B.I.T.S. Director, one Supervisor Bookkeeper, and 5 Bookkeepers to the Sheriff Detention Facility budget based on where these individuals were working. Also in concurrence with the changes for the Jail Annex and Sheriff Detention changes, a Clerk position was converted to an Abandoned Motor Vehicle Technician for an overall savings to the budget. During budget hearings, the Commissioner's Court approved 2 new Deputies and one new Warrant Clerk, in support of the Warrant Pilot Revenue Enhancement Program.</p>		
	Juvenile Probation	Accountant I	(1)
Accounting Clerk		(4)	October 1, 2003
Accounting Supervisor		(1)	October 1, 2003
Administrative Assistant		(2)	October 1, 2003
Assistant Training Coordinator		(1)	October 1, 2003
Building Engineer		(1)	October 1, 2003
Chief Juv. Probation Officer		(1)	October 1, 2003
Clinical Supervisor		(1)	October 1, 2003
Cook I		(4)	October 1, 2003
Cook I - Part -time		(2)	October 1, 2003
Cook II		(1)	October 1, 2003
Cook III		(1)	October 1, 2003
Counselor		(1)	October 1, 2003
Court Coordinator		(1)	October 1, 2003
Data Entry Clerk		(1)	October 1, 2003
Deputy Chief of Operations		(1)	October 1, 2003
Deputy Chief of Probation		(1)	October 1, 2003
Detention Administrative Assistant		(1)	October 1, 2003
Director of Challenge		(1)	October 1, 2003
Director of Clerical Services		(1)	October 1, 2003
Director of Intake/Court Services		(1)	October 1, 2003
Director of Employee Operations		(1)	October 1, 2003
Director of Probation Services		(1)	October 1, 2003
Director of Special Programs		(1)	October 1, 2003
Director of Detention & Support Services		(1)	October 1, 2003
Drug/Motel Court Coordinator		(1)	October 1, 2003

## Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
Juvenile Probation, Continued	General Counsel	(1)	October 1, 2003
	Intake Tech/Trans Officer	(1)	October 1, 2003
	Intake Tracker	(1)	October 1, 2003
	Juvenile Correction Officer	(41)	October 1, 2003
	Juvenile Correction Officer - Part-time	(4)	October 1, 2003
	Juvenile Detention Officer	(27)	October 1, 2003
	Juvenile Detention Officer - Part-time	(9.5)	October 1, 2003
	Juvenile Detention Team Leader	(5)	October 1, 2003
	Maintenance Assistant	(5)	October 1, 2003
	Maintenance Technician	(1)	October 1, 2003
	Probation Officer Aftercare	(2)	October 1, 2003
	Probation Officer Auditor	(1)	October 1, 2003
	Probation Officer Challenge	(2)	October 1, 2003
	Probation Officer Court	(3)	October 1, 2003
	Probation Officer Field	(4)	October 1, 2003
	Probation Officer FOP Ct. Liaison	(2)	October 1, 2003
	Probation Officer Intake	(7)	October 1, 2003
	Probation Officer Shocap	(1)	October 1, 2003
	Probation Officer Spotlight	(1)	October 1, 2003
	Probation Officer Technician	(1)	October 1, 2003
	Secretary	(9)	October 1, 2003
	Secretary Challenge	(1)	October 1, 2003
	Sr. Corrections Officer	(1)	October 1, 2003
	Sr. Juvenile Detention Officer	(1)	October 1, 2003
	Sr. Probation Officer Field	(1)	October 1, 2003
	Sr. Probation Officer Intake	(4)	October 1, 2003
	Sr. Secretary	(1)	October 1, 2003
	Team Leader	(5)	October 1, 2003
	Title IV Case Manager	(1)	October 1, 2003
	Title IV Case Manager Assistant	(1)	October 1, 2003
	Tracker	(1)	October 1, 2003
	Tracker - Part - time	(1)	October 1, 2003
	Training Research Coordinator	(1)	October 1, 2003
Transportation Officer	(1)	October 1, 2003	
Total		<u>(182.5)</u>	
<p>During budget hearings, the Commissioner's Court approved transferring all positions in the Juvenile Probation department to a Special Revenue Fund as requested by the Juvenile Board.</p>			
<b>Total Public Safety</b>		<u>(147.5)</u>	



## Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
<b>Health and Welfare:</b>			
Medical Examiner	Administrative Assistant II	(1)	Dept Budget Cut
	Administrative Assistant III	1	Dept Budget Cut
	Chief Investigator	(1)	Dept Budget Cut
	Total	<u>(1)</u>	
	<p>During budget hearings, the Commissioner's Court approved deleting a Chief Investigator and converting an Administrative Assistant II position to an Administrative Assistant III, for an overall cost savings, and in support of the three percent budget cut mandated by Commissioners Court.</p>		
<b>Total Health and Welfare</b>		<u>(1)</u>	
<b>Resource Development:</b>			
Planning and Development	Database Research Coordinator	(1)	October 1, 2003
	Economic Development Coordinator	(1)	Re-org
	Graphic Planning Technician	(1)	October 1, 2003
	Grant & Contract Coordinator	(2)	Re-org
	Contract Manager	2	Re-org
	Planner I	1	October 1, 2003
	Planner II	(1)	October 1, 2003
	Planning & Administrative Technician	(1)	Re-org
	Planning Manager	(1)	October 1, 2003
	Specialist Project Coordinator	(2)	Re-org
	Program Coordinator	2	Re-org
	Project Specialist	(1)	Re-org
	Sr. Project Engineer	(1)	October 1, 2003
	Sub Division & Development Coordinator	1	Re-org
Total	<u>(6)</u>		
<p>During the fiscal year, the Commissioners Court approved transferring the Economic Development Coordinator and the Project Specialist positions to the Community Services department, to support the Strong/Family Strong Future Initiative for the Court. In addition, the Commissioners approved transferring four positions, Sr. Project Engineer, Planner II, Planning Manager, and Graphic Planning Technician to the Road and Bridge department, since their responsibilities fall under the Road and Bridge function, and this would be a cost savings to the General Fund. In addition, the Commissioners Court converted a Database Research Coordinator position to a Planner I, also for an overall savings to the General Fund. During the fiscal year the Commissioners also approved re-titling two Grant Contract Coordinators to Contract Managers, two Specialist Project Coordinators to Program Coordinators, and one Planning and converting an Administrative Technician to a Planner II after the Director's evaluation of personnel and budget, as requested by the Commissioner's Court during the FY 2003 budget hearings.</p>			
<b>Total Resource Development</b>		<u>(6)</u>	
<b>Culture and Recreation:</b>			
Ascarate Regional County Park	Administrative Assistant I	1	Re-org
	Secretary	(1)	Re-org
	Administrative Assistant I	(1)	Re-org
	Assistant Director Parks and Aquatics	1	Re-org
	Aquatics Manager	(1)	Re-org
	Clerk II	1	Re-org

## Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
<b>Ascarate Regional County Park, Continued</b>			
	Collection Clerk	1	Proposed Revenue Enhancement Program
	Maintenance Mechanic II	1	Re-org
	Park Ranger	(1)	Re-org
	Park Ranger - Part time	(0.5)	Re-org
	Utility Worker I	1	Re-org
	GateWorker I - Part time	0.5	Proposed Revenue Enhancement Program
	GateWorker I - Part time	0.5	Proposed Revenue Enhancement Program
	Total	<u>2.5</u>	
<p>During budget hearings Commissioners Court approved a new collection Clerk and two part time Gate Worker positions for the Ascarate Revenue Enhancement Program. During the fiscal year, the Commissioners approved re-titling a one Secretary to an Administrative Assistant I, adding one new Asst. Director Parks and Aquatics, one new Maintenance Mechanic II, one new Clerk II, one new Utility Worker I, and deleting the vacant part time and full time Park Ranger positions, as per the recommendations of the new Parks Director. In addition, the Commissioners approved transferring one Administrative Assistant I position to the Golf Course based on actual duties, and transferring the Aquatics Manager to the Swimming Pool based on actual duties.</p>			
<b>Ascarate Golf Course</b>			
	Administrative Assistant I	1	Re-org
	Assistant Director Golfcourse Mgr.	1	Re-org
	Assistant Golf Professional	(1)	Re-org
	Utility Worker I	(1)	Proposed Revenue Enhancement Program
	Assistant Golf Professional	1	Proposed Revenue Enhancement Program
	Cashier Clerk	(1)	Re-org
	Golf Course Superintendent	1	Proposed Revenue Enhancement Program
	Golf Course Superintendent	(1)	Re-org
	Sr. Clerk I	1	Re-org
	Utility Worker I	1	Re-org
	Utility Worker III	(1)	Re-org
	Maintenance Foreman	1	Re-org
	Total	<u>2</u>	
<p>During budget hearings Commissioners Court approved to delete one Utility Worker I full time position and convert this to two temporary Utility Worker I's, a new Assistant Golf Course Professional and a new Golf Course Superintendent all for the purpose on enhancing revenues at the Ascarate Golf Course department. During the fiscal year, the Commissioners approved retiling a Utility Worker III to a Maintenance Foreman, to convert a Cashier Clerk to a Senior Clerk I, deleting one Assistant Golf Professional, adding one new Utility Worker I, and deleting one Golf Course Superintend position as per the recommendations from the new Parks and Recreation Director for a minimum impact to the General Fund due to vacancies in the department. An Administrative Assistant position was transferred from Ascarate Park to the Golf Course, since this person was performing duties at the Golf Course.</p>			
<b>Library</b>			
	Clerk I - Part time	(0.5)	October 1, 2003
	Maintenance Worker I - Part-time	0.5	October 1, 2003
	Total	<u>0</u>	



## Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
Library, Continued	During budget hearings, the Commissioners Court approved converting a part time Clerk I position to a Maintenance Worker I position based on actual responsibilities.		
Swimming Pools	Aquatics Manager	1	Re-org
	Total	<u>1</u>	
	During the fiscal year, the Commissioner's Court approved transferring the position of Aquatics Manager from Ascarate Park to the Swimming Pool, based on actual responsibilities.		
<b>Total Culture and Recreation</b>		<u>5.5</u>	
<b>TOTAL GENERAL FUND</b>		<u>(126.0)</u>	
<b><u>SPECIAL REVENUE</u></b>			
<b>General Government:</b>			
County Clerk Records Mgmt and Preservation	Clerk II	2	October 1, 2003
	Total	<u>2</u>	
	During budget hearings the Commissioner's Court approved two additional Clerk II positions for the County Clerk Records Management department to assist with the archiving function. This was approved based on adequate funding in this fund to support this new personnel.		
General and Administrative R & B	Drafter II	(1)	Re-org
	Graphic Planning Technician	1	October 1, 2003
	Graphic Planning Technician	1	Re-org
	Inspector	1	Re-org
	Planner II	1	October 1, 2003
	Planning Manager	1	October 1, 2003
	R.O.W. Analyst	1	Re-org
	Sr. Project Engineer	1	October 1, 2003
	Subdivision Coord. R & B	(1)	Re-org
	Zoning Inspector ( R & B )	<u>(1)</u>	Re-org
	Total	<u>4</u>	
	During the fiscal year, the Commissioners Court approved transferring four positions, Sr. Project Engineer, Planner II, Planning Manager, and Graphic Planning Technician to the Road and Bridge department, since their responsibilities fall under the Road and Bridge function, and this would be a cost savings to the General Fund. In addition, during the fiscal year, the Commissioners Court approved re-titling one Subdivision Coordinator to a R.O.W. Analyst, and one Zoning Inspector to a an Inspector with no change in salary, to match their actual duties. The Commissioners also approved retitling a Drafter II, to a Graphic Planning Technician based on responsibilities, for no increase to their budget, based on availability of funds.		
Tax Office Discretionary Fund	VIT Enforcement Director	(1)	
	Total	<u>(1)</u>	
	During budget hearings, the Commissioners Court approved transferring the VIT Enforcement Director position from the Tax Office Discretionary Fund to the Tax Office, in support of the new Enforcement Collection Program.		
<b>Total General Government</b>		<u>5</u>	



## Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
<b>Culture and Recreation:</b>			
Coliseum Tourist Promotion	Administrative Assistant I	(1)	October 1, 2003
	Assistant Director Ent. Facility	(1)	Re-org
	Assistant Director Coliseum	1	Re-org
	Assistant Director Coliseum	(1)	October 1, 2003
	Assistant Director Sports Commission	(1)	Re-org
	Assistant Director of Events	1	Re-org
	Assistant Director Events	(1)	October 1, 2003
	Marketing Assistant	1	Re-org
	Assistant Director Marketing	(1)	Re-org
	Facility Events Mechanic & Maintenance	(1)	October 1, 2003
	Facility Events Plumber Maintenance	(1)	October 1, 2003
	Facility Foreman	(1)	October 1, 2003
	Assistant Facilities Manager	(1)	October 1, 2003
	Facility Mechanic I	(1)	October 1, 2003
	Maintenance Worker I	(3)	October 1, 2003
	Maintenance Worker I	(2)	To Sportspark
	Marketing Assistant	(1)	October 1, 2003
	Office Manager	(1)	October 1, 2003
	Reservation Clerk	1	Re-org
	Reservation Clerk	(1)	October 1, 2003
	Special Events Manager	(1)	Re-org
	Assistant Facilities Manager	1	Re-org
	Sportspark Assistant Director Youth Sports	(1)	October 1, 2003
	Sportspark Assistant Director Youth Sports	<u>1</u>	Re-org
	Total	<u>(15)</u>	
	<p>During the fiscal year, the Commissioner's Court approved retitling one Assistant Director Ent. Facility to Assistant Director, one Assistant Director of Sports Commission to Assistant Director of Events, one Assistant Director of Marketing to Marketing Assistant, one Special Events Manager to Assistant Facilities Manager, one new Reservation Clerk, and transferring from Sportspark the Assistant Director of Youth Sports from the Sportspark all based on the recommendations of the Coliseum Director to align duties correctly. In addition, during budget hearings, the Commissioners approved deleting 15 positions from the Coliseum, to include the transfer of two Maintenance Worker I positions, based on their recommendation for privatization.</p>		
Sportsparksr	Concession Manager	(1)	Re-org
	Concession Supervisor part time	(0.5)	Re-org
	Concession Supervisor full time	1	Re-org
	Maintenance Worker I	<u>2</u>	October 1, 2003
	Total	<u>2</u>	
	<p>During budget hearings, the Commissioner's approved transferring two Maintenance Worker I positions from the Coliseum budget to the Sportspark in order to allow these employees to continue their years of service this year, and retire during the fiscal year. During the fiscal year the Commissioner's Court also approved converting a Concession Supervisor from part time status to full time status based on need, and deleting the vacant Concession Manager for a savings in the budget.</p>		
<b>Total Culture and Recreation</b>		<u><u>(13)</u></u>	

## Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
Public Safety: Juvenile Probation	Accountant I	1	October 1, 2003
	Accounting Clerk	4	October 1, 2003
	Accounting Supervisor	1	October 1, 2003
	Administrative Assistant	2	October 1, 2003
	Assistant Training Coordinator	1	October 1, 2003
	Building Engineer	1	October 1, 2003
	Chief Juv. Probation Officer	1	October 1, 2003
	Clinical Supervisor	1	October 1, 2003
	Cook I	4	October 1, 2003
	Cook I - Part-time	2	October 1, 2003
	Cook II	1	October 1, 2003
	Cook III	1	October 1, 2003
	Counselor	1	October 1, 2003
	Court Coordinator	1	October 1, 2003
	Data Entry Clerk	1	October 1, 2003
	Deputy Chief of Operations	1	October 1, 2003
	Deputy Chief of Probation	1	October 1, 2003
	Detention Administrative Assistant	1	October 1, 2003
	Director of Challenge	1	October 1, 2003
	Director of Clerical Services	1	October 1, 2003
	Director of Intake/Court Services	1	October 1, 2003
	Director of Employee Operations	1	October 1, 2003
	Director of Probation Services	1	October 1, 2003
	Director of Special Programs	1	October 1, 2003
	Director of Detention & Support Services	1	October 1, 2003
	Drug/Motel Court Coordinator	1	October 1, 2003
	General Counsel	1	October 1, 2003
	Intake Tech/Trans Officer	1	October 1, 2003
	Intake Tracker	1	October 1, 2003
	Juvenile Correction Officer	41	October 1, 2003
	Juvenile Correction Officer - Part-time	4	October 1, 2003
	Juvenile Detention Officer	27	October 1, 2003
	Juvenile Detention Officer - Part-time	9.5	October 1, 2003
	Juvenile Detention Team Leader	5	October 1, 2003
	Maintenance Assistant	5	October 1, 2003
	Maintenance Technician	1	October 1, 2003
	Probation Officer Aftercare	2	October 1, 2003
	Probation Officer Auditor	1	October 1, 2003
	Probation Officer Challenge	2	October 1, 2003
	Probation Officer Court	3	October 1, 2003
	Probation Officer Field	4	October 1, 2003
	Probation Officer FOP Ct. Liaison	2	October 1, 2003
	Probation Officer Intake	7	October 1, 2003
	Probation Officer Shocap	1	October 1, 2003
	Probation Officer Spotlight	1	October 1, 2003
	Probation Officer Technician	1	October 1, 2003
	Secretary	9	October 1, 2003
Secretary Challenge	1	October 1, 2003	
Sr. Corrections Officer	1	October 1, 2003	
Sr. Juvenile Detention Officer	1	October 1, 2003	
Sr. Probation Officer Field	1	October 1, 2003	
Sr. Probation Officer Intake	4	October 1, 2003	
Sr. Secretary	1	October 1, 2003	
Team Leader	5	October 1, 2003	
Title IV Case Manager	1	October 1, 2003	
Title IV Case Manager Assistant	1	October 1, 2003	
Tracker	1	October 1, 2003	
Tracker - Part-time	1	October 1, 2003	



## Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
Juvenile Probation, Continued	Training Research Coordinator	1	October 1, 2003
	Transportation Officer	1	October 1, 2003
	Total	<u>182.5</u>	
<p>During budget hearings, the Commissioner's Court approved transferring all positions in the Juvenile Probation department to a Special Revenue Fund as requested by the Juvenile Board.</p>			
<b>Total Public Safety</b>		<u>182.5</u>	
<b>Total Special Revenue</b>		<u>174.50</u>	

### GRANTS

Accountant	1	Grant Award Change
Accountant I	(1)	Grant Award Change
Assistant Program Director	(1)	Grant Award Change
Assistant Manager	1	Grant Award Change
Clerk II	(1)	Grant Award Change
Data Entry II	2	Grant Award Change
Homebound Case Manager	1	Grant Award Change
Homebound Information Specialist	(1)	Dept Budget Cut
Homebound Information Specialist	1	Grant Award Change
Homebound Information Specialist	(1)	Grant Award Change
Caseworker	1	Grant Award Change
Information & Referral Specialist	(1)	Grant Award Change
Office Coordinator	(1)	Grant Award Change
Administrative Assistant I	1	Grant Award Change
Administrative Assistant	2	Grant Award Change
Administrative Secretary	(1)	Grant Award Change
Attorney	(2)	Grant Award Change
Automobile Title Examiner	1	Grant Award Change
Budget Analyst	(1)	Grant Award Change
Captain/Commander	(1)	Grant Award Change
Civ. Evidence-Custodian	(1)	Grant Award Change
Clerk	1	Grant Award Change
Clerk/Analyst	(1)	Grant Award Change
Clerk-Part-time	(1)	Grant Award Change
Clinical Supervisor	(1)	Grant Award Change
Commander	1	Grant Award Change
Communication Manager	1	Grant Award Change
Community Outreach Coordinator	(1)	Grant Award Change
Correction Officer	1	Grant Award Change
Correction Officer- Part-time	(2)	Grant Award Change
Counselor	3	Grant Award Change
Court Clerk	1	Grant Award Change
Court Manager	1	Grant Award Change
Criminal Intelligence Analyst	(1)	Grant Award Change
Data Entry Clerk	1	Grant Award Change
Detectives	(3)	Grant Award Change
Division/Unit Chief	1	Grant Award Change
Director-ADMIN-INTEL	(1)	Grant Award Change
Director-RIC	(1)	Grant Award Change
Drivers Nutrition - Part-time	3	Grant Award Change
Education Coordinator	(1)	Grant Award Change
Environmental Prosecutor	1	Grant Award Change

## Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date	
Grants, Continued	Evidence Custodian	1	Grant Award Change	
	Financial Analyst	(1)	Grant Award Change	
	Grant Manager	1	Grant Award Change	
	Integrated Treatment Coordinator	1	Grant Award Change	
	Investigator	3	Grant Award Change	
	Juvenile Correction Team Leader	(1)	Grant Award Change	
	Juvenile Service Coordinator	(1)	Grant Award Change	
	Juvenile Probation Officer	(1)	Grant Award Change	
	LCDC Counselors	(3)	Grant Award Change	
	Legal Secretary	2	Grant Award Change	
	Legal Secretary Part-time	1	Grant Award Change	
	Local Area Network Technician	(1)	Grant Award Change	
	Office Manager	(1)	Grant Award Change	
	Outreach Coordinator	1	Grant Award Change	
	Paralegal	1	Grant Award Change	
	Parent Liaison	1	Grant Award Change	
	Pre-Emply/wrk. Mat. Skl. Int.	(1)	Grant Award Change	
	Probation Officer	1	Grant Award Change	
	Probation Officer II	(2)	Grant Award Change	
	Program Analyst	(1)	Grant Award Change	
	Project Coordinator	1	Grant Award Change	
	Project Director	1	Grant Award Change	
	Rangers	(1)	Grant Award Change	
	Rangers - Part-time	(1)	Grant Award Change	
	Rural Transit Coordinator	1	Grant Award Change	
	Secretary	1	Grant Award Change	
	Secretary I	(2)	Grant Award Change	
	Sergeant	(1)	Grant Award Change	
	Social Worker	(1)	Grant Award Change	
	Sr. Attorney	2	Grant Award Change	
	Sr. Attorney - Part-time	1	Grant Award Change	
	Sr. Case Worker	(1)	Grant Award Change	
	Tracker - Part-time	(1)	Grant Award Change	
	Technical Assistant Coordinator	1	Grant Award Change	
	Training Director	1	Grant Award Change	
	Vocational Guidance Counselor	2	Grant Award Change	
	Vocation Preparation Inst.	(1)	Grant Award Change	
		<u>2</u>		

The above resulted from new and renewed grant awards approved by Commissioners Court during FY 03.

**TOTAL GRANTS**

2



## Authorized Full-Time Equivalent Position Listing

Department	Fiscal Years		
	2002	2003	2004
<b><u>General Fund</u></b>			
<b>General Government:</b>			
Commissioner Precinct No. 1	3.00	3.00	3.00
Commissioner Precinct No. 2	3.00	3.00	3.00
Commissioner Precinct No. 3	3.00	3.00	3.00
Commissioner Precinct No. 4	2.00	2.00	2.00
Commissioners Court Services Office	2.00	1.00	1.00
Communications Center	5.00	5.00	5.00
Community Services Department		1.00	3.00
County Auditor	51.50	51.50	51.50
County Clerk	43.00	42.50	42.50
County Clerk Criminal Fee Collections	9.00	9.00	14.00
County Judge	5.00	4.00	4.00
County Solid Waste Disposal	6.00	6.00	6.00
District Clerk	66.50	68.00	74.00
Domestic Relations Office	23.50	23.50	23.50
Elections	12.00	12.00	12.00
Facilities Management	35.50	35.50	35.50
Human Resources	10.00	12.00	12.00
Information Technology Department	38.50	39.50	39.50
Purchasing	20.00	22.00	22.00
Tax Office	67.50	67.50	69.00
<b>Total General Government</b>	406.00	411.00	425.50
<b>Administration of Justice:</b>			
8th Court of Appeals	4.00	4.00	4.00
34th District Court	3.00	3.00	3.00
41st District Court	3.00	3.00	3.00
65th District Court	4.00	6.00	6.00
120th District Court	4.00	4.00	4.00
168th District Court	3.00	3.00	3.00
171st District Court	3.00	3.00	3.00
205th District Court	3.00	3.00	3.00
210th District Court	3.00	3.00	3.00
243rd District Court	3.00	3.00	4.00
327th District Court	4.00	3.00	3.00
346th District Court	3.00	3.00	3.00
383rd District Court	3.00	5.00	5.00
384th District Court	3.00	3.00	3.00
388th District Court	3.00	5.00	5.00
409th District Court	3.00	3.00	3.00
Associate CPS Court	4.50	4.50	4.50
Associate Family Court 1	4.00	4.00	4.00
Associate Family Court 2	5.00	5.00	5.00
Associate Family Court 3	4.00	4.50	4.50
Council of Judges Administration	20.00	20.00	20.00
County Attorney	55.00	59.00	63.00
County Attorney Bond Forfeitures	6.00	6.00	0.00

(Continued on next page)



## Authorized Full-Time Equivalent Position Listing

Department	Fiscal Years		
	2002	2003	2004
<b><u>General Fund-Continued</u></b>			
<b>Administration of Justice-Continued:</b>			
County Attorney RETGH Legal	6.00	6.00	7.00
County Attorney Teen Court Coordinator	1.00	1.00	1.00
County Court At Law Administration	17.00	17.00	17.00
County Court At Law No. 1	3.00	3.00	3.00
County Court At Law No. 2	3.00	3.00	3.00
County Court At Law No. 3	3.00	3.00	3.00
County Court At Law No. 4	3.00	3.00	3.00
County Court At Law No. 5	3.00	3.00	3.00
County Court At Law No. 6	3.00	3.00	3.00
County Court At Law No. 7	3.00	3.00	3.00
County Court At Law No. 8			
County Court At Law No. 9			
County Court at Law Judges	7.00	7.00	7.00
County Criminal Court At Law No. 1	3.00	3.00	3.00
County Criminal Court At Law No. 2	3.00	3.00	3.00
County Criminal Magistrate Judges	2.00	2.00	2.00
County Probate Court	8.00	8.00	8.00
Criminal Law Magistrate 1	5.00	5.00	5.00
District Attorney	124.00	128.00	133.00
District Judges-Salary Supplement	15.00	15.00	15.00
Impact Court	3.00	3.00	3.00
Justice Of The Peace No. 1	4.00	4.00	4.00
Justice Of The Peace No. 2	5.00	5.00	6.00
Justice Of The Peace No. 3	6.00	6.00	7.00
Justice Of The Peace No. 4	5.50	5.50	6.50
Justice Of The Peace No. 5	3.50	3.50	3.50
Justice Of The Peace No. 6	10.00	10.00	11.00
Justice Of The Peace No. 7	7.00	7.00	8.00
Juvenile Court Referee	5.00	5.00	5.00
Public Defender	43.50	43.50	43.00
Tax Court	2.00	2.00	1.00
<b>Total Administration of Justice</b>	457.00	470.50	479.00
 <b>Public Safety:</b>			
Constable Precinct No. 1	1.00	1.00	2.00
Constable Precinct No. 2	1.00	1.00	2.00
Constable Precinct No. 3	1.00	1.00	2.00
Constable Precinct No. 4	1.00	1.00	2.00
Constable Precinct No. 5	1.00	1.00	1.00
Constable Precinct No. 6	1.00	1.00	3.00
Constable Precinct No. 7	1.00	1.00	2.00
County Sheriff-Courthouse Security	13.00	13.00	13.00
County Sheriff-Detention Facility	367.00	360.00	377.00
County Sheriff-Jail Annex	316.00	328.00	343.00
County Sheriff-Law Enforcement	269.00	271.00	267.00
Juvenile Probation	182.00	182.50	0.00
<b>Total Public Safety</b>	1,154.00	1,161.50	1,014.00

# Authorized Full-Time Equivalent Position Listing

Department	Fiscal Years		
	2002	2003	2004
<b><u>General Fund-Continued</u></b>			
<b>Health and Welfare:</b>			
County Child Welfare	1.00	1.00	1.00
General Assistance	11.00	12.00	12.00
Medical Examiner	12.50	12.50	11.50
Veterans Assistance	2.00	2.00	2.00
<b>Total Health and Welfare</b>	26.50	27.50	26.50
 <b>Resource Development:</b>			
Agricultural Co-Op Extension	14.50	14.50	14.50
Planning & Development	14.00	17.00	11.00
<b>Total Resource Development</b>	28.50	31.50	25.50
 <b>Culture and Recreation:</b>			
Aguadulce Community Center	1.00	1.00	1.00
Ascarate Golf Course	20.00	20.00	22.00
Ascarate Regional County Park	21.50	17.50	20.00
County Library	6.00	6.00	6.00
Rural Parks	5.00	5.00	5.00
San Elizario Center Maintenance	1.00	1.00	1.00
Sportspark	5.00	0.00	0.00
Swimming Pools	1.00	1.00	2.00
<b>Total Culture and Recreation</b>	60.50	51.50	57.00
 <b>Total General Fund</b>			
	2,132.50	2,153.50	2,027.50
 <b><u>Special Revenue Fund</u></b>			
<b>General Government:</b>			
County Clerk Records Mgmt. and Preservation	18.00	18.00	20.00
Road and Bridge Administration	10.00	10.00	14.00
Tax Office Discretionary Fund	0.00	1.00	0.00
<b>Total General Government</b>	28.00	29.00	34.00
 <b>Culture and Recreation:</b>			
Coliseum Tourist Promotion	17.00	18.00	3.00
County Law Library	4.00	4.00	4.00
Sportspark	0.00	4.00	6.00
<b>Total Culture and Recreation</b>	21.00	26.00	13.00
 <b>Public Safety:</b>			
Juvenile Probation Special Revenue	0.00	0.00	182.50
<b>Total Public Safety</b>	0.00	0.00	182.50
 <b>Public Works:</b>			
Road and Bridge	63.00	67.00	67.00
<b>Total Public Works</b>	63.00	67.00	67.00

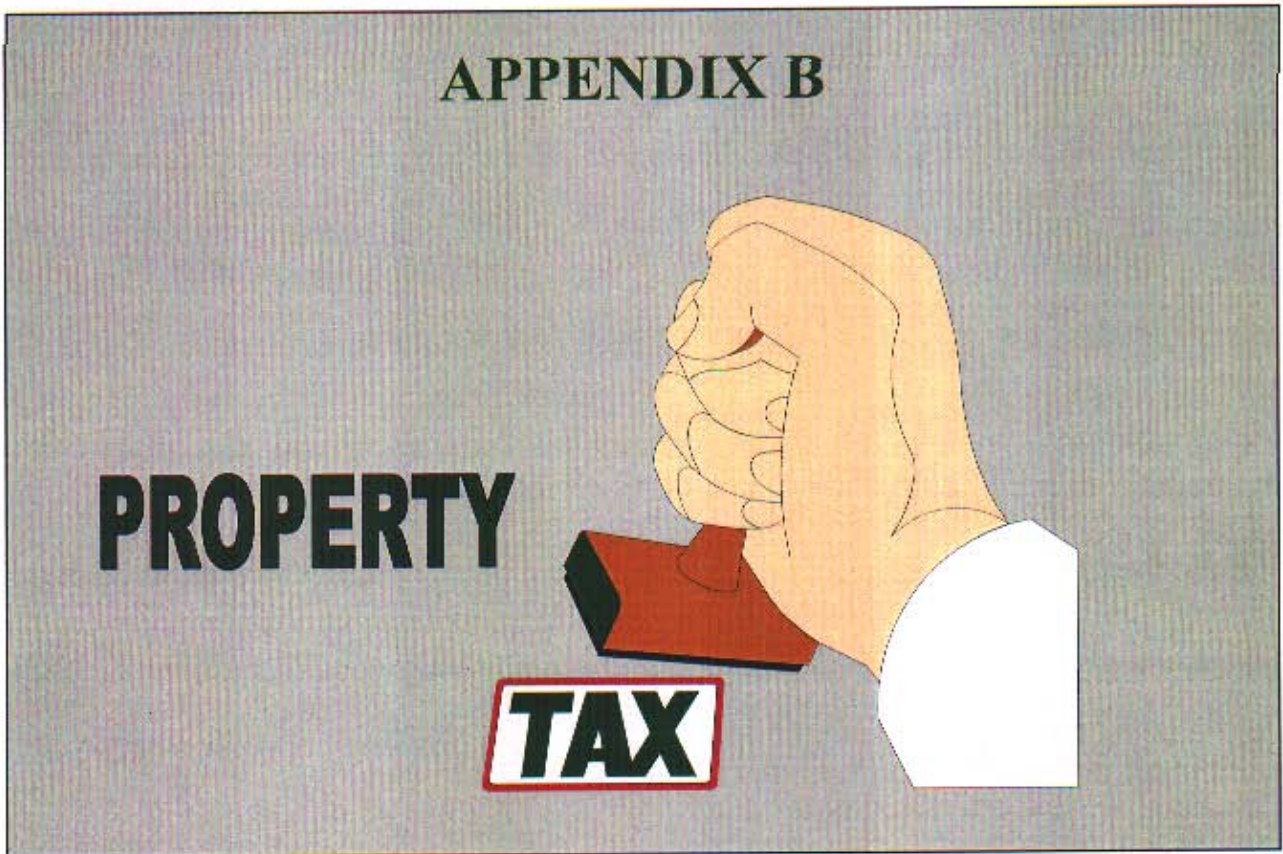
## Authorized Full-Time Equivalent Position Listing

Department	Fiscal Years		
	2002	2003	2004
Total Special Revenue	112.00	122.00	296.50
<b><u>Grant Fund</u></b>			
Grants	136.50	161.50	163.50
<b>GRAND TOTAL-ALL FUNDS</b>	<b>2,381.00</b>	<b>2,437.00</b>	<b>2,487.50</b>



# County of El Paso, Texas

## APPENDIX B



### **Commissioners Court Order Approving the Ad Valorem Property Tax Rate**

The tax levy for the County is determined annually by an order of the El Paso County Commissioners Court. For the 2004 tax year, the Commissioners levied an overall rate of \$.410817 per \$100 valuation. Of this overall levy, a rate of \$.331952 per \$100 assessed valuation is for the maintenance and operations of the County and a rate of \$.078865 per \$100 assessed valuation is for the payment of principal, interest and costs on the County's bonded indebtedness.

MONDAY, SEPTEMBER 29, 2003  
COMMISSIONERS COURT MET IN REGULAR MEETING  
AT 9:30 A.M. O'CLOCK  
WITH THE FOLLOWING MEMBERS BEING PRESENT

HON. DOLORES BRIONES,  
CHARLES L. SCRUGGS,  
BETTI FLORES,  
MIGUEL A. TERAN,  
DANIEL R. HAGGERTY,

COUNTY JUDGE, PRESIDING  
COMMISSIONER, PCT. # 1  
COMMISSIONER, PCT. # 2  
COMMISSIONER, PCT. # 3  
COMMISSIONER, PCT. # 4

SUE ANNE WARREN, DEPUTY CLERK

---

APPROVED - RESCIND TAX RATE ADOPTED ON SEPTEMBER 8, 2003  
AND ADOPT HEARING RATE AS TAX RATE FOR COUNTY OF EL PASO  
FOR 2003 TAX YEAR

SEPTEMBER 29, 2003

MOTION # 40 (Item # 57)

On this day, on motion of County Judge Briones, seconded by Commissioner Flores, it is the order of the Court to rescind the Court Order of September 8, 2003 whereby the Court adopted the effective tax rate for the 2003 tax year. Further, it is the order of the Court, pursuant to the *Property Tax Code, §26.05(a)*, to adopt the hearing rate of \$0.410817 per \$100 assessed valuation as the tax rate for the County of El Paso for the 2003 tax year; a rate of \$0.331952 per \$100 assessed valuation is for the purpose of maintenance and operations, and a rate of \$0.078865 per \$100 assessed valuation is for the payment of principal and interest on the debt of the County.

VOTE: YES - Judge Briones, Flores, Teran

NO - Scruggs, Haggerty

---

THE STATE OF TEXAS    )  
                                  )  
COUNTY OF EL PASO    )

KNOW ALL MEN BY THESE PRESENTS:

November 25, 2003

I hereby certify that the foregoing is a true and correct copy of an extract of the Minutes of the El Paso County Commissioners Court meeting held September 29, 2003.

WALDO ALARCON, COUNTY CLERK  
EL PASO COUNTY, TEXAS

  
SUE ANNE WARREN, DEPUTY CLERK



# County of El Paso, Texas

## APPENDIX C



**Commissioners Court Order Approving the  
Operating Budget for the Fiscal Year  
Beginning October 1, 2003.**

FRIDAY, OCTOBER 10, 2003  
COMMISSIONERS COURT MET IN SPECIAL MEETING  
AT 10:10 A.M. O'CLOCK  
WITH THE FOLLOWING MEMBERS BEING PRESENT

HON. DOLORES BRIONES,  
CHARLES L. SCRUGGS,  
BETTI FLORES,  
MIGUEL A. TERAN,  
DANIEL R. HAGGERTY,

COUNTY JUDGE, PRESIDING  
COMMISSIONER, PCT. # 1  
COMMISSIONER, PCT. # 2  
COMMISSIONER, PCT. # 3  
COMMISSIONER, PCT. # 4

SUE ANNE WARREN, DEPUTY CLERK

---

ADOPTED - COUNTY OF EL PASO ANNUAL OPERATING BUDGET  
FOR FISCAL YEAR 2003-2004, AS ADJUSTED

OCTOBER 10, 2003

MOTION # 24 (Item # 2)

On this day, on motion of Commissioner Teran, seconded by Commissioner Scruggs, it is the order of the Court, pursuant to *Texas Local Government Code §111.039*, to approve and adopt the County of El Paso annual operating budget for the fiscal year beginning October 1, 2003 and ending September 30, 2004, including adjustments presented by the County Auditor and approved by Commissioners Court.

The total budget, with adjustments, is \$208,410,721. The General Fund budget is \$154,385,518. The reserve estimate is utilization of a designation of \$18,809,886, leaving a residual of \$16,191,114, or 10.49% of the adopted budget.

VOTE: YES - Judge Briones, Scruggs, Flores, Teran

NO - Haggerty

---

THE STATE OF TEXAS    )  
                                  )  
COUNTY OF EL PASO    )

KNOW ALL MEN BY THESE PRESENTS:

November 25, 2003

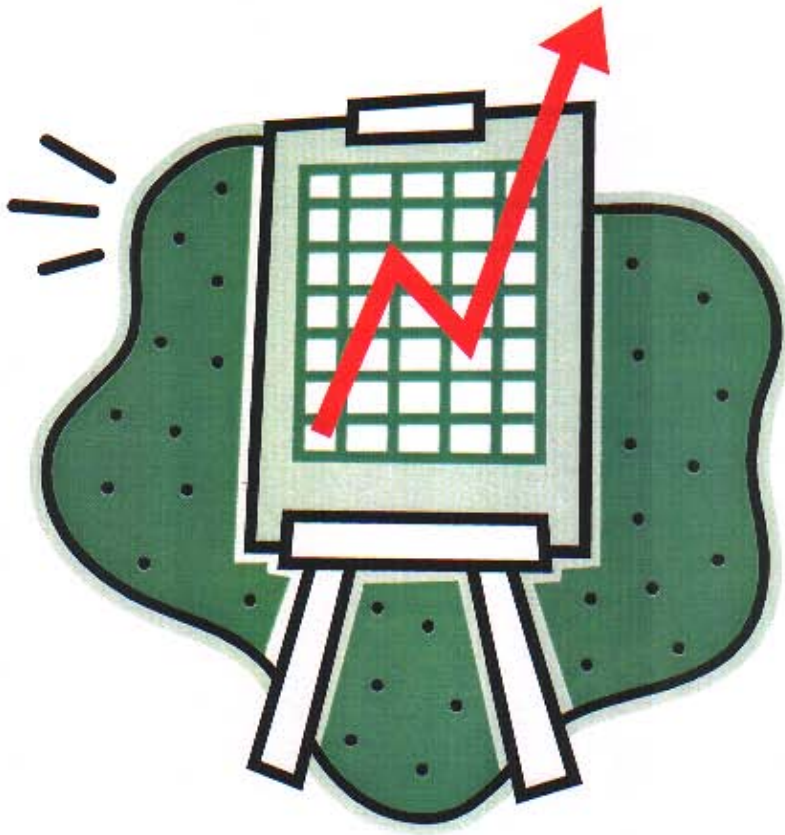
I hereby certify that the foregoing is a true and correct copy of an extract of the Minutes of the El Paso County Commissioners Court meeting held October 10, 2003.

WALDO ALARCON, COUNTY CLERK  
EL PASO COUNTY, TEXAS

  
SUE ANNE WARREN, DEPUTY CLERK

# County of El Paso, Texas

## APPENDIX D



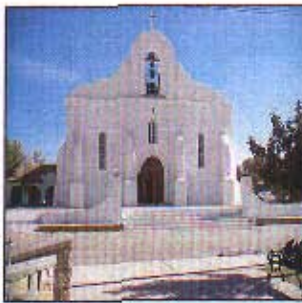
## Statistical Information



# El Paso County Demographics and Other Statistics

## History

So how did El Paso get its name? Back in 1598, when Don Juan Oñate left Santa Barbara, Chihuahua, with over 500 colonists to settle in the Upper Rio Grande Valley into New Mexico, upon crossing the river, he named the area El Paso Del Rio Del Norte, or “The Pass of the River of the North.” Later, this name was shortened to El Paso Del Norte, and then El Paso after the Treaty of Miguel Hidalgo ceded to the U.S. all land north of the Rio Grande. El Paso became the City of El Paso in 1873 and its local economy thrived after the first train arrived in 1881. In addition, this area has been called home to many natives as far back as 1680, when the Tigua Indians, fled what is now known as New Mexico. The Ysleta Mission is one of the three missions that are hallmarks in El Paso’s History.



**San Elizario Mission**



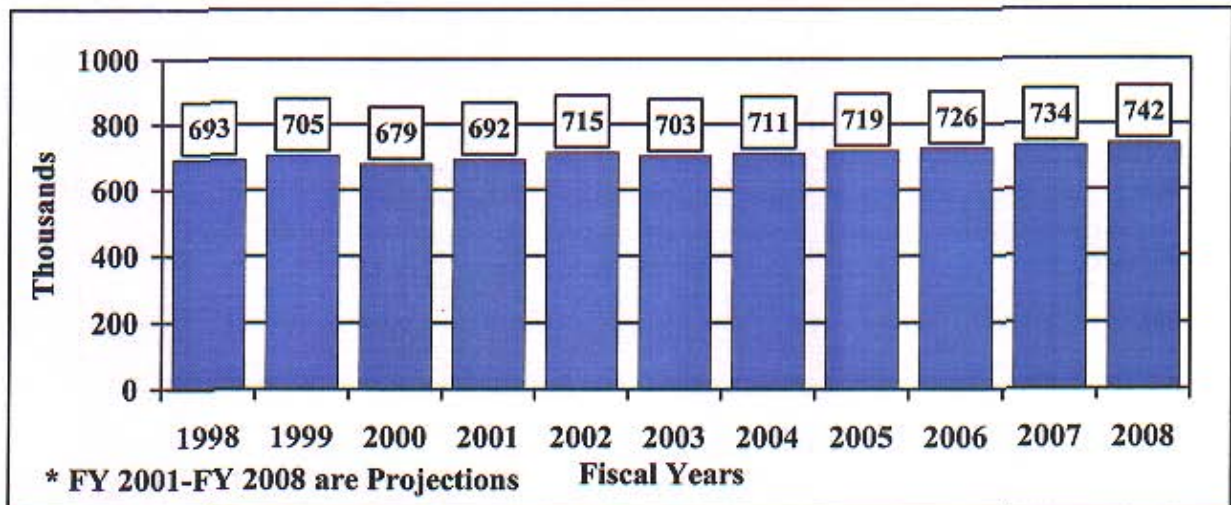
**Socorro Mission**



**Ysleta Mission**

## Population

El Paso’s population has grown from 705,000 in 1999 and is projected to be well over 742,000 in 2008, with much of that growth projected to occur in the suburbs and outlying areas. Within the City limits, the population increased about 9.3 percent during the decade of the 1990’s, but outside the city limits including such communities as San Elizario, Vinton, Fabens, and Horizon City, the population increased approximately 48.4 percent. (Estimates provided by the City of El Paso.) It is important to note that although this is only a 5% increase in 10 years, (705,000 in 1999, vs. 742,000 in 2008) the Hispanic population has grown from 69.57% to 78.2% when comparing the 1990 and 2000 Census. In addition, information provided from the

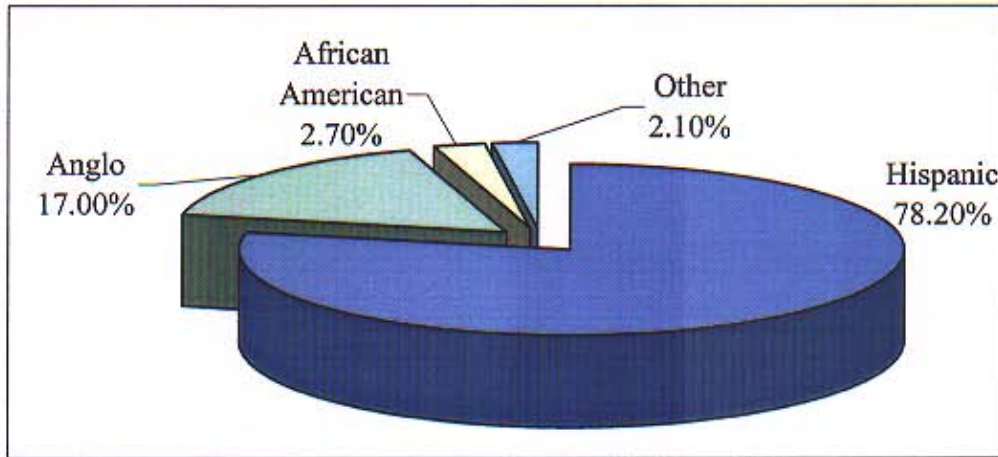




U.S Census Bureau for 2000 lists the population at 679,622, down from prior estimates from the City of El Paso for 2000 of 717,212. This decrease may be the direct result of fewer high school and college graduates staying in the El Paso Area due to better opportunities elsewhere.

### Composition of Population

According to the U.S. Census 2000, 78.2% of the population is of Hispanic or Latino origin, while Anglos comprise 17.0%, Black or African Americans comprise 2.7% and 2.1% of the population is of other descent.

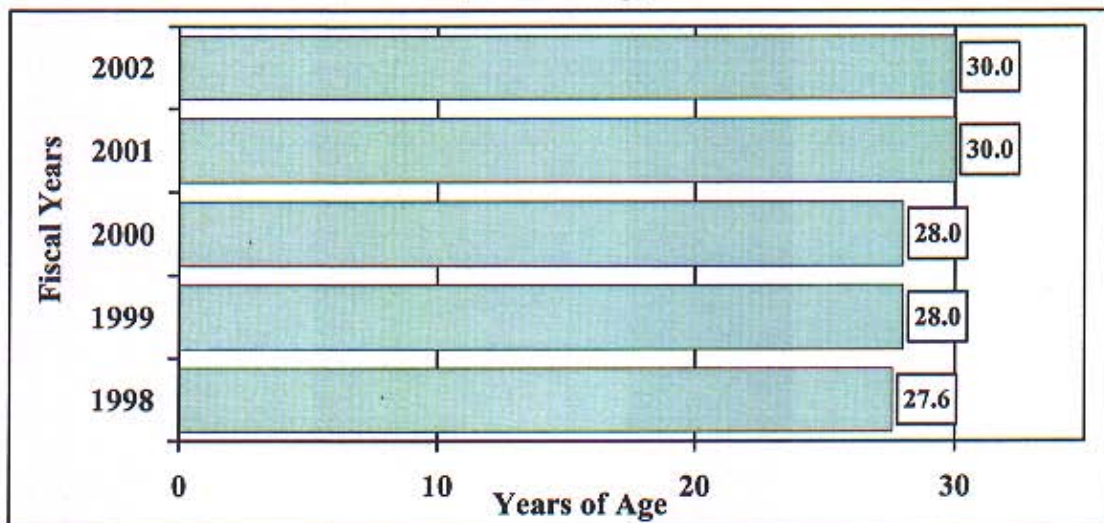


The 2000 Census also reports that 51.8% of El Paso's population is female, 32.0% is under the age of 18, and persons 65 years old and over comprise only 9.7% of the population.

### Median Age and Birth Rates

As shown on the graph below, the median age of El Pasoans is between 27 and 30 years of age. With its young population, our border region has grown much faster than the rest of Texas. In 2001 total births in El Paso County were 14,189, compared to 365,092 in Texas as a whole, or 3.88%. According to the Texas Department of Health, the fertility rate for El Paso County was 91.1% of females aged 15-44 compared to the state rate of 76.6% in 2000, so it is no surprise that the birth rate in El Paso for 2000 of 21.01 per 1,000 residents is higher than the state rate of 17.2 births per 1,000 residents.

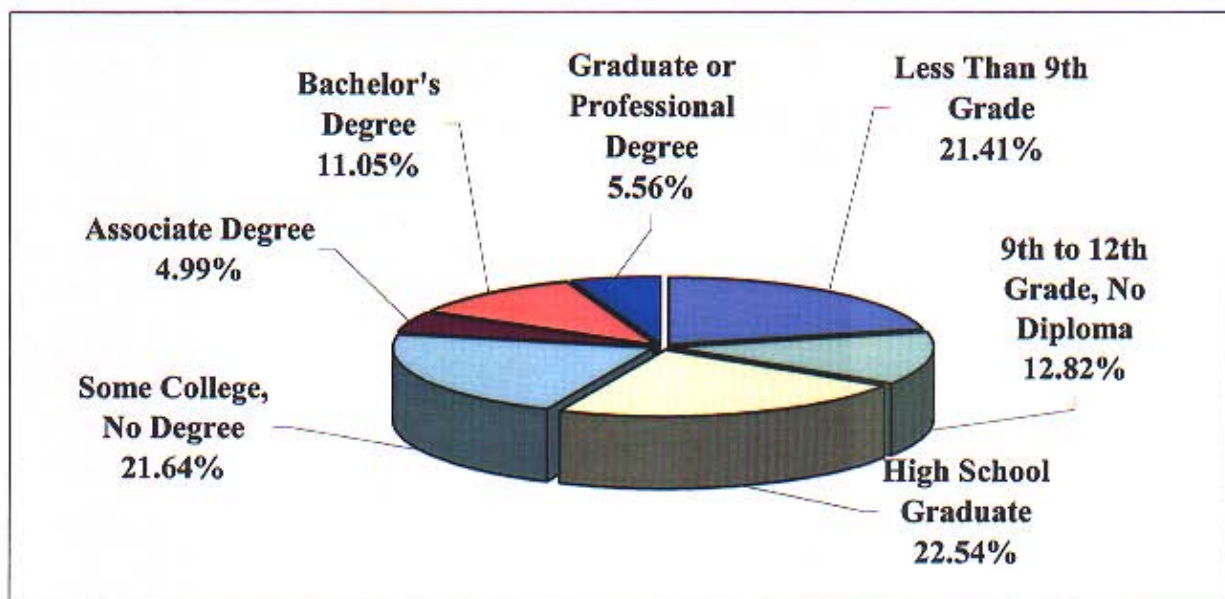
#### Median Age





## Education Level in Years of Formal Schooling

As can be seen in the graph below, based on the 2000 Census, only 65,026 of those 25 and over (391,540), or 16.61 percent, had graduated from college, while 257,532 of persons 25 years and over had attained a high school degree or higher. According to the University of Texas at El Paso, the total degrees awarded in 2002, was 2,848, with 35% in the College of Liberal Arts and 18% in the College of Business Administration. With \$35 million in total research and sponsored project expenditures, UTEP ranks among the top five public universities in Texas. It is interesting to note that out of the 17,232 students enrolled in the University of Texas at El Paso, in the Fall of 2002, 58.2% were females (75.1% Hispanic) and 48.1% were males (66.1% Hispanic). In addition, even though the ratio of enrollment of women to men was slightly higher, the same percentage, 16.5%, of men and women attained graduate degrees in the Fall of 2002.



## Geography and Climatic Conditions

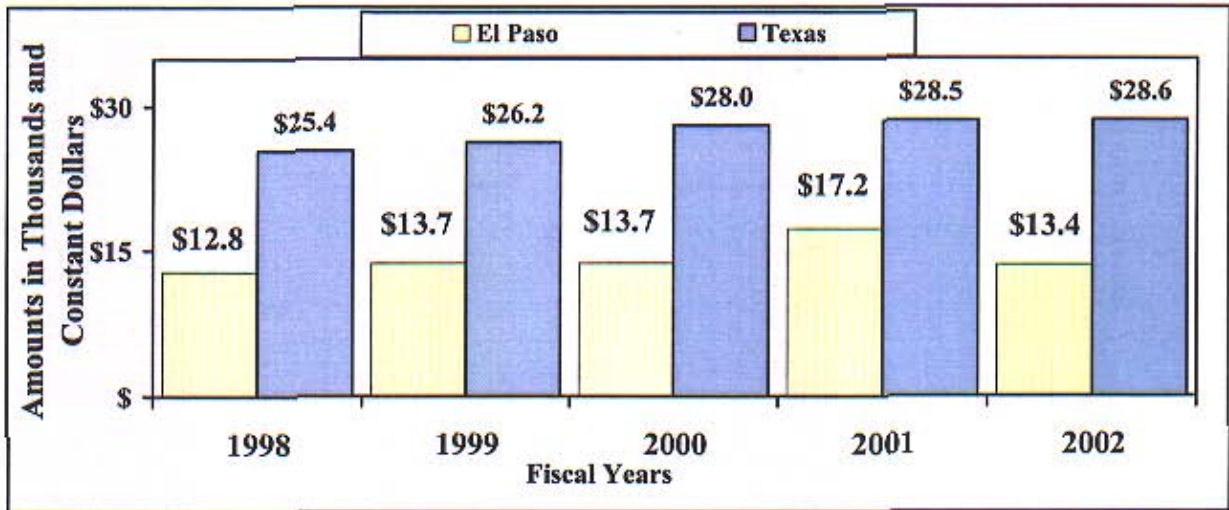
El Paso, with approximately 1,058 square miles of land area is located in the far west portion of the State of Texas, bordered on the west by the Rio Grande River and on the north by the State of New Mexico. The altitude in the County is approximately 4,000 feet, with the highest mountain peak at 7,200 feet, and ranges from the 90's into the low 100's during the summer months. El Paso's average summer high is 95 degrees with very low humidity, and the average winter high temperature is 55-60 degrees with annual rainfall of only 8.65 inches.





## The County's Per Capita Income

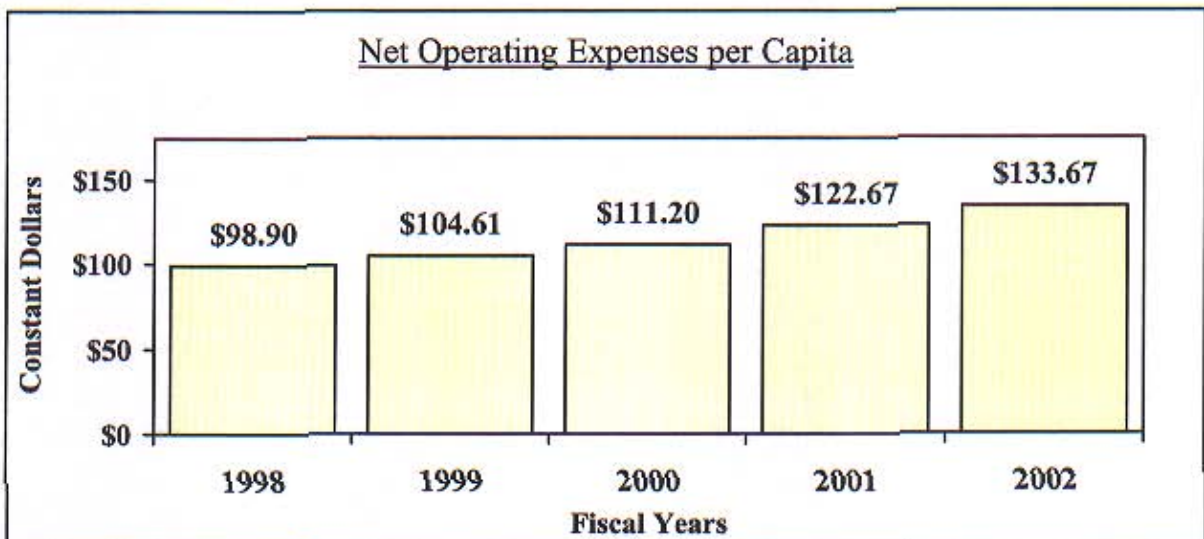
Personal income per capita is one measure of a community's ability to pay taxes. The higher the per capita income, the more property tax, sales tax, income tax, and business tax the government can generate. The chart below manifests that personal income per capita in 2001



increased over prior years. Personal income per capita, in El Paso County, after considering inflationary impacts, is low, especially when compared to Texas as a whole. Yet, according to the City of El Paso Planning Department, personal income in the El Paso metropolitan economy is expected to total more than \$22.3 billion by 2012. This figure represents a compound annual rate of 5.4 percent during the next decade. This is a direct result of El Paso being a principal hub of the borderplex economy and our contribution of more than \$400 million per year in jobs to workers from Dona Ana and Otero Counties in New Mexico, as well as to jobholders who cross daily from Ciudad Juarez

## Cost of Services Per Capita

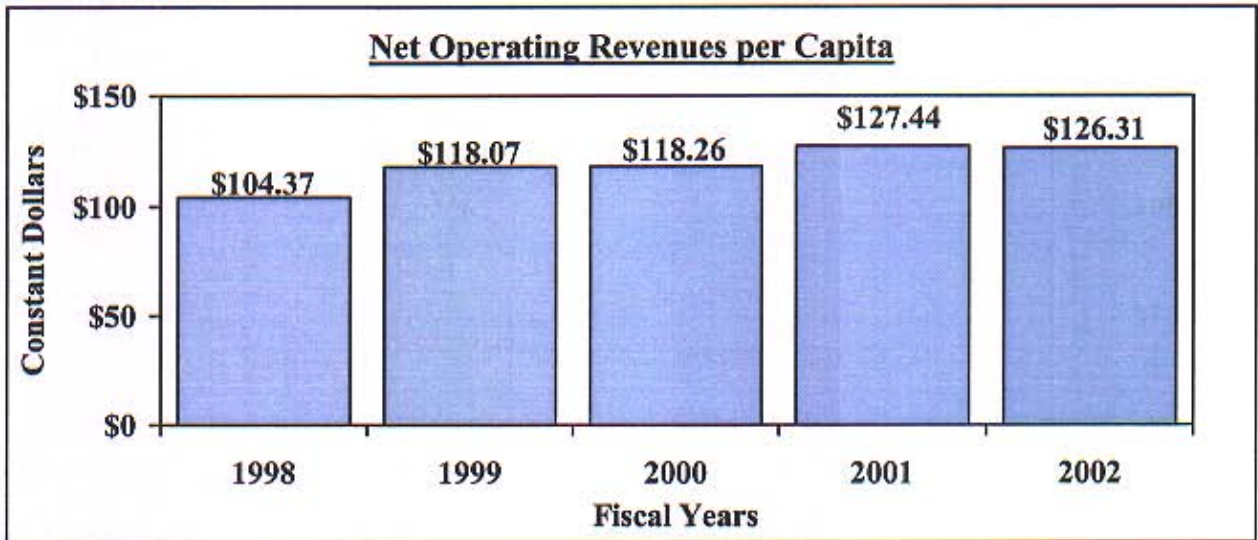
As can be seen in the chart below, net operating expenses per capita have increased since fiscal year 1998. This is a direct result of the increase in costs of operation in many departments, such as the Sheriff's department (operations of both jail facilities), and District Attorney's Office, to name a few. This increase in cost is also the direct result of the implementation of the salary plan in the County, bringing on new Courts such as the 388<sup>th</sup> and 409<sup>th</sup> District Courts, and implementing a Capital Plan to meet many departmental needs for equipment.





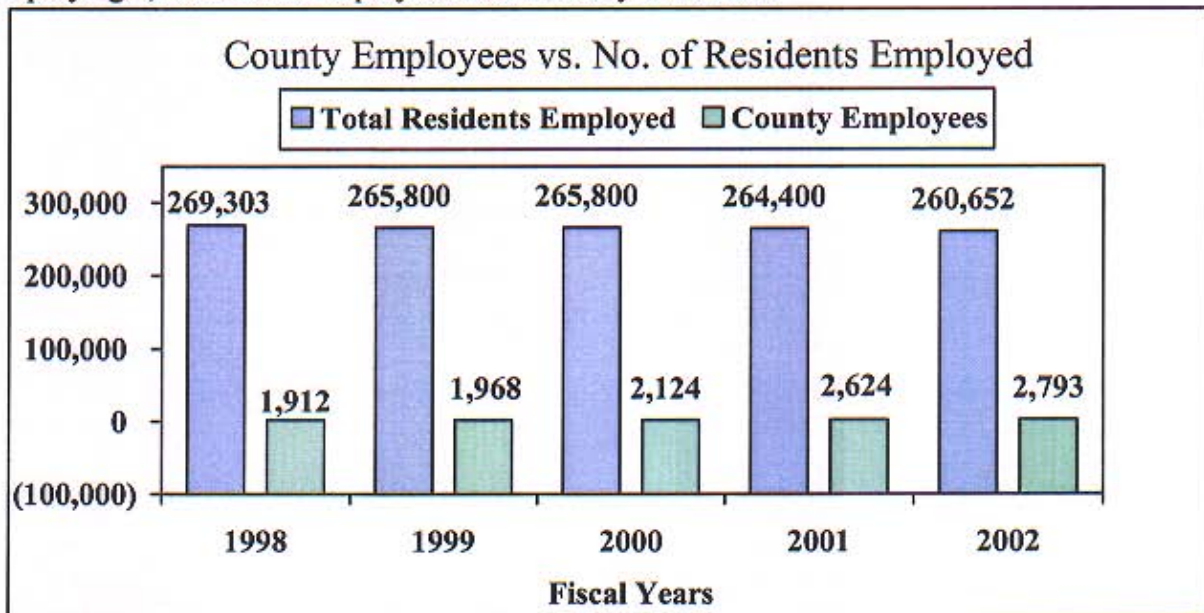
## Revenues Per Capita

As can be seen in the chart below, revenues per capita increased sharply in 1999 and 2001, and is mainly attributable to greater property tax and charge for service revenues. Revenues per capita have decreased when comparing fiscal year 2001 and 2002, due to the projected increases in population of 3% as compared to net operating revenue only increasing approximately 2%.



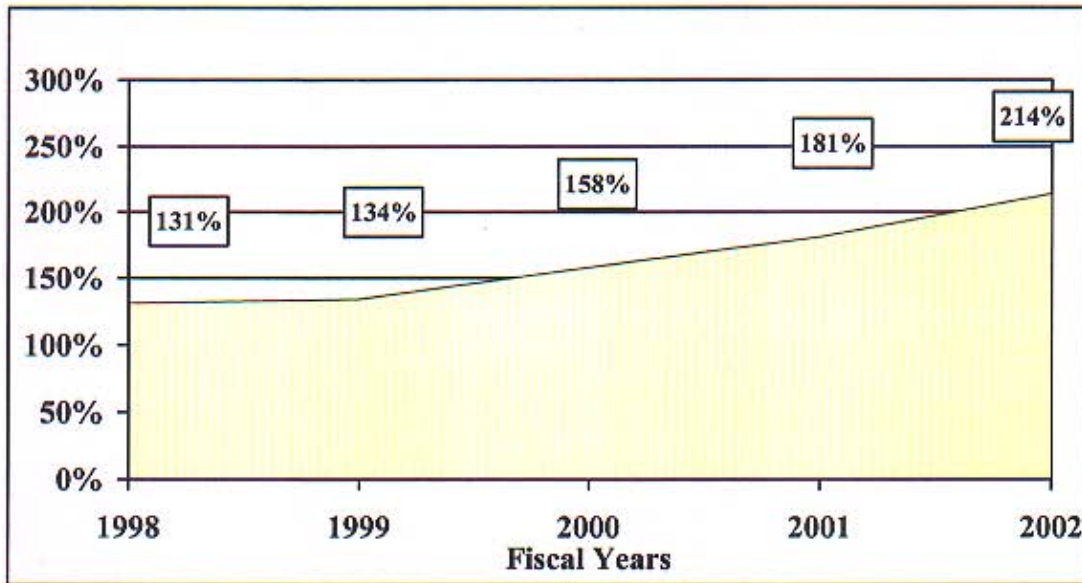
## County Employees vs. No. of Residents Employed

As can be seen in the chart below, total residents employed in El Paso County has decreased from fiscal year 1998, while employment within the County has gradually increased from 1,912 to 2,793 employees a year, or 46%. Some departments who have experienced the greatest increases in employees, are the District Attorney's Office, County Attorney's Office, Public Defender's Office, Sheriff's department, Juvenile Probation department, and Courts to name a few. According to the City of El Paso Planning Department, the County of El Paso is ranked at number 10 of the top 10 El Paso employers in the County, with the El Paso School Districts ranking in the top 6. It is interesting to note that Fort Bliss is number 2 in rank employing 6,620 civilian employees in the County of El Paso.



## Liquidity Ratio

A reliable measure of a local government's short-run financial condition is its cash position. Cash position, which includes cash on hand and in the bank, as well as other assets that can be easily and quickly converted to cash, determines a government's ability to pay its



short-term obligations. This is also known as liquidity. The immediate effect of insufficient liquidity is insolvency—the inability to pay bills. Low or declining liquidity may indicate that a government has overextended itself in the long run. A cash shortage may be the first clue to such a problem. A liquidity ratio of less than one-to-one (or less than 100 percent) would indicate the governmental entity is facing serious liquidity problems. The graph above reveals a steady increase since fiscal year 1998 of the El Paso County's liquidity ratio and an acceptable level of liquidity.

## Major Industries

**Hotel-Motel:** According to the Texas Department of Economic Development, 40% of all travel to the El Paso area is business related. Total receipts for El Paso area hotels increased from \$79.6 million in 1997 to \$93.4 million in 2002 as evinced in the chart below. This may be attributable to the fact that there have been many improvements to the Downtown area to include the Placita and Civic Center.

	Room Nights Available	Revenue	% Occupancy	Room Nights Sold
1997	2,662,600	\$79,616,000	59.3%	1,578,700
1998	2,754,600	\$83,245,000	58.3%	1,606,300
1999	2,756,400	\$89,587,000	61.0%	1,681,100
2000	2,764,700	\$93,712,000	61.7%	1,704,800
2001	2,786,000	\$91,989,000	60.2%	1,676,000
2002	2,721,400	\$93,494,000	61.8%	1,681,200



## Major Industries, Cont'd

**Health Care:** The County of El Paso's health facilities include nine private hospitals, one public hospital, and William Beaumont Army Medical Center. The County Hospital, Thomason, is the largest public hospital located on the U.S.-Mexico border, and was recognized as one of the nation's top performing hospitals in 1996 and 1997 in a study conducted by Mercer Health Care Consulting of New York and HCIA, Inc., according to the Economic Development Division in the City of El Paso. El Paso is commonly known as a regional healthcare and education center, featuring the Texas Tech University School of Medicine campus, a full-time teaching facility for 3<sup>rd</sup> and 4<sup>th</sup> year medical students. Continuing education programs are also available at William Beaumont Army Medical Center and Providence Memorial Hospital.

### El Paso's Health Care Facilities- 2003

<b>Medical Facility</b>	<b>Ownership</b>	<b>Admissions</b>	<b>Beds</b>
Del Sol Medical Center	Private	14,512	354
Del Sol Rehabilitation Hospital	Private	N/A	40
Highlands Regional Rehabilitation Hospital	Private	1,048	41
NCED Medical Health Center	Private	298	37
Las Palmas Medical Center	Private	8,444	260
Providence Memorial Hospital	Private	19,946	389
Rio Vista Rehabilitation Hospital	Private	1,512	76
Sierra Medical Center	Private	13,395	296
Southwestern General Hospital	Private	1,626	120
Thomason General Hospital	Public	14,360	298
Wm. Beaumont Army Medical Center	Federal	3,650	290
<b>Totals</b>		<b>78,791</b>	<b>2,201</b>

\* Information provided above from the City of El Paso Department of Economic Development Department.

**Manufacturing:** The City of El Paso Economic Development Department projects that El Paso will experience a continued decline in the apparel and textile industry over the next few years, offset with a projected increase in manufacturing. Most of the growth in the El Paso region is due to the operations of maquiladoras, (Mexican assembly processing operations). Most are located on the U.S./Mexican borders and their products include rubber and plastics, electronic equipment and transportation equipment. Ciudad Juarez is the prime maquiladora location in Mexico, providing about one fifth of the nation's overall maquila employment. As of April 2003, there were approximately 302 maquiladora plants and 195,418 maquila workers in the Ciudad Juarez region.



## Agricultural Products in the El Paso Valley

El Paso is Texas's highest producer of Pima Cotton with an estimated total acreage of 15,000 in 2001. Pecans yield approximately 9,000 acres and vegetable crops consisting of onion and chile yield 500 and 2,000 acres, respectively. Issues currently facing El Paso include, population growth, land use issues, competing interests, and water resources. A well water screening program was recently offered to Upper and Lower Valley residents to help prevent contamination near farming communities. The screening provided valuable information to well owners on the health condition of wells, and how to properly manage them.

### Transportation Methods

El Paso has only one city-wide mass transit system, Sun Metro. Bus passes, maps and schedule books are available for purchase at the Downtown Plaza, and are also available to persons through the mail. The regular bus fare is \$1.00 with children 6 and under riding free. The El Paso Juarez Trolley Company or "The Border Jumper" provides transportation hourly from the El Paso Convention Center for trips to Juarez, and may also be rented. There are also 7 privately owned Taxi Cab providers in El Paso.

Sun Metro	(915) 533-3333
El Paso Juarez Trolley Co.	(915) 544-0062
Border Taxi Cab	(915) 533-4282
Checker Cab	(915) 532-2626
Diamond Cab	(915) 544-4464
Sun City Cab	(915) 544-2211
Texas Cab	(915) 562-0022
United Independent Cab	(915) 590-8294
Yellow Cab	(915) 590-8294

As a matter of information, we have provided a listing below of some of the commonly requested fees in El Paso County.

### Miscellaneous Fees

#### Vital Statistic Fees

##### **County Clerk:**

Birth certificates	\$12.00
Death certificates	\$10.00 first copy, \$4.00 each addl
Marriage license copy	\$7.00

##### **District Clerk:**

Marriage annulment	\$176.00
Divorce without children	\$176.00
Divorce with service (District or County Court)	\$191.00
Other civil suits (District or County Court)	\$165.00
Condemnations (District or County Court)	\$40.00
Adoptions (District or County Court- One child only)	\$177.00
Expunction (District Court)	\$165.00

## Miscellaneous Fees, Cont'd

### Parks and Recreation:



#### Park:

##### **Features:**

Picnic Shelters with grill	67
Tables and grills	33
Children's Playgrounds	2

##### **Hours:**

Summer: 6:00 a.m. – 11:00 p.m.

Winter: 6:00 a.m. – 9:00 p.m.

##### **Fees:**

Monday-Thursday: No Charge

Friday-Sunday: -\$1.00 per vehicle to enter the park

#### **Fishing Station (October- April):**

Fishing season	\$19.00 (Texas Resident)
Three day temporary sports fishing license	\$10.00 (Texas Resident)
Fourteen days in a row temp fishing license	\$12.00 (Texas Resident)
Trout stamp	\$7.00
Non-Resident five-day temporary license	\$20.00
Non-Resident adult membership per year	\$30.00
Children 16 and younger	Free (Residents and Non-Residents)

#### Golf Course

##### **Green Fees**

Daily	\$13.00
Weekend	\$16.00
Jr.s	\$5.00
Seniors	\$9.00
Delta	\$8.00

##### **Membership Fees:**

###### **Quarterly**

Individual	\$175.00
Family	\$300.00

###### **Monthly Individual**

Senior monthly	\$60.00
	\$45.00

##### **Golf Cart Rental:**

\$5.00 per person per nine holes



## Miscellaneous Fees, Cont'd

### Aquatic Center

#### Features:

50 meter Olympic-size competition pool  
Children's Pool  
5 Water Slides  
2 Sand Volleyball Courts  
Picnic Area with Grills



#### Fees:

Entrance fee per person, per day  
Group parties of 20 or more  
Grill and picnic table rentals

\$1.50  
\$1.00 per person  
\$25.00 during normal operating hrs

#### Hours:

Monday-Friday 1:00 p.m.– 4:30 p.m.  
Monday-Thursday 7:00 p.m. – 9:30 p.m. (Family Nights)  
Saturday & Sunday 12:00 p.m. – 5:00 p.m.

### El Paso County Library

Membership fee

\$3.00 for County Residents

#### **Check Out Policy for Minors:**

Ages 14-17 as many books and magazines as needed  
Under 14: Limit of 4 items w/o parent present  
No limit if parents present  
Late fees of 5¢ per item per day

#### **Check Out Policy for Adults:**

No limit of print materials checked out at 2 week intervals  
Late fees of 10¢ per item per day

#### **Story Hour:**

September-May  
Tuesdays and Thursdays: 9:30 a.m. – 10:00 a.m.

#### **Texas Reading Club:**

June - August

#### **Story Time:**

Monday-Friday in July 10:30 a.m. – 11:30 a.m.

### Tax Office:

#### **Motor Vehicle and Auto Registration Fees:**

New Texas residents flat tax	\$90.00 each vehicle
New title	\$33.00
Registration transfer to new owner	\$2.50

## Miscellaneous Fees, Cont'd

### Alcoholic Beverages Tax and Licenses Fees

Beverage cartage permit	\$10.00
Bonded warehouse permit	\$75.00
Brew pub license	\$250.00
Brewers permit	\$750.00
Caterers permit	\$250.00
Distillers and rectifiers permit	\$750.00
General class b wholesaler's permit	\$150.00
Local class b wholesaler's permit	\$37.50
Mixed beverage permit	\$375.00
Wholesaler's permit	\$937.50
Winery permit	\$37.50

### Occupational Permit Fees

Coin operated services	\$15.00
Replacements	\$5.00

### Other Miscellaneous Statistics

Maintained Roads and Highways	1,214 miles, 820 of which are paved.
Employees	As of 11/03-County - 2,646 full-time and 119 part-time employees.
Recreation	The County Coliseum provides space and facilities for shows, concerts, circuses, rodeos and ice hockey. The El Paso Sportsark facility offers 6 regular sized Baseball Fields and 4 T-ball Fields, 5 Volleyball Fields, 3 Concession Stands and 3 Batting Cages. There are 135 parks, 17 swimming pools and 3 private and 3 public golf courses located within the County.
Educational Facilities	Fall 2002 University of Texas at El Paso enrollment- 17,232 students Fall 2002 El Paso Community College enrollment- 19,631 students Total of 30 high schools, 44 middle schools, 132 intermediate and elementary schools, 126 private schools -preschool, kindergarten elementary and high schools, 29 business and vocational schools, and 22 alternative schools
Medical Facilities	Nine hospitals provide 2,201 beds Doctors to population, 1 to 898 Dentists to population, 1 to 5,711 Nurses to population, 1 to 201



## Other Miscellaneous Statistics, Cont'd

Finance	Federal and state chartered banks-15 with 51 branch locations Credit unions- 16 with 33 branch locations
Retail Sales	1998 - \$5.309 Billion 1999 - \$5,885 Billion 2000 - \$6.344 Billion 2001 - \$6.354 Billion 2002 - \$6.500 Billion
Cultural	Churches-523 Major newspapers-1 Radio stations-29 Local television stations-10
2002 Building Permits Issued by City of El Paso	11,914 for a value of \$5.57 million
Median Household Income	\$31,051
Persons below poverty level	23.8%
Home Ownership Rate	63.6%
Minority Owned Firms	56.6%
Persons Per Household	3.18
Mean Travel Time To Work	22.7 Minutes
Foreign Born Persons	27.4%
Time Zone	Mountain

Sources: Texas Cooperative Extension Service, The Texas A& M University System, City Planning and Economic Development Departments, Texas Employment Commission, Latest figures from the 1990, 1997 model base and 2000 Census.



**County of El Paso, Texas**  
**General Governmental Expenditures by Program (1)**  
**Last Ten Fiscal Years**  
**(Unaudited)**  
**(Amounts Expressed in Thousands)**

Fiscal Year	General Government	Administration of Justice	Public Safety	Health and Welfare	Community Services	Culture and Recreation	Resource Development	Public Works	Debt Service	Capital Outlays	Total
1993	\$12,529	\$13,353	\$27,254	\$11,865	\$2,077	\$2,022	\$3,114	\$1,929	\$9,144	\$9,520	\$92,807
1994	15,033	14,044	30,392	8,705	2,131	2,178	1,897	2,307	14,466	8,609	99,762
1995	15,348	14,203	34,078	9,423	2,197	2,379	1,596	2,549	13,613	7,082	102,468
1996	15,972	17,046	34,913	9,552	1,007	2,203	1,810	2,982	13,738	11,180	110,403
1997	17,226	18,529	37,349	7,564	522	2,683	1,855	3,556	13,641	36,028	138,953
1998	18,042	19,441	43,221	8,820	552	2,850	1,694	2,869	13,829	17,242	128,560
1999	25,285	20,994	47,986	8,077	486	3,055	1,258	3,047	17,068	12,642	139,898
2000	13,830	22,978	52,762	8,805	611	3,811	2,843	4,115	17,081	14,538	141,374
2001	16,769	27,055	58,152	9,262	1,614	4,261	2,702	5,162	16,463	9,907	151,347
2,002	29,504	32,666	70,998	9,985	633	5,175	1,605	5,582	18,100	1,197	184,445

(1) Includes general, special revenue, debt service, and capital projects funds.

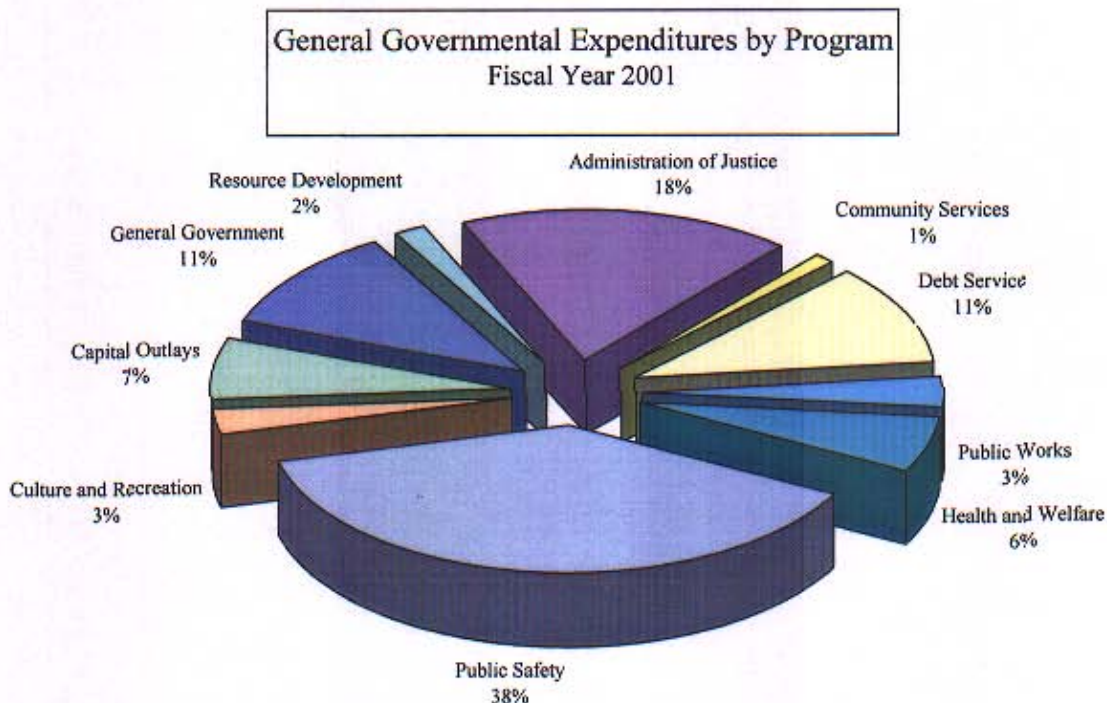


Table 2

**County of El Paso, Texas**  
**General Governmental Revenues by Source (1)**  
**Last Ten Fiscal Years**  
**(Unaudited)**  
**(Amounts Expressed in Thousands)**

Fiscal Year	Licenses and Permits		Inter-governmental	Charges for Services	Fines	Interest	Miscellaneous	Total
	Taxes							
1993	\$54,108	\$191	\$12,110	\$20,880	\$2,079	\$2,338	\$1,491	\$93,197
1994	60,614	198	10,980	20,390	1,861	2,488	1,506	98,037
1995	63,077	193	10,630	18,827	2,130	4,176	1,875	100,908
1996	64,589	193	11,523	20,714	1,989	3,857	2,579	105,444
1997	70,759	165	14,555	22,002	3,026	3,130	2,677	116,314
1998	74,655	153	13,251	23,942	4,344	3,399	3,295	123,039
1999	84,360	152	10,394	33,863	4,828	3,793	3,433	140,823
2000	87,599	134	12,369	33,535	4,874	5,030	4,571	148,112
2001	89,934	154	16,528	36,818	5,444	4,229	4,477	157,584

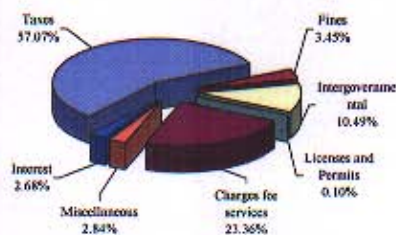
(1) Includes general, special revenue, debt service and capital project funds.

Table 2A

**County of El Paso, Texas**  
**General Governmental Tax Revenues by Source**  
**Last Ten Fiscal Years**  
**(Unaudited)**  
**(Amounts Expressed in Thousands)**

Fiscal Year	Property Tax	Sales Tax	Hotel Occupancy Tax	Bingo Tax	Mixed Beverage Tax	Total
1994	38,160	19,915	1,572	118	849	60,614
1995	40,581	20,009	1,543	111	833	63,077
1996	42,290	19,727	1,669	97	806	64,589
1997	47,604	20,481	1,779	84	811	70,759
1998	50,407	21,519	1,817	65	847	74,655
1999	59,055	22,509	1,866	61	869	84,360
2000	60,802	23,884	1,943	62	908	87,599
2001	62,346	24,642	1,936	55	955	89,934

General Governmental Revenues by Source  
Fiscal Year 2001



General Governmental Revenues by Source  
Fiscal Year 2001

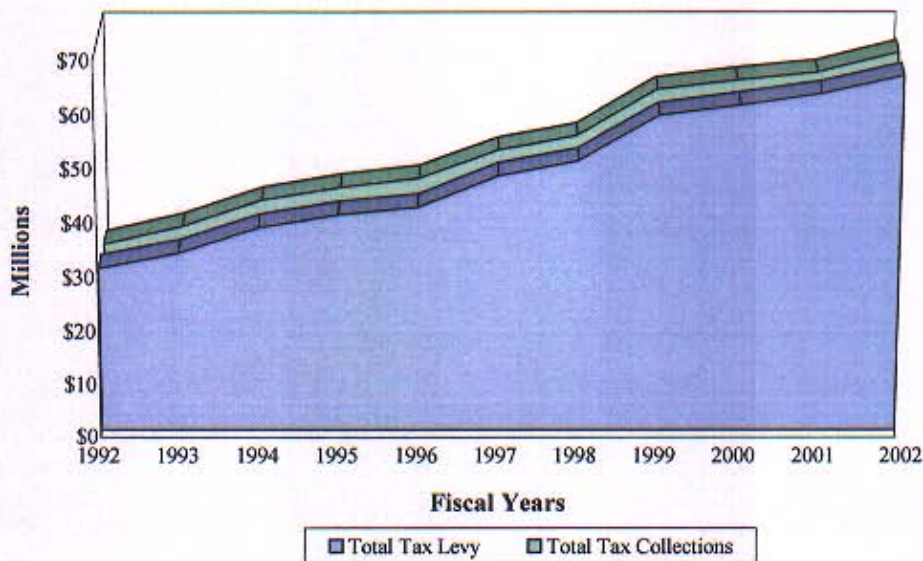




Table 3

**County of El Paso, Texas**  
**Property Tax Levies and Collections**  
**Last Ten Fiscal Years**  
**(Unaudited)**  
**(Amounts Expressed in Thousands)**

Fiscal Year	Total Tax Levy	Current Tax Collections	Percent Current Taxes Collected	Delinquent Tax Collections	Total Tax Collections	Ratio of Total Tax Collections to Total Tax Levy	Outstanding Delinquent Taxes	Ratio of Delinquent Taxes to Total Tax Levy
1992	\$30,548	\$28,623	93.05%	\$1,230	\$29,853	97.72%	\$4,046	13.24
1993	33,343	31,270	93.70	1,967	33,237	99.68	4,242	12.72
1994	38,052	36,193	93.78	1,967	38,160	100.28	4,299	11.30
1995	40,495	38,676	95.11	1,905	40,581	100.21	4,538	11.21
1996	41,882	40,387	95.51	1,903	42,290	100.97	4,617	11.02
1997	47,678	45,481	96.43	2,123	47,604	99.84	4,822	10.11
1998	50,483	48,379	95.39	2,028	50,407	99.85	4,848	9.60
1999	58,987	56,975	96.59	2,080	59,055	100.12	5,223	8.86
2000	60,879	58,448	96.01	2,355	60,803	99.88	5,479	9.00
2001	62,970	59,949	95.20	2,307	62,256	99.01	6,215	9.87
2002	66,263	63,756	96.22	2,185	65,941	99.51	6,712	10.13



**County of El Paso, Texas**  
**Assessed and Estimated Actual Value of Property**  
**Last Ten Fiscal Years**  
**(Unaudited)**  
**(Amounts Expressed in Thousands)**

Fiscal Year	Real Property		Personal Property		Exemptions Real Property	Total		Ratio of Total Assessed Value to Total Estimated Actual Value
	Assessed Value	Estimated Actual Value	Assessed Value	Estimated Actual Value		Assessed Value	Estimated Actual Value	
1992	\$12,321,608	\$12,321,608	\$2,085,090	\$2,085,090	\$1,601,185	\$12,805,513	\$14,406,698	88.89%
1993	12,473,812	12,473,812	2,181,312	2,181,312	1,681,031	12,974,093	14,655,124	88.53
1994	12,831,699	12,831,699	2,233,138	2,233,138	1,805,031	13,259,806	15,064,837	88.02
1995	15,162,311	15,162,311	2,449,731	2,449,731	2,672,480	14,939,562	17,612,042	84.83
1996	15,770,933	15,770,933	2,708,464	2,708,464	2,867,600	15,611,797	18,479,397	84.48
1997	15,422,587	15,422,587	2,322,562	2,322,562	1,717,308	16,027,841	17,745,149	90.32
1998	15,637,277	15,637,277	2,433,802	2,433,802	1,796,091	16,274,988	18,071,079	90.06
1999	16,300,582	16,300,582	2,435,739	2,435,739	1,902,221	16,834,100	18,736,321	89.85
2000	16,952,836	16,952,836	2,569,513	2,569,513	2,095,706	17,426,643	19,522,349	89.27
2001	17,724,160	17,724,160	2,657,327	2,657,327	2,048,775	18,332,711	20,381,487	89.95
2002	18,937,116	18,937,116	2,673,658	2,673,658	2,085,228	18,937,117	21,022,345	90.09

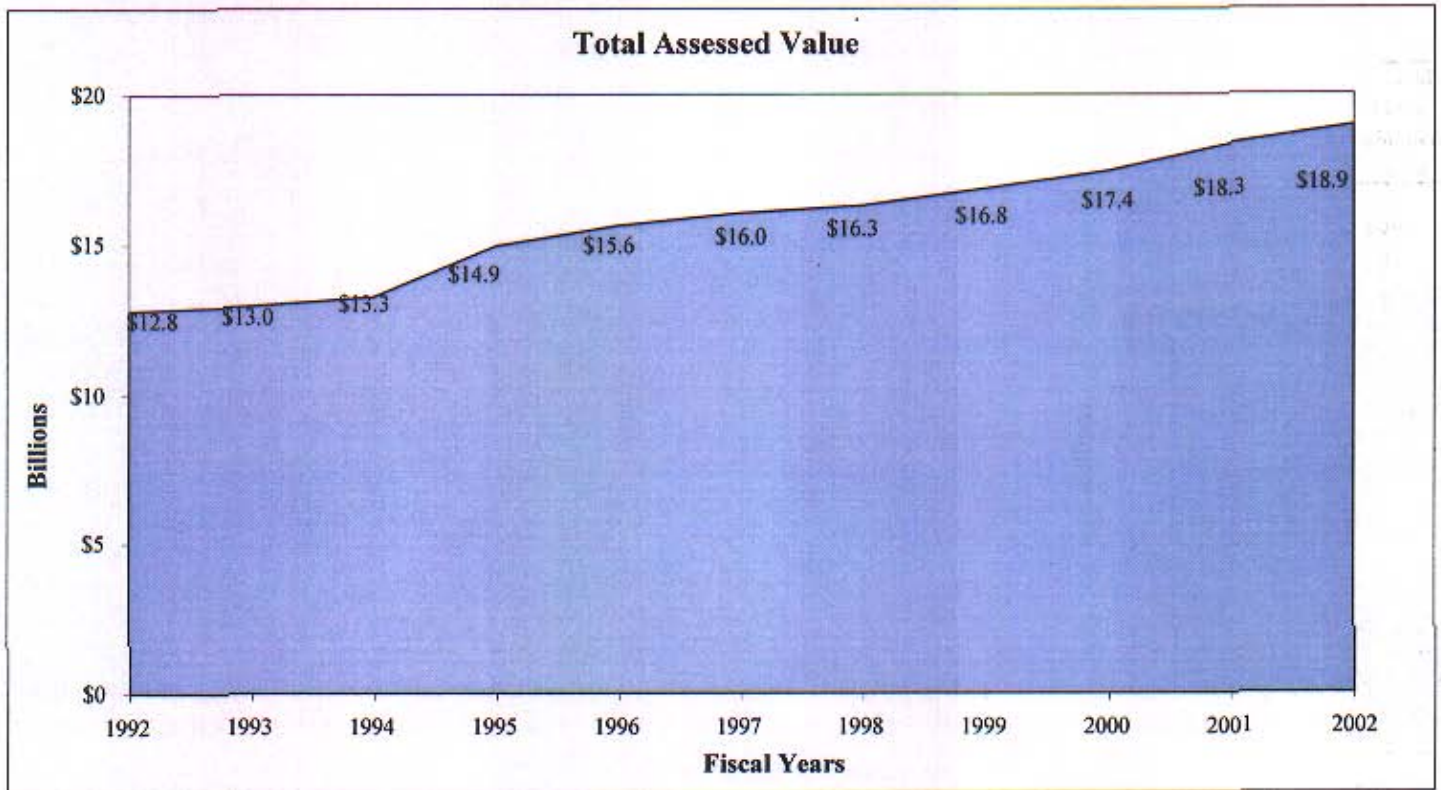


Table 5

**County of El Paso, Texas**  
**Property Tax Rates (1)**  
**Direct and Overlapping Governments**  
**Last Ten Calendar Years**  
**(Unaudited)**

Name of Government	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002
Anthony Ind. School District	\$1.28500	\$1.37446	\$1.36500	\$1.38500	\$1.35000	\$1.58000	\$1.43168	\$1.63111	\$1.67410	1.69230
Canutillo Ind. School District	1.47000	1.51103	1.57399	1.67000	1.67000	1.67000	1.53660	1.70072	1.60687	1.71000
City of Anthony	.24934	.24062	.23448	.24473	.25074	.25625	.25625	.27358	.27909	0.30832
City of El Paso	.62145	.64379	.65322	.63592	.63592	.66023	.66023	.66021	.71983	0.71983
City of Horizon	.16955	.16955	.16955	.16955	.16955	.19423	.19039	.20366	.22967	0.25890
City of Socorro	.36839	.37529	.37529	.38355	.38355	.38005	.39713	.39713	.42067	0.44314
Clint Ind. School District	1.53000	1.65000	1.53677	1.56042	1.64240	1.64240	1.40000	1.45154	1.71480	1.79400
County of El Paso	.29329	.30540	.28034	.30540	.31500	.36143	.36143	.36143	.36143	0.39661
El Paso Community College	.09932	.10056	.10028	.10507	.10364	.11075	.11075	.12750	.12750	0.13139
El Paso County Education District (2)										
EPCO Rural Fire Prev. Dist. No. 1	.02952									
EPCO Rural Fire Prev. Dist. No. 2	.03000	.03000								
EPCO Emergency Service District No. 1 (3)		.10000	.07992	.08033	.08332	.08286	.08157	.08716	.09257	0.09500
EPCO Emergency Service District No. 2 (4)			.07000	.07500	.10000	.10000	.10000	.10000	.10000	0.10000
EPCO Tornillo Water Improvement Dist.	.08816	.08700	.07576	.07744	.07101	.06507	.06100	.06270	.06270	0.06270
EPCO Water Authority (Horizon)	.44856	.44755	.45960	.46195	.47875	.47876	.47876	.46869	.46869	0.46869
El Paso Ind. School District	1.30051	1.53970	1.52468	1.51498	1.51523	1.65388	1.56015	1.55158	1.57158	1.17158
Fabens Ind. School District	1.31000	1.31000	1.23000	1.31332	1.37000	1.46000	1.46000	1.50000	1.50000	1.57850
Hacienda Del Norte Water Imp. Dist.	.14181	.13966	.13033	.12772	.12484	.49500	.40000	.40000	.44000	0.44000
Homestead Municipal Util. Dist.	1.21570	1.14000	.91000	.75265	.72000	.67950	.54000	.54000	.50000	0.44000
Lower Valley Water Authority	.12000	.12000	.12000	.12000	.12000	.12000	.12000	.12000	.28000	0.28000
R. E. Thomason General Hospital	.20532	.21724	.19374	.19374	.19130	.18507	.18507	.18547	.18547	0.18547
San Elizario Ind. School District	1.68222	1.62199	1.17212	1.50000	1.47516	1.50000	1.50000	1.50000	1.50000	1.57733
Socorro Ind. School District	1.48000	1.48000	1.47000	1.47000	1.38000	1.55000	1.47283	1.53059	1.55877	1.61550
Tornillo Ind. School District	1.35000	1.46970	1.33000	1.3608	1.23174	1.48000	1.26840	1.49804	1.59995	1.71810
Town of Clint	.24100	.36000	.35000	.35929	.36394	.34255	.34255	.34255	.34255	0.34335
Westway Water Imp. District	.71183	.56334	.42060	.33464	.27265	.25609	.25609	.19193		
Ysleta Ind. School District	1.44000	1.65000	1.60597	1.64952	1.58025	1.63000	1.55148	1.54958	1.54958	1.55576
Downtown Management District (5)					.12000	.12000	.12000	.12000	.12000	0.12000

(1) These property tax rates are expressed in dollars per \$100 assessed valuation.

(2) Senate Bill 7 abolished the El Paso County Education District.

(3) The EPCO Rural Fire Prevention District No. 1 was changed to a new taxing entity called the El Paso County Emergency Service District No. 1 in March 1994.

(4) The EPCO Rural Fire Prevention District No. 2 was changed to a new taxing entity called the El Paso County Emergency Service District No. 2 in July 1995.

(5) The Downtown Management District was created in March 1997 in an effort to revitalize the downtown area.



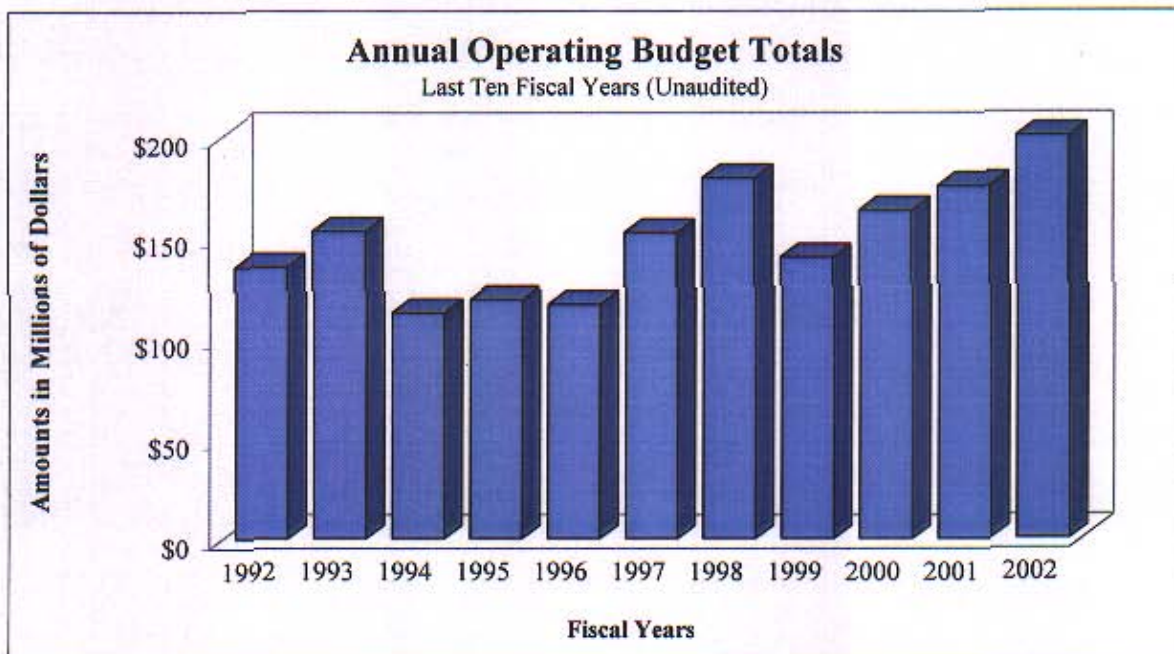
Table 6

County of El Paso, Texas  
Principal Taxpayers  
September 30, 2002  
(Unaudited)  
(Amounts Expressed in Thousands)

Taxpayer	Type of Business	2002 Assessed Valuation	Percentage of Total Assessed Valuation
El Paso Electric Company	Electric utility	\$216,205	1.14%
Southwestern Bell Telephone	Telephone communications	192,652	1.02
Chevron USA, Inc.	Oil refinery	91,744	0.48
Simon Property Group	Real estate development	85,677	0.45
Phelps-Dodge Refining Corp.	Copper refinery	71,200	0.38
Hoover Co.	Cleaning appliances	58,950	0.31
River Oaks Properties, LTD	Real estate management	58,514	0.31
Refinery Holding Co. L.P.	Oil refinery	57,219	0.30
Tenet Hospitals Limited	Health care	54,759	0.29
Elcom, Inc.	Automotive products and supplies	46,752	0.25
Totals		\$933,672	4.93%

**County of El Paso, Texas**  
**Operating Budgets for Various Funds**  
**Last Ten Fiscal Years**  
**(Unaudited)**

<b>Fiscal Year</b>	<b>Debt Service Fund</b>	<b>General Fund</b>	<b>Special Revenue Funds</b>	<b>Capital Projects Funds</b>	<b>Enterprise Funds</b>	<b>Total</b>
1992	\$41,268,639	\$60,479,643	\$15,941,230	\$15,038,869	\$2,018,201	\$134,746,582
1993	25,146,799	61,217,545	20,836,476	44,011,465	1,210,905	152,423,190
1994	19,986,595	66,969,983	21,902,026	3,322,531		112,181,135
1995	13,759,908	74,700,943	21,953,781	8,228,827		118,643,459
1996	13,737,623	78,665,913	23,438,664	395,300		116,237,500
1997	13,640,814	82,575,608	35,831,320	19,317,154	455,752	151,820,648
1998	39,688,567	90,849,656	23,929,626	23,289,278	1,248,722	179,005,849
1999	17,068,240	97,400,387	23,628,573	958,645	419,579	139,475,424
2000	17,080,667	111,325,062	32,142,447	1,639,137	628,347	162,815,660
2001	16,463,426	120,546,660	33,609,218	1,729,325	2,641,334	174,989,963
2002	39,391,191	137,017,965	35,470,769	65,856,837	526,834	278,263,596



**County of El Paso, Texas**  
**Computation of Legal Debt Margin**  
**September 30, 2002**  
**(Unaudited)**  
**(Amounts Expressed in Thousands)**

<b>Assessed Valuation:</b>		
Assessed Value of Real Property	\$16,263,459	
Assessed Value of Personal Property	2,673,658	<u>          </u>
<b>Total Assessed Value</b>		<u><u>\$18,937,117</u></u>
 <b>Legal debt margin:</b>		
Debt limitation - 5% of Total Assessed Value (1)		\$946,856
<b>Debt Applicable to Limitation:</b>		
Total bonded debt	\$150,495	
Less: Amount available for repayment of general obligation bonds		<u>359</u>
<b>Total debt applicable to limitation</b>		<u>150,136</u>
<b>Legal debt margin</b>		<u><u>\$796,720</u></u>

(1) Vernon's Civil Statutes of the State of Texas Annotated, Article 722

**County of El Paso, Texas**  
**Ratio of Net General Obligation Bonded Debt**  
**To Assessed Value and Net General Obligations Debt Per Capita**  
**Last Ten Fiscal Years**  
**(Unaudited)**

Fiscal Year	Population(1)(2)	Assessed Value(1)	Gross Bonded Debt(1)	Less Debt Service Fund(1)(3)	Debt		Net Bonded Debt(1)	Ratio of Net Bonded Debt To Assessed Value	Net Bonded Debt Per Capita
					Payable from Enterprise Revenues(1)(4)				
1993	619	\$12,974,093	\$115,448	\$3,068			\$112,380	0.87%	\$181.55
1994	636	13,259,806	113,588	1,195			112,393	0.85	176.72
1995	652	14,939,562	112,223	844			111,379	0.75	170.83
1996	668	15,611,797	106,296	1,094			105,202	0.67	157.49
1997	682	16,027,841	108,663	1,132			107,531	0.67	157.67
1998	693	16,274,987	125,974	1,392	\$1,150		124,582	0.77	179.77
1999	705	16,834,100	117,043	1,251	1,090		115,792	0.69	164.24
2000	680	17,426,643	105,858	877	1,225		104,981	0.60	154.38
2001	692	18,332,711	94,693	845	1,215		93,848	0.51	135.62
2002	692	18,973,117	150,495	359	1,199		150,136	0.79	216.96

(1) Amounts expressed in thousands.

(2) Source: City Planning Department, City of El Paso, Texas.

(3) Amounts available for repayment of general obligation bonds.

(4) The 1998-2000 amounts include state issued bonds for which the county is paying back with user assessed fees.

Table 10

**County of El Paso, Texas**  
**Ratio of Annual Debt Service Expenditures**  
**For General Obligation Bonded Debt**  
**To Total General Governmental Expenditures**  
**Last Ten Fiscal Years**  
**(Unaudited)**  
**(Amounts Expressed in Thousands)**

<b>Fiscal Year</b>	<b>Principal</b>	<b>Interest Plus Agent and Noncommitant Fees</b>	<b>Total Debt Service</b>	<b>Total General Governmental Expenditures (1)</b>	<b>Ratio of Debt Service to General Governmental Expenditures</b>
1992	\$3,345	\$6,451	\$9,796	\$97,623	10.03%
1993	4,000	5,143	9,143	92,807	9.85
1994	6,000	8,466	14,466	99,762	14.50
1995	6,965	6,648	13,613	102,468	13.29
1996	5,928	7,810	13,738	110,403	12.44
1997	6,383	7,258	13,641	138,953	9.82
1998	6,724	7,105	13,829	128,560	10.76
1999	8,930	8,138	17,068	139,898	12.20
2000	11,185	5,896	17,081	141,374	12.08
2001	11,165	5,298	16,463	151,347	10.88

(1) Includes general, special revenue, debt service and capital projects funds.



Table 11

**County of El Paso, Texas**  
**Computation of Direct and Overlapping Bonded Debt**  
**General Obligation Bonds**  
**September 30, 2002**  
**(Unaudited)**  
**(Amounts Expressed in Thousands)**

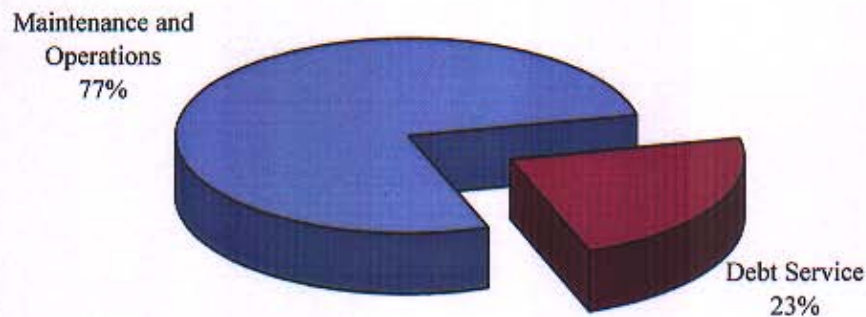
Jurisdiction	General Obligation Bonded Debt Outstanding	Percentage Applicable to County of El Paso	Amount Applicable to County of El Paso
Direct:			
County of El Paso	\$149,715	100%	\$149,715
Total direct debt	149,715	100	149,715
Overlapping:			
Anthony Independent School District	4,035	100	4,035
Canutillo Independent School District	34,324	100	34,324
City of Anthony	627	100	627
City of El Paso	368,867	100	368,867
Clint Independent School District	44,565	100	44,565
El Paso County Water Authority (Horizon)	7,448	100	7,448
El Paso Independent School District	194,375	100	194,375
Fabens Independent School District	777	100	777
Homestead Municipal Utility District	1,783	100	1,783
R. E. Thomason General Hospital	16,888	100	16,888
San Elizario Independent School District	9,365	100	9,365
City of Socorro	1,699	100	1,699
Socorro Independent School District	229,182	100	229,182
Tornillo Independent School District	1,292	100	1,292
Westway Water Improvement District	341	100	341
Ysleta Independent School District	53,114	100	53,114
Total overlapping debt	968,682	100	968,682
Totals	\$1,118,396	100%	\$1,118,396

**County of El Paso, Texas**  
**Tax Rates and Fund Allocations (1)**  
**Last Ten Fiscal Years**  
**(Unaudited)**

Fiscal Year	Total Tax Rate	Maintenance and Operations Tax Rate	Debt Service Tax Rate
1993	\$0.260380	\$0.193020	\$0.067350
1994	0.293290	0.197270	0.096020
1995	0.305400	0.212150	0.093250
1996	0.280340	0.190760	0.089580
1997	0.305400	0.220210	0.085190
1998	0.315000	0.230600	0.084400
1999	0.361434	0.260211	0.101223
2000	0.361434	0.268593	0.092841
2001	0.361434	0.278269	0.083165
2002	0.361434	0.279173	0.082261

(1) These tax rates and fund allocations are expressed in dollars per \$100 assessed valuation.

**Components of the Tax Rate for  
Fiscal Year 2002**

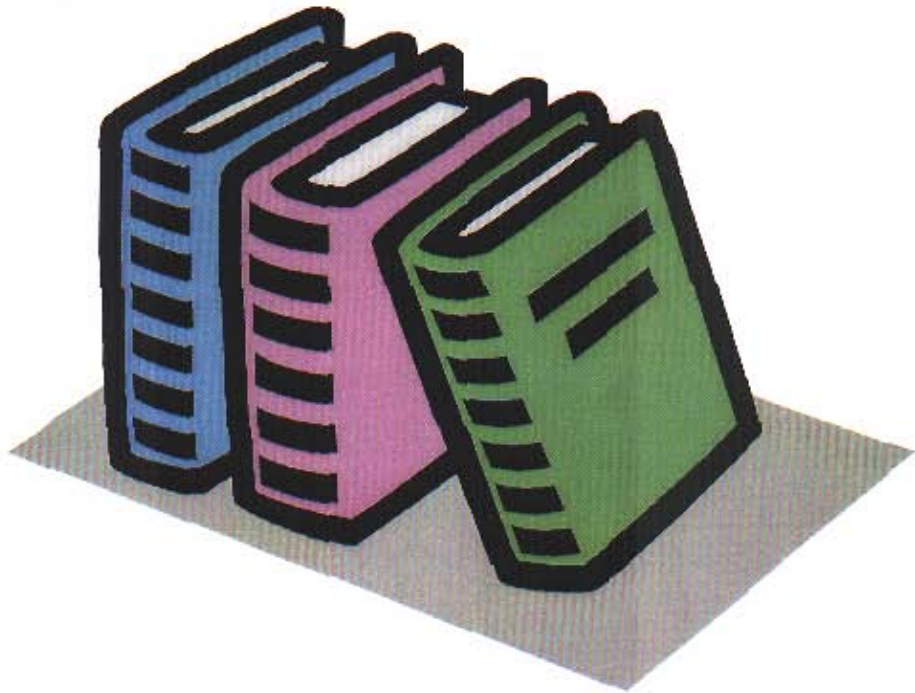




# **GLOSSARY**

# County of El Paso, Texas

## GLOSSARY



**This glossary contains definitions for many of the most frequently used accounting and budgeting words, acronyms and abbreviations. These definitions are in a special context that is proper for governmental and nonprofit entities.**



# Glossary

---

<b>Account Group</b>	This is a self-balancing set of accounts, but not a fiscal entity, therefore, it is not a fund.
<b>Accounting Period</b>	A period of time at the end of which, and for which, financial statements are prepared.
<b>Accounting Procedure</b>	The arrangement of all processes, which discover, record and summarize financial information to produce financial statements and reports and to provide internal control.
<b>Accounting System</b>	The total structure of records and procedures which discover, record, classify and report information on the financial position and operations of a governmental unit or any of its funds, balanced account groups and organizational components.
<b>Accrual Basis</b>	The basis of accounting under which revenues are recorded when earned and expenditures are recorded as soon as they result in liabilities for benefits received notwithstanding that the receipt of cash or the payment of cash may take place, in whole or in part, in another accounting period.
<b>Adopted Budget</b>	The operating budget for departments as approved by Commissioner's Court to include all funds in the County detailed by personnel, operating and capital appropriations and the estimated revenues to support these appropriations.
<b>Ad Valorem</b>	In proportion to value. A basis for levying of taxes upon property.
<b>ADPICS</b>	An acronym for Advanced Purchasing Inventory Control System.
<b>Allocation</b>	A part of a lump-sum appropriation which is designated for expenditure by specific organizational units and/or special purposes, activities or objects.
<b>Annualize</b>	Taking changes that occurred for only part of a year and projecting their costs for a full year for budgetary purposes.
<b>Appropriation</b>	An authorization granted by a legislative body to incur liabilities for purposes specified in the appropriation act. An appropriation is usually limited in amount and as to the time when it may be expended.
<b>Appropriation Budget</b>	Appropriations requested by departments or by the central administration of a governmental unit for a budget period. When the appropriation budget has been adopted in accordance with procedures specified by relevant law, the budget becomes legally binding upon the administration of the governmental unit for which the budget has been adopted.



# Glossary

<b>Assessed Valuation</b>	A valuation set upon real estate or other property by a government as a basis for levying taxes.
<b>Assets</b>	Financial representations of economic resources owned by an organization or individual.
<b>Attrition</b>	This is a reduction of employees caused by resignations, retirements, deaths and reassignments. Attrition does not result from layoffs.
<b>Authorized Positions</b>	These are authorized employee positions in the adopted budget that may be filled during the year.
<b>BARS</b>	An acronym for the barcode asset reporting system.
<b>Balanced Budget</b>	A budget where the appropriations for a fiscal year do not exceed the revenues estimated for that fiscal year.
<b>Base Budget</b>	Costs associated with continuing the existing level of services in the current budget year.
<b>Bond</b>	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. <i>Note.</i> The difference between a note and a bond is that the latter runs for a longer period of time and requires greater legal formality.
<b>Bonded Debt</b>	That portion of indebtedness represented by outstanding bonds.
<b>Bond Rating</b>	A score given by investment companies on the debt and cash position or financial stability of a governmental or other agency.
<b>Bond Refinancing</b>	This occurs when bonds are redeemed and reissued to obtain more favorable interest rates and/or terms.
<b>Budget</b>	A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year.
<b>Budget Amendment</b>	A change in the authorized level of funding for a department or line item sub-object. Budget amendments are made only with Commissioners Court approval of departmental requests.
<b>Budgetary Accounting</b>	The integration of the budget and accounting system.



# Glossary

<b>Budget Calendar</b>	A schedule of target dates for preparing and adopting the County's budget.
<b>Budget Document</b>	The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The budget document usually consists of three parts. The first part contains a message from the budget-making authority, together with a summary of the proposed expenditures and the means of financing them. The second part consists of schedules supporting the summary. These schedules show in detail the information as to prior years' actual revenues, expenditures, and other data used in making the estimates. The third part is composed of drafts of the appropriation, revenue, and borrowing measures necessary to put the budget into effect.
<b>Budget Message</b>	A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body. The budget message should contain an explanation of the principal budget items, an outline of the governmental unit's experience during the past period and its financial status at the time of the message, and recommendations regarding the financial policy for the coming period.
<b>Budget Policy</b>	A statement or plan which describes how certain aspects of the budget are formulated and the rules to be followed as the budget is put into operations after adoption.
<b>Budgetary Accounts</b>	Those accounts which reflect budgetary operations and condition, such as estimated revenues, appropriations, and encumbrances, as distinguished from proprietary accounts.
<b>Budgetary Control</b>	The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.
<b>CAD</b>	This refers to the El Paso Central Appraisal District.
<b>CAFR</b>	This is an acronym for the Comprehensive Annual Financial Report.
<b>Capital Budget</b>	A plan of proposed capital outlays and the means of financing them for the current fiscal period. It is usually a part of the current budget. A Capital Program is sometimes referred to as a Capital Budget.
<b>Capital Improvement Plan</b>	A plan for capital outlays to meet the County's long-term capital needs.



# Glossary

<b>Capital Outlays</b>	Expenditures from general or special revenue funds, which result in the acquisition of or addition to fixed assets.
<b>Capital Projects Fund</b>	A fund created for all resources used for the construction or acquisition of designated fixed assets by a governmental unit except those financed by special assessment, proprietary, or fiduciary funds.
<b>Carry-forward</b>	Funds carried from one fiscal year to the next to pay for outstanding obligations of the entity.
<b>Continuing Appropriations</b>	An appropriation which, once established, is automatically renewed without further legislative action, period after period, until altered or revoked.
<b>Commissioners Court</b>	The Governing Body of a County, consisting of a County Judge and County Commissioners.
<b>Cost-of-Living Adjustments (COLA)</b>	An increase of wages and salaries to offset all or part of inflationary impacts.
<b>County Budget Officer</b>	As defined in Counties with a population of more than \$225,000 the County Auditor serves as budget officer. As budget officer, the Auditor prepares the itemized budget for the County.
<b>Current</b>	A term which, applied to budgetary and accounting, designates the operations of the present fiscal period as opposed to past or future periods.
<b>Current Budget</b>	The annual budget prepared for and effective during the present fiscal year; or, in the case of some state governments, the budget for the present biennium.
<b>Debt</b>	An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of governmental units include bonds, time warrants, notes, and floating debt.
<b>Debt Limit</b>	The maximum amount of gross or net debt which is legally permitted.
<b>Debt Service Fund</b>	A fund established to finance and account for the payment of interest and principal on all general obligation debt, serial and term, other than that payable exclusively from special assessments, revenues of proprietary funds, or revenues of fiduciary funds. A debt service fund was formerly called a sinking fund.
<b>Debt Service Fund Requirements</b>	The amounts of revenue needed for a debt service fund so that all principal and interest payments can be made in full on schedule.



# Glossary

<b>Deficiency</b>	A general term indicating the amount by which anything falls short of some requirement or expectation. The term should not be used without qualification.
<b>Deficit</b>	(1) The excess of liabilities and reserved equity of a fund over its assets. (2) The excess of expenditures over revenues during an accounting period; or, in the case of Enterprise and Internal Service Funds, the excess of expense over income during an accounting period.
<b>Department</b>	A group of individuals consisting of a department head (elected or non elected) and employees tasked with a responsibility to fulfill in the County.
<b>Department Goals</b>	A broad statement that addresses a service or product to be provided to the public or other interested party.
<b>Department Objectives</b>	The means to accomplish a goal, usually a detailed statement that addresses a future target and is quantifiable.
<b>Designated Fund Balance</b>	The reserve portion of the fund balance that is designated for the subsequent year to balance the budget.
<b>Direct Expenses</b>	Those expenses which can be charged directly as a part of the cost of a product or service, or of a department or operating unit, as distinguished from overhead and other indirect costs which must be prorated among several products or services, departments, or operating units.
<b>Disbursements</b>	Payments in cash.
<b>Effectiveness Measures</b>	A measure that is quantified in terms of positive results and is usually in terms of percentages.
<b>Efficiency Measures</b>	A measure that is quantified in terms of resources used divided by output produced, such as cost per event.
<b>Encumbrances</b>	Contingent liabilities in the form of purchase orders, contracts, or salary commitments, which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid or when the actual liability is recorded.



# Glossary

<b>Enterprise Fund</b>	A fund used to account for operations that are financed and operated in a manner similar to private business enterprises, where the costs of providing services to the general public will be financed or recovered primarily through user charges on a continuing basis.
<b>Entry</b>	The record of a financial transaction in its appropriate book of accounts.
<b>Estimated Revenue</b>	For reserve accounts kept on an accrual basis, this term designates the amount of revenue estimated to accrue during a given period regardless of whether or not it is all to be collected during the period. For revenue accounts kept on a cash basis, the term designates the amount of revenue estimated to be collected during a given period. Under the modified accrual basis, estimated revenues include both cash and accrual basis revenues.
<b>Expenditures</b>	Expenditures are recorded when liabilities are incurred pursuant to authority given in an appropriation. If the accounts are kept on the accrual basis or the modified accrual basis, this term designates the cost of goods delivered or services rendered, whether paid or unpaid, including expenses, provision for debt retirement not reported as a liability of the fund from which retired, and capital outlays. Where the accounts are kept on the cash basis, the term designates only actual cash disbursements for these purposes. Encumbrances are not expenditures.
<b>Expenses</b>	Charges incurred, whether paid or unpaid, for operation, maintenance, interest, and other charges, which are presumed to benefit the current fiscal period.
<b>FAACS</b>	An acronym for the fixed asset accounting and control system.
<b>Face Value</b>	As applied to securities, this term designates the amount of liability stated in the security document.
<b>FAMIS</b>	An acronym for Financial Accounting Management Information System.
<b>Fiscal Period</b>	Any period at the end of which a governmental unit determines its financial position and the results of its operations.
<b>Fiscal Year (FY)</b>	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. In El Paso County, each fiscal year begins October 1 and ends September 30. Fiscal year 2002 means the fiscal year beginning October 1, 2001.



# Glossary

<b>Fund</b>	A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities, and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.
<b>Fund Accounts</b>	All accounts necessary to set forth the financial operations and financial position of a fund.
<b>Fund Balance</b>	The excess of the assets of a fund over its liabilities and reserves <i>except in the case of funds subject to budgetary accounting where, prior to the end of a fiscal period, it represents the excess of the fund's assets and estimated revenues for the period over its liabilities, reserves, and available appropriations for the period.</i>
<b>GAAP</b>	This is an acronym for Generally Accepted Accounting Principals.
<b>GASB</b>	This is an acronym for Governmental Accounting Standards Board.
<b>General Fixed Assets</b>	Those fixed assets of a governmental unit, which are not accounted for by a proprietary or fiduciary fund.
<b>General Fixed Assets Account Group</b>	A self-balancing group of accounts set up to account for the general fixed assets of a governmental unit.
<b>General Fund</b>	A fund used to account for all transactions of a governmental unit, which are not accounted for in another fund. The General Fund is used to account for the ordinary operations of a governmental unit, which are financed from taxes and other general revenues.
<b>GFOA</b>	This acronym stands for Government Finance Officers Association of <i>the United States and Canada.</i>
<b>Governmental Accounting</b>	The composite activity of analyzing, recording, summarizing, reporting, and interpreting the financial transactions of governmental units and agencies.
<b>Grant</b>	A contribution by one governmental unit to another unit. The contribution is usually made to aid in the support of a specified function (for example, education), but it is sometimes also for general purposes.
<b>Historical Cost</b>	The amount paid, or liability incurred, by an accounting entity to acquire an asset and make it ready to render the services for which it was acquired.



# Glossary

<b>Interfund Transfers</b>	Amounts transferred from one fund to another.
<b>Intergovernmental Revenues</b>	Revenue from other governments. Grants, shared revenues, and entitlements are types of intergovernmental revenues.
<b>Interim Statement</b>	A financial statement prepared before the end of the current fiscal year and covering only financial transactions during the current year to date.
<b>Internal Control</b>	A plan of organization under which employees' duties are so arranged and records and procedures so designed as to make it possible to exercise effective accounting control over assets, liabilities, revenues, and expenditures. Under such a system, the work of employees is subdivided so that no single employee performs a complete cycle of operations. Thus, for example, an employee handling cash would not post the accounts receivable records. Moreover, under such a system, the procedures to be followed are definitely laid down and require proper authorizations by designated officials for all actions to be taken.
<b>Inventory</b>	A detailed list showing quantities, descriptions, and values of property and frequently also units of measure and unit prices.
<b>Investments</b>	Securities and real estate held for the production of income in the form of interest, dividends, rentals, or lease payments. The term does not include fixed assets used in governmental operations.
<b>Levy</b>	(Verb) To impose taxes, special assessments, or service charges for the support of governmental activities. (Noun) The total amount of taxes, special assessments, or service charges imposed by a governmental unit.
<b>Liability</b>	A legal responsibility of the County, such as a payable.
<b>Line Item Budget</b>	A detailed expense or expenditure budget, generally classified by object within each organizational unit, and, often, classified within each object as to authorized number of employees at each salary level within each job classification, etcetera.
<b>Long-Term Debt</b>	Debt with a maturity of more than one year after the date of issuance.
<b>Mission Statement</b>	A statement that guides a department to perform a special task or duty.
<b>Modified Accrual Basis</b>	A method of accounting which is recommended for use by governmental funds. Revenues are recognized in the period in which they



# Glossary

become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

## **Municipal**

In its broadest sense, an adjective, which denotes the state and all subordinate units of government. In a more restricted sense, an adjective which denotes a city or town as opposed to other units of local government.

## **Net Bonded Debt**

Gross bonded debt less any cash or other assets available and earmarked for its retirement.

## **Object**

As used in expenditure classification, this term applies to the article purchased or the service obtained (as distinguished from the results obtained from expenditures). Examples are personal services, contractual services, materials, and supplies.

## **Object Classification**

A grouping of expenditures on the basis of goods or services purchased; for example, personal services, materials, supplies, and equipment.

## **Obligations**

Generally amounts which a governmental unit may be required legally to meet out of its resources. They include not only actual liabilities, but also un-liquidated encumbrances.

## **Operating Budget**

A budget, which applies to all outlays other than capital outlays.

## **Order**

A formal legislative enactment by the governing body of certain local governmental units, which has the full force and effect of law. For example, county governing bodies in some states pass "orders" rather than laws or ordinances.

## **Performance Measures**

Measures of a department that should support the overall goals and objectives, and that may be quantified in terms of inputs, outputs, efficiency, or effectiveness.

## **Personnel Budget**

A budget that applies to all personnel items such as full time, part time and fringe benefits of a department.

## **Program Budget**

A budget wherein inputs of resources and outputs of services are identified by programs without regard to the number of organizational units involved in performing various aspects of the program.

## **Project**

A plan of work, job, assignment, or task. Also used to refer to a job or task.



# Glossary

<b>Property Tax</b>	A tax on personal or private property in a municipality that is based on Truth and Taxation Guidelines.
<b>Receipts</b>	This term, unless otherwise qualified, means cash received.
<b>Refund</b>	(Noun) An amount paid back or credit allowed because of over collection or on account of the return of an object sold. (Verb) To pay back or allow credit for an amount because of an over collection or because of the return of an object sold. (Verb) To provide for the payment of a loan through cash or credit secured by a new loan.
<b>Reimbursement</b>	Cash or other assets received as a repayment of the cost of work or services performed or of other expenditures made for or on behalf of another governmental unit or department or for an individual, firm, or corporation.
<b>Requisition</b>	A written demand or request, usually from one department to the purchasing officer or to another department, for specified articles or services.
<b>Reserve</b>	An account which records a portion of the fund equity which must be segregated for some future use and which is, therefore, not available for further appropriation or expenditure.
<b>Reserve for Encumbrances</b>	A reserve representing the segregation of fund equity in the amount of encumbrances outstanding.
<b>Residual Equity Transfer</b>	Represents a non-recurring or non-routine transfer between governmental entities funds, which generally occurs with the liquidation or creation of a fund.
<b>Resolution</b>	A special or temporary order of a legislative body that requires less legal formality than an ordinance or statute.
<b>Retained Earnings</b>	Equity for an Enterprise Fund.
<b>Revenue</b>	For those revenues which are recorded on the accrual basis (q.v.), this term designates additions to assets which: (a) do not increase any liability; (b) do not represent the recovery of an expenditure; (c) do not represent the cancellation of certain liabilities without a corresponding increase in other liabilities or a decrease in assets; and (d) do not represent contributions of fund equity in Enterprise and Internal Service Funds. The same definition applies to those cases where revenues are recorded on the modified accrual or cash basis, except that additions would be partially or entirely to cash.



# Glossary

<b>Rollback Election</b>	A process whereby the voters may petition an election on a tax increase that exceeds the calculated rollback tax rate.
<b>Rollback Tax Rate</b>	The maximum calculated tax rate that the County may adopt without being subject to the possibility of a rollback petition.
<b>Securities</b>	Bonds, notes, mortgages, or other forms of negotiable or nonnegotiable instruments.
<b>Short-Term Debt</b>	Debt with maturity of one year or less after the date of issuance. <i>Short-term debt</i> usually includes floating debt, bond anticipation notes, tax anticipation notes, and interim warrants.
<b>Special Revenue Fund</b>	A fund used to account for revenues from specific taxes or other earmarked revenues sources, which by law are designated to finance particular functions or activities of government. After the fund is established, it usually continues year after year until discontinued or revised by proper legislative authority. An example is a motor fuel tax fund used to finance highway and road construction.
<b>Statute</b>	A written law enacted by a duly organized and constituted legislative body.
<b>Tax Rate</b>	The amount of tax stated in terms of a unit of the tax base. For example, \$0.361434 per dollar of assessed valuation of taxable property.
<b>Tax Roll</b>	The official list showing the amount of taxes levied against each taxpayer or property. Frequently, the tax roll and the assessment roll are combined, but even in these cases the two can be distinguished.
<b>Tax Year</b>	A year where there is a property tax approved by the Commissioner's Court.
<b>Taxes</b>	Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit. The term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.
<b>TCDRS</b>	This acronym stands for the Texas County and District Retirement System.



# Glossary

<b>Transfers In</b>	This refers to revenues usually set up within the Grants Fund to show the cash match that is transferred in usually through the General Fund.
<b>Transfers Out</b>	This refers to appropriations that are set mostly at the beginning of a fiscal year to meet grant cash match requirements, and are usually funded through the General Fund.
<b>Unincorporated Area</b>	An area that has not been developed for use.
<b>Unit Cost</b>	The cost associated with producing a unit of service or specific product.
<b>User Charge</b>	A charge levied against users of a service or purchasers of a product of an enterprise fund or an internal service fund.
<b>Value</b>	As used in governmental accounting, this term designates (1) the act of describing anything in terms of money, or (2) the measure of an item in terms of money. The term should not be used without further qualification.
<b>Vested Benefits</b>	Accrued vacation and sick leave hours which are an employee benefit with rates being determined based on length of time in service. Vacation hours are paid to employees upon leaving employment with the County with sick leave being utilized only for legitimate sickness during regular employment. An exception to this general rule exist for County Sheriff Deputies under collective bargaining which requires that sick leave hours be paid upon terminating or retiring from the County. Over the years, this has resulted in large payments to individuals, which retired from the County and received payment via vested benefit payments. No other employees receive vested benefit payments within the County.
<b>Vision</b>	Similar to a mission statement, or what end result that a department would like to be produced, that is quantifiable.
<b>Work Program</b>	A plan of work proposed to be done during a particular period by an administrative agency in carrying out its assigned activities.
<b>Yield</b>	The rate of interest earned on an investment or paid on a debt.
<b>Zero-Based Budget</b>	A budget based on the concept that the very existence of each activity must be justified each year, as well as the amounts of resources requested to be allocated to each activity.



# Index to Departments

<u>Department</u>	<u>Page Number</u>
120th District Court .....	166
168th District Court .....	167
171st District Court.....	168
205th District Court .....	169
210th District Court .....	170
243rd District Court.....	171
327th District Court .....	173
346th District Court .....	174
34th District Court .....	163
383rd District Court .....	175
384th District Court .....	177
388th District Court .....	178
409th District Court .....	179
41st District Court.....	164
65th District Court .....	165
6th Administrative Judicial District.....	159
8th Court of Appeals .....	161
Agricultural Co-Op Extension .....	326
Agua Dulce Community Center.....	336
Alternative Dispute Resolution Center .....	367
Ambulance Services .....	248
Ascarate Golf Course .....	337
Ascarate Park Improvements .....	370
Ascarate Regional County Park .....	339
Associate CPS Court.....	180
Associate Family Court 1.....	181
Associate Family Court 2.....	182
Associate Family Court 3.....	183
Canutillo Community Center-Maintenance .....	342
Charities .....	290
Child Welfare Juror Donations .....	372
Child Welfare-Legal Fees .....	291
City-County Health District.....	292
Coliseum Tourist Promotion.....	374
Commissary Inmate Profit Fund.....	377
Commissioner Court Services Office .....	109
Commissioner Precinct No. 1 .....	100
Commissioner Precinct No. 2 .....	103
Commissioner Precinct No. 3 .....	105
Commissioner Precinct No. 4 .....	107
Communications Center.....	111
Community Services.....	113
Constable LEOSE Education Fund.....	379
Constable Precinct No. 1.....	250
Constable Precinct No. 2.....	252



# Index to Departments

<u>Department</u>	<u>Page Number</u>
Constable Precinct No. 3.....	254
Constable Precinct No. 4.....	256
Constable Precinct No. 5.....	258
Constable Precinct No. 6.....	260
Constable Precinct No. 7.....	262
Council of Judges Administration .....	184
County Attorney Bad Check Fund.....	381
County Attorney Bond Forfeitures.....	192
County Attorney Commissions Fund.....	383
County Attorney RETGH Legal .....	195
County Attorney Supplement Fund .....	386
County Attorney Teen Court Coordinator .....	199
County Attorney.....	186
County Auditor .....	115
County Child Welfare .....	304
County Clerk Criminal Fee Collections.....	122
County Clerk Records Archives .....	388
County Clerk Records Management and Preservation .....	390
County Clerk Vital Statistics .....	393
County Clerk.....	119
County Court at Law Judges Account .....	202
County Court at Law No. 1 .....	203
County Court at Law No. 2.....	205
County Court at Law No. 3 .....	207
County Court at Law No. 4.....	209
County Court at Law No. 5.....	210
County Court at Law No. 6.....	211
County Court at Law No. 7.....	213
County Courts at Law Administration.....	201
County Criminal Court at Law No. 1.....	215
County Criminal Court at Law No. 2.....	217
County Criminal Magistrate Judges Account.....	219
County Graffiti Eradication .....	395
County Judge .....	124
County Law Library.....	397
County Sheriff-Courthouse Security.....	264
County Sheriff-Detention Facility .....	266
County Sheriff-Jail Annex .....	269
County Sheriff-Law Enforcement.....	271
County Solid Waste Disposal .....	127
County Tourist Promotion .....	400
Court Reporter Service Fund .....	402
Courthouse Security Fund.....	404
Criminal Law Magistrate I.....	220



# Index to Departments

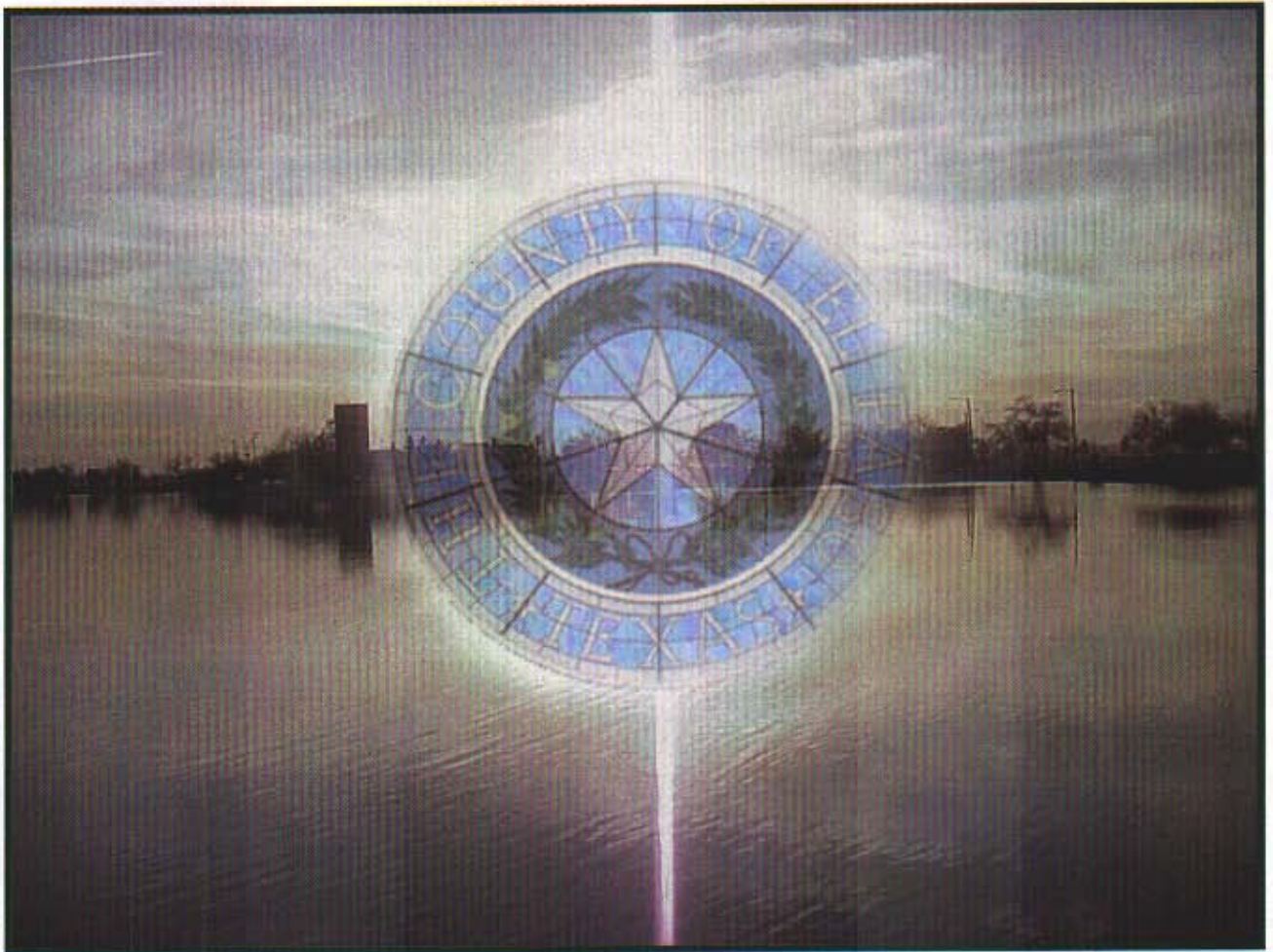
<u>Department</u>	<u>Page Number</u>
District Attorney .....	221
District Attorney Apportionment Supplement.....	406
District Attorney Food Stamp Fraud .....	410
District Attorney 10% Drug Forfeitures .....	412
District Attorney Real Estate .....	414
District Attorney Special Account .....	408
District Clerk.....	128
District Judges-Salary Supplement Account .....	223
Domestic Relations Office.....	130
Elections Contract Service.....	416
Elections.....	132
El Paso Housing Finance Corporation.....	418
Emergency Management .....	278
Fabens Airport .....	420
Fabens Community Center .....	343
Facilities Management.....	134
Family Protection Fund.....	422
Foster Grandparent Program.....	306
General and Administrative Account.....	136
General Assistance.....	308
Grant Matches .....	137
Human Resources .....	138
Impact Court .....	224
Information Technology Department .....	141
Juror Donations JPD .....	424
Justice Court Technology Fund .....	426
Justice of the Peace No. 1 .....	225
Justice of the Peace No. 2 .....	227
Justice of the Peace No. 3 .....	229
Justice of the Peace No. 4 .....	231
Justice of the Peace No. 5 .....	233
Justice of the Peace No. 6 .....	235
Justice of the Peace No. 7 .....	237
Juvenile Court Referee.....	239
Juvenile Probation Supervision.....	431
Juvenile Probation.....	280
Juvenile Probation Special Revenue Fund.....	428
Landmark Building Maintenance .....	146
Library.....	344
Life Management.....	310
Los Portales.....	346
Medical Examiner.....	312
Medical Examiner-Maintenance.....	315
Mental Health.....	316
Montana Vista Community Center .....	348



# Index to Departments

<u>Department</u>	<u>Page Number</u>
Parking Garage Maintenance and Operations.....	147
Planning and Development.....	329
Probate Court.....	240
Probate Judiciary Support.....	433
Probate Travel Account.....	435
Project Amistad.....	317
Project Care Gas & Electric.....	437
Public Defender.....	242
Purchasing.....	148
Records Management and Preservation.....	439
Retired Senior Volunteer Program.....	319
Risk Pool Board Operations.....	151
Road and Bridge.....	441
Road and Bridge Administration.....	444
Rural Parks.....	349
San Elizario Center-Maintenance.....	351
San Elizario Placita.....	446
Shelter for Battered Women.....	321
Sheriff Communication Improvement.....	448
Sheriff Lease.....	450
Sparks Community Center.....	352
Sportspark (General Fund).....	353
Sportspark (Special Revenue).....	452
Strong Families Strong Future.....	454
Swimming Pools.....	354
Tax Court.....	245
Tax Office Discretionary Fund.....	456
Tax Office Renovations.....	156
Tax Office.....	152
Teen Court.....	458
Therapeutic Drug Court.....	460
Tourist Promotion Functions.....	462
Veterans Assistance.....	323
West Texas Community Supervision and Corrections.....	286

# County of El Paso, Texas



**We hope this document has provided some insight  
about El Paso County's Government and its budget for  
fiscal year 2004.**