Fiscal Year 2003

County of El Paso

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

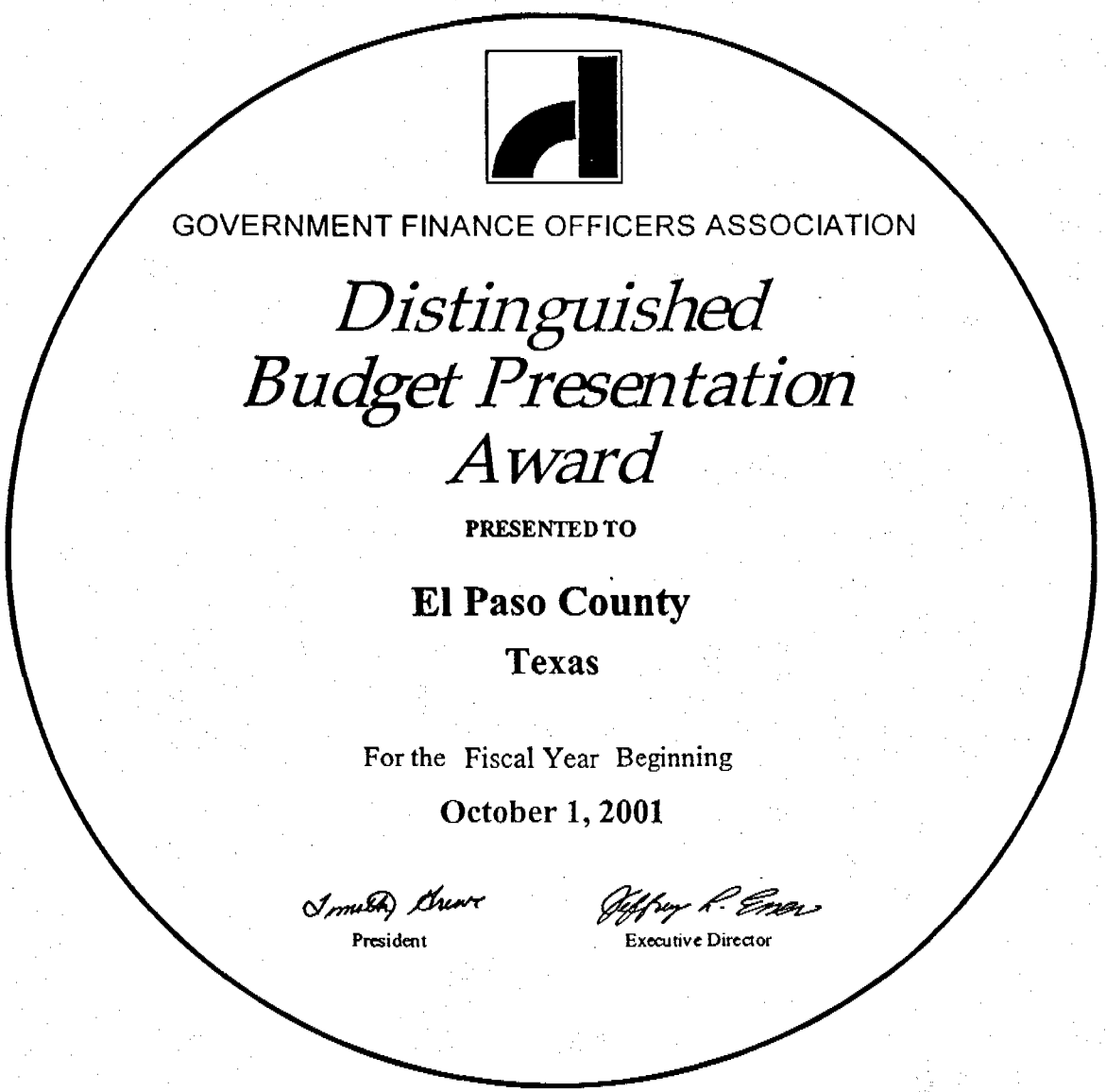
Charles Scruggs
Commissioner Precinct No. 1

Carlos Aguilar
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



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Presentation Award to the County of El Paso for its annual budget for the fiscal year beginning October 1, 2001.

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 constable. 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.

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THE COUNTY OF EL PASO
TEXAS

INTRODUCTION

COUNTY OF EL PASO

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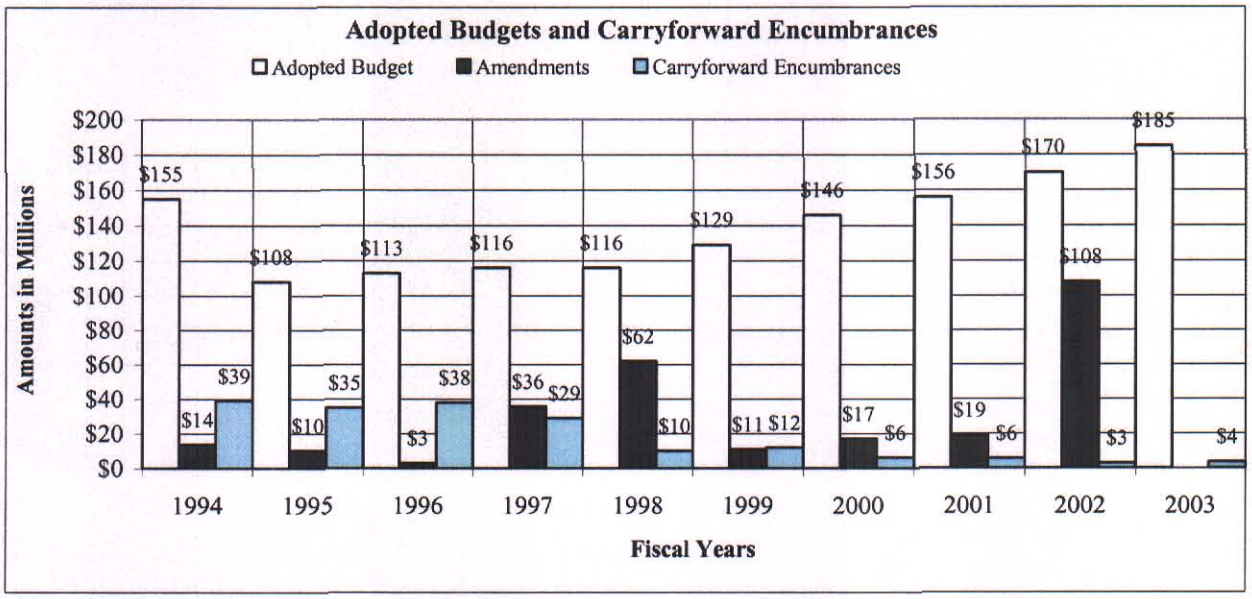
December 20, 2002

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 2003 published operating budget of the County of El Paso, Texas (County) for the period of October 1, 2002 through September 30, 2003. 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.* This budget as presented supports the County's strategic goals, policies and plans as outlined throughout the budget document.



The 2003 budget adopted by the County totaled $184,798,288, a net decrease of $93,465,308 or 33.59 percent in comparison to the fiscal year 2002 adopted budget as amended. Within these categories, increases totaled $5,137,638 and related to general government, $3,773,725 or 11.11 percent, culture and recreation, $250,555 or 4.25 percent and other financing uses totaling

$1,113,358 or 25.65 percent. Budget decreases aggregated $98,602,946 and are attributed to decreases within administration of justice, $4,956,967, or 14.83 percent, public safety, $1,834,991 or 2.56 percent, health and welfare, $2,486,781 or 24.08 percent, community services, $533,562 or 100 percent, resource development, $261,998 or 16.16 percent, public works, $4,183 or .07 percent, capital outlays, $64,990,390 or 91.74 percent, debt service principal, $578,285 or 6.23 percent, debt service interest, $171,874 or 2.32 percent, other related debt costs, $22,783,915 or 100 percent and other financing uses totaling $1,113,358 or 25.65 percent. These changes are explained in further detail throughout this document.

On September 22, 1999 the Commissioners Court for the first time, adopted a Vision, Mission, and 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 2003 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 2003 budget emphasized four major goals:

(1) Providing high quality services to customers and constituents by instituting recommendations of an operations audit performed by the State Comptroller of Texas and 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;

(2) Improving the way county government does business by addressing effective and efficient management of government costs by focusing on performance based budgeting and providing high quality public service in Human Services by coordinating a countywide study of health related services, resources and initiatives;

(3) Improving the County's financial strength by stabilizing and enhancing the undesignated fund balance reserves of the general fund to an adequate level in order to improve the financial condition of the County and in turn maintain and possibly upgrade its bond ratings. Another notable priority exhibited in this budget included assuring adequate funding of the County's self funded health benefits fund; and,

(4) Investing in the work force through an employee salary step plan for county employees and providing quality public service in economic development.

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.

Although the County established its high level organizational goals, major departmental goals are continually being molded and will continue to be greatly 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 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 will empower all county departments to track activities and tasks in support of developing and integrating the tracking 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. Consolidation efforts at present include the following:

General Government: The Information Technology Department is managed by the County and services the County and City of El Paso for the Justice information System. The City of El Paso Tax Office collects property taxes as the managing partner for all local taxing entities in the County and charges each entity for actual collections made. The county contribution in the 2002 budget for tax collection services is set at $185,000.

Health and Welfare: The City-County Health District is managed and operated by the City of El Paso. The County appropriated $2,854,378 in fiscal year 2003 for public health, animal control and on-site sewage inspections. The County of El Paso contributes to this program in partner with the City of El Paso via inter-local agreement. This is the third year that the County and the City funded the Health District based on an agreed upon funding ratio that was the result of a cooperative study of the District. Emphasis and concern by the County remains on state mandates and their possible impacts on health related issues in El Paso, therefor; additional evaluation by the County is very likely.

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 and the State; whereby the County

charges a daily fee when applicable. Additionally, the County appropriated $54,694 in fiscal year 2003 to 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 fifth 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.

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 and time and attendance system as mentioned above. Various county departments are presently participating in parallel testing of this product. This product will bring many efficiencies to the area of tracking time and attendance, leave balances, scheduling as well and the recording and reporting of activities and task for the purpose of providing performance measure data. This system will enable reporting at all levels whether it be for individuals, department heads or for the county overall. Full implementation to all departments should be complete by early spring 2003.

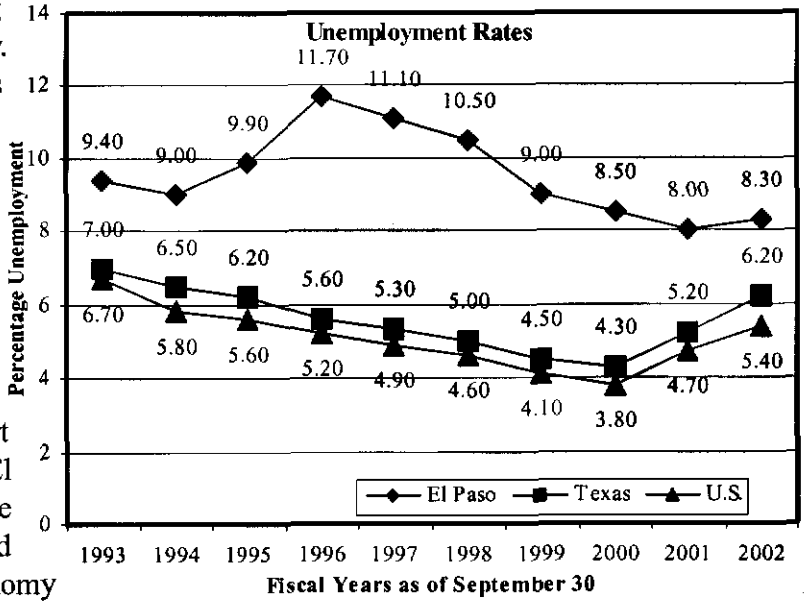
Cooperative efforts continue between the Information Technology Department, District Attorney, El Paso Police Department, and the Sheriff's Department in maintaining the DIMS project (District Attorney Intake Management System). This system streamlines the process of accepting or declining cases, which 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.

Current priorities include addressing construction of a courthouse annex and other space needs, courthouse parking needs, courthouse renovations of the 8th and 10th floors, capital needs, construction of the Fabens Port of Entry, renovating the Coliseum 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. 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, 2002 the City Planning, Research and development department estimated the County population at 692,152. The City of El Paso, the County seat, is estimated as having a population of 573,827. 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 1,242,938. 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. 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 above 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.



According to the Texas Workforce Commission's October 2002 issue of Texas Labor Market Review, unemployment statewide was 6.2 percent in September. When compared to the same time last year, this unemployment rate was one percent higher. As reflected in the graph at the top of this page, El Paso's unemployment rate for September was 8.30 percent, a slight increase in comparison to 8.0 in September 2001. Although El Paso's unemployment rate remains the highest of Texas' big six metropolitan areas, the Texas State Comptroller reported in its State of Texas 2002 Annual Cash Report, that El Paso was the only major metropolitan area of the state whose unemployment rate had not increased as of August 2002 when compared to August 2001. At the same time, the other metropolitan areas all saw increases in their unemployment rates. Summaries of job gains are

El Paso MSA Employment by Industry

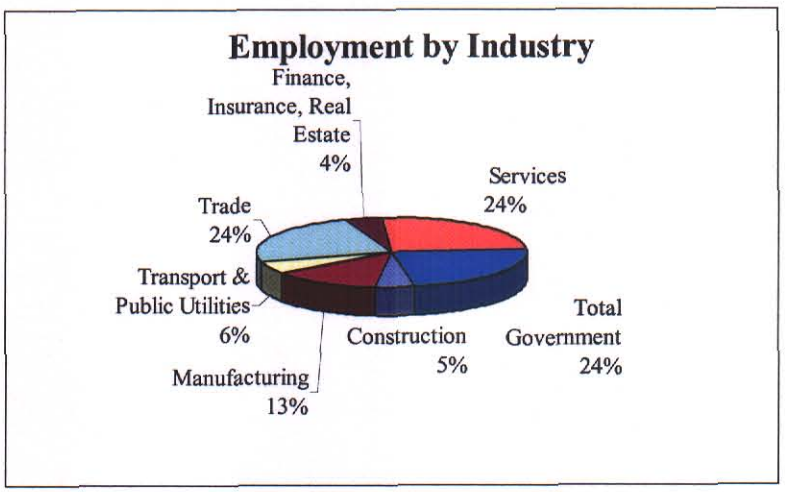
Amounts in Thousands

ELPaso Metropolitan Statistical Area Profile obtained from the Texas Workforce Commission

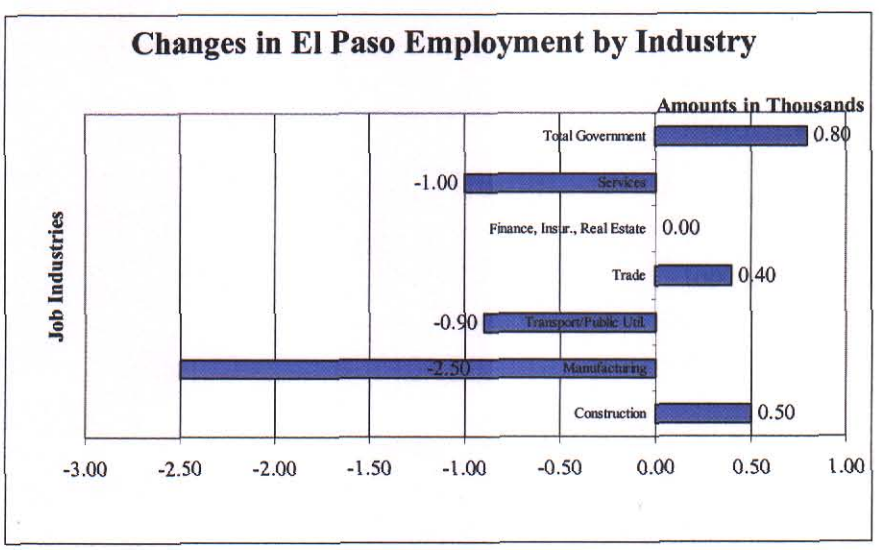
Industry Types	September 2001	Amount Change	Percentage Change	September 2002	Percent of Total
Construction	11.80	0.50	4.24%	12.30	4.86%
Manufacturing	35.00	-2.50	-7.14%	32.50	12.84%
Transport & Public Utilities	15.00	-0.90	-6.00%	14.10	5.57%
Trade	60.50	0.40	0.66%	60.90	24.06%
Finance, Insurance, Real Estate	11.30	0.00	0.00%	11.30	4.46%
Services	63.50	-1.00	-1.57%	62.50	24.69%
Total Government	58.70	0.80	1.36%	59.50	23.51%
Total Labor Market	255.80	-2.70	-1.06%	253.10	100.00%

reflected on the table on the prior page. As of September 2002, while many sectors saw limited growth, some sectors experience job losses such as in the areas of manufacturing, transportation and public utilities and services. Based on data obtained from the Texas Workforce Commission for the El Paso Metropolitan Statistical Area, El Paso saw a net loss of 2,700 jobs or 1.06 percent through September 2002 when compared to the same time in 2001 as seen in the table on the prior page.

The pie chart on the right reflects a high level summary of the El Paso job market as of September 2002 while the next table reflects changes in the employment industry components. Of this one-year net decrease of 2,700 jobs, construction comprises 4.86 percent of the labor force and added 500 jobs, an increase of 4.24 percent, while during the same period manufacturing comprises 12.84 percent of the labor force saw a decline of 2,500, a decrease of 7.14 percent. Other changes include a decrease of 900 jobs or 6 percent in transportation and public utilities, addition of 400 jobs in trade or .66 percent. Finance, insurance and real estate remained unchanged while the area of services declined by 1,000 or 1.57 percent and government jobs grew by 800 or 1.36 percent as depicted on the bar chart above. El Paso's unemployment rate remains higher that of Texas as well as that of the United States, although El Paso's trend indicates a slight increase and more stability in 2002 when compared to past years and tends to react similar to the rest of Texas.

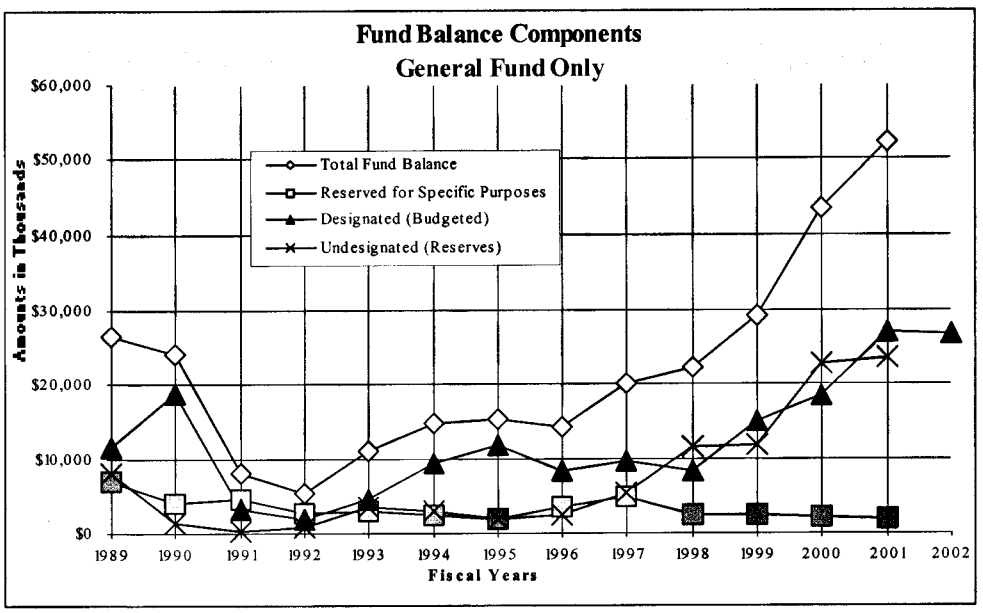


El Paso evolved from an agricultural economy to what it is today, an international center of trade and manufacturing with an increasing population. The top three employers are apparel, health services and retail sectors. Its cultural and business ties as a border region with Mexico drive the El Paso 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 only saw only slight employment decline in the region yet it has experienced its lowest unemployment rates in the past ten years. 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.

The graph to the right depicts the general fund balances over the past fourteen years. 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. Since fiscal year 1993, the County struggled and has made significant achievements in rebuilding fund balance reserves. Fund balance reserves were virtually nonexistent in fiscal year 1992 and grew in fiscal year 1994. Emphasis by the Court on improving the County's financial position focused on building adequate undesignated fund balance reserves during fiscal years 1997, 1998, 1999, 2000, 2001 and again in 2002. 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, 2008 as reflected in the strategic plan section of this document.



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 2003 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 8, 2001 the Commissioners Court members adopted an operating budget for the twelve-month period ending September 30, 2002 totaling $169,923,158. The Commissioners Court increased this budget by a net amount of $108,340,438 during fiscal year 2002 with thirty 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 thirty budget amendments, the operating budget totaled $278,263,569. For comparative purposes, on October 7, 2002 the Commissioners Court approved and adopted an annual operating budget aggregating $184,798,288 for the fiscal year beginning October 1, 2002.

Acknowledgments: I sincerely thank the citizens, county judge, county commissioners, other elected, appointed officials 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 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

THE COUNTY OF EL PASO
TEXAS

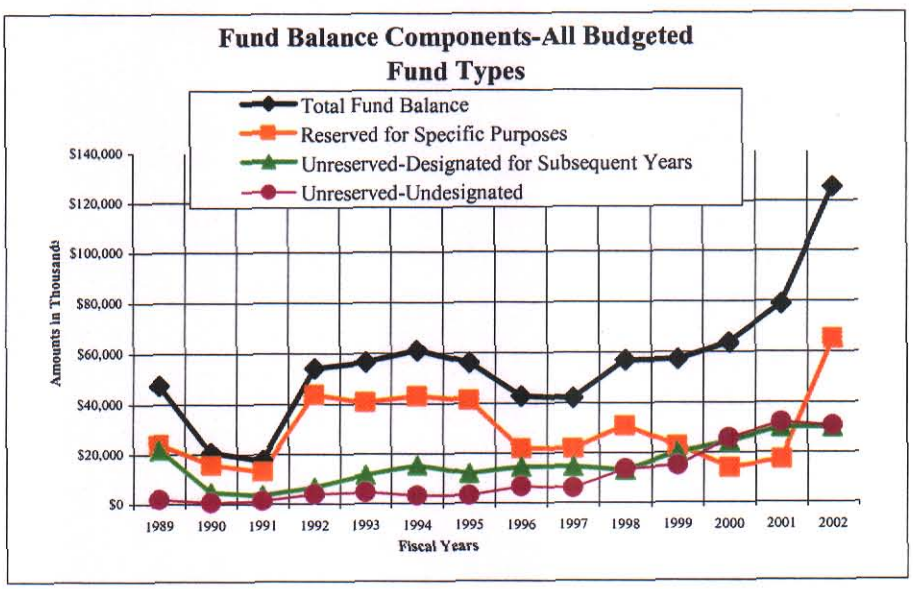
EXECUTIVE AND BUDGET SUMMARY

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 expenditures. 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. Since the County's main cash inflow, namely property taxes, occurs 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.

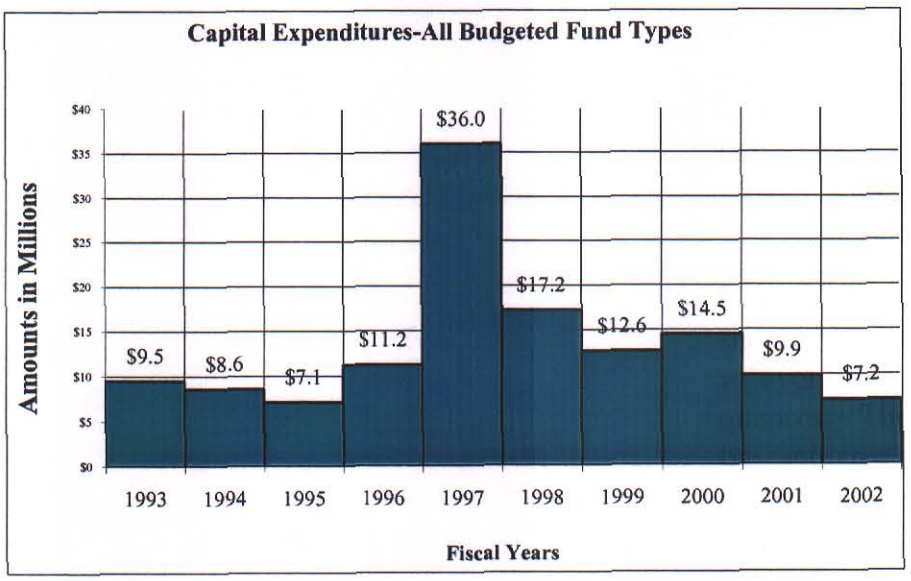


A more significant purpose of fund balance is to offset unexpected increases in costs and unanticipated dips in revenues. Fund balances serve as buffers absorbing the bumps from unanticipated and adverse short-term financial fluctuations. As the graph to the right reflects, the Commissioners Court members 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 2003, the Court increased its use of fund balance in the budget while simultaneously 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 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 is-sued 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 include 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 facilities renovations, purchase of land and purchase of election equipment. Again in August 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 issues 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 2003 by utilizing existing capital project funds as recommended by the committee. After two consecutive years of support

from the Court to fund an amount of one million dollars for future capital needs in the County Capital Project Fund, due to budgetary constraints, the court was reluctant to appropriate general fund dollars but rather authorized 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 $7,413,056 with an ideal balance of $22,239,167 based on the fiscal year 2003 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, therefore, increased interest expense as a result of the County's financial position depicted at any one point in time and its financial ability to cover unanticipated revenue losses or significant unanticipated expenditures.

Historically speaking, as in recent years, actual expenditures have been less than budgeted amounts and actual revenues have exceeded budgeted amounts. 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 the effect of enhancing the favorable expenditure budget variance, or unspent budget balance, within the general fund. To further explain this situation, general fund appropriations grew in fiscal year 2002 by $16,471,305 or 13.66 percent. Actual expenditures and transfers-out in fiscal year 2002 increased by $21,168,352 over the prior year. Of this total, related amounts entailed general government, $9,984,833, administration of justice, $4,079,139, public safety, $6,789,831 of which $6,324,716 and $388,778 related to the Sheriff Department and Juvenile Probation Department, health and welfare, $285,072, resource development, $79,823, culture and recreation, $703,717, capital outlays, ($60,312) and ($693,751) transfers out.

Other factors affecting expenditures were accrual of vested benefits of sheriff personnel, accrual of contingent liabilities and the transfer of excess sales and use tax to the debt service fund. Another factor that increased expenditures is attributed to the County's reduction in the rate of attrition related to implementation of a countywide salary-step-plan. The sheriff's expenditures included additional costs to cover its collective bargaining contract and other increases in jail operation costs. Other changes not elaborated on here were previously discussed including statutory mandates. Additional factors impacting these results included the favorable actual revenues and transfers in over estimates by $10,862,345 in various areas such as taxes, license and permits, charges for services for sheriff board bills and miscellaneous revenues. Although it was favorable, actual revenues and transfers-in fell short of actual expenditures and transfers-out

by $6,137,554 and encumbrances grew by $341,944 over the prior year and contributed to an overall fund balance decline.

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 2003 and beyond and to continually focus on revenue enhancement in order adequately fund present and future mandates placed on County government. The fiscal year 2003 budget incorporated additional funding for the Sheriff's budget and other mandated expenditures, while the majority of other departments received only inflationary funding increases. Simultaneously, the designated fund balance utilized in balancing the 2003 budget increased from the prior year with an increase of $994,930 or 3.23 percent above fiscal year 2002 for a total of $31,817,423. 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.

For the future, it is anticipated that in fiscal year 2004 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 continued adherence to the County's salary-step-plan. Close attention is being placed on the economic impacts of the post September 11, 2001 tragedy and the possibility of the United States going to war. 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. 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 2003 budget, the Court should begin planning for an even more stringent budget in 2004 if additional revenue sources are not identified. 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 is a significant accomplishment for the County of El Paso and the Commissioners Court is to be commended for such an attainment.

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 its tax rate to $0.361434in fiscal year 1999 and maintained this same rate through fiscal year 2002. In fiscal year 2003, the Commissioners Court adopted a rate of $0.396610 in anticipation of expenditures outpacing revenue trends over the next five fiscal years. 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 inevitably 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 2003 began July 10, 2001 and ended on October 7, 2002. 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. All salary related issues were deferred to the county salary committee and their recommendations were presented to the commissioners court during budget hearings. During the fiscal year 2003 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 meaningful and measurable objectives. The county auditor's office met with various departments prior to the budgetary cycle and reviewed basic concepts of performance based budgeting. Additionally, the County held numerous professional training sessions with departments regarding performance based budgeting. 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 Auditor's Office secured approval from the Court for the purchase of an electronic time and attendance system with integrates tasks and activities in support of tracking of performance measures. Numerous departments comprise a test group and all departments are expected to be migrated within the first quarter of 2003. If used properly, this system should provide significant improvement in reportable performance measures as well as invaluable management information.

For the past three 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 2004.

Throughout the summer of 2002, the county auditor held numerous workshops with county departments, the equipment committee, the salary committee and the Court held many public budgetary hearings. These meetings were attended by elected officials, department heads, key staff members, news media as well as many interested citizens up to final adoption. Although budgetary round table meetings were with the auditor whereby emphasis continued to be placed on providing the Court with performance measurement data information. 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. 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 such as:

(a) The desire to balancing the budget without raising the County tax rate;
(b) Maintaining adequate General Fund balance reserves;
(c) Continued implementation of the County's salary step plan in fiscal year 2003 and investing in the work force;
(d) Cost of living raises for county employees;
(e) The County's collective bargaining agreement;
(f) Adequately funding premiums to the Health and Life Benefits Fund for employee health benefits;
(g) The issue of mandated versus non-mandated programs and levels of funding;
(h) Adequate funding of statutory mandates.

The budget reflects a multitude of changes throughout this document. Many changes resulted in 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 2002 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 continued to impress upon all recipients of county funds, the importance of the County's goals and objectives for a more cost efficient and effective county government. 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. The resultant impacts, which comprise this budget, involve a multitude of scenarios. Level funding was not as prevalent as in past budget years although a reality for some. When insufficient justification was encountered in requests, reductions or level funding resulted. The majority of the budget received a marginal inflationary increase if data supported an estimated deficiency in appropriations. 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. 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 past frugal fiscal management, 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 stabilizing prior gains in 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 furthermore, cautioned that maintenance of this fund balance in fiscal year 2003 and beyond will require significant effort not only in stabilizing expenditure growth but realization of substantial new revenue sources to support the present trends.**

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 generating sufficient reserves while simultaneously levying the lowest possible ad valorem property tax rate.

The table that follows reflects the total operating budget for all funds including budgetary amendments of the prior fiscal year as provided by law, in comparison to the present adopted budget exclusive of appropriations carried forward relating to encumbrances from prior fiscal years. As a matter of policy, carryover appropriations relating to prior obligations are not factored into the operating budget analysis in an attempt to prevent inadvertent overstatement of the budget. Typically, budget analysis includes the adopted budget as amended along with comparative actual revenues and expenditures. This provides a means of consistent interpretation of the actions taken by the Commissioners Court from year to year in order to measure the County's attainments regarding financial goals, objectives and policies.

Budgetary Narrative on Revenues (Sources) and Fund Balance

Total Estimated Revenues

Total estimated revenues from all sources decreased from $247,441,103 in fiscal year 2002 in comparison to $152,980,865 in fiscal year 2003, a decrease of $94,460,238 or 38.17 percent. Closer analyses of the components of major class groupings of revenues reveals increases in taxes, licenses and permits, charges for services, miscellaneous and interest earning that amounted to $9,657,444, $15,500, $4,101,369, $11,811 and $1,297,096 respectively. Concurrently, the County experienced decreases in intergovernmental, fines and forfeits and other financing sources totaling $17,564,532, $95,000 and $91,883,926 respectively. The most significant change and the majority of these reductions are due to grants and the result of bond issuances reflected as budget amendments during 2002 that will not be budgeted in fiscal year 2003 until grant awards are made or bonds are issued.

FY 2003 Estimated Revenues and Fund Balance in Comparison to FY 2002 (All Budgeted Fund Types)

Revenues (Sources):	FY 2002 as Amended	Adopted FY 2003	Change from 2002 Amended	Percent Change	Components as % Budget
Tax Revenues	$91,228,747	$100,886,191	$9,657,444	10.59%	54.59%
Licenses and Permits	$131,000	$146,500	$15,500	11.83%	0.08%
Intergovernmental	$19,360,587	$1,796,055	($17,564,532)	-90.72%	0.97%
Charges for Services	$33,419,098	$37,520,467	$4,101,369	12.27%	20.30%
Fines and Forfeits	$4,998,000	$4,903,000	($95,000)	-1.90%	2.65%
Interest Earnings	$2,293,942	$2,305,753	$11,811	0.51%	1.25%
Miscellaneous Revenues	$2,909,303	$4,206,399	$1,297,096	44.58%	2.28%
Other Financing Sources	$93,100,426	$1,216,500	($91,883,926)	-98.69%	0.66%
Total revenues and other sources	$247,441,103	$152,980,865	($94,460,238)	-38.17%	82.78%
Fund Balance Components					
Fund balance designated to balance the budget	$30,822,493	$31,817,423	$994,930	3.23%	17.22%
Total Fund Balance Designations	$30,822,493	$31,817,423	$994,930	3.23%	17.22%

Tax Revenues

Tax revenues represent approximately 54.59 percent of the total county budget exclusive of fund balance designated to balance appropriations. The overall increase in this major classification of taxes relates mainly to ad valorem property and sale and use taxes. The change in ad valorem property taxes was mainly due to increases in property values and the result of new residential and commercial construction and the first rate increase since fiscal year 1999. Hotel and motel occupancy taxes that are also included within this group increased only marginally.

On September 30, 2002 the Commissioners Court approved an ad valorem property tax rate of $0.396610 per $100 dollar valuation. Based mostly on history and current economic influences, it is normally estimated that about 98.40 percent of the property taxes levied will actually be collected. Sales and use taxes generate the second largest amount of County revenue. This is the County's only substantial elastic revenue source. Ironically, however, the State's truth in taxation legislation requires that the County's property taxes must be reduced by the same amount that the sales and use taxes increases. Overall, this legal requirement effectively removes the elasticity. Many of the other major County revenue sources, including the one-half percent sales and use tax, are limited and controlled by state legislators rather than commissioners court members.

The following historical ad valorem property tax information is provided to facilitate a better understanding of some factors affecting the tax rate in order to analyze ad valorem property tax revenues. Further analyses of these components can be found in the Debt Service section of this document.

	FY 2003	FY 2002	% Change
Adopted Ad Valorem Property Tax Rates	$0.396610	$0.361434	9.73%
Effective Tax Rates	$0.360974	$0.352172	Not Comparable
Total Taxable Values	$18,827,263,383	$18,313,853,268	2.80%
Total Estimated Tax Revenues	$73,476,191	$64,868,747	13.27%

Each fiscal year, all taxing entities levying ad valorem property taxes must calculate their tax rates as prescribed by the State Comptroller of Texas. This tax calculation takes into consideration various factors. One significant requirement of these calculations is determination of an effective tax rate. The effective tax rate is based on the premise of determining a tax rate which

factors changing financial requirements from year to year relating to the repayment of principal and interest on bonded indebtedness of the County. The effective tax rate in essence assures statutory compliance of a minimum tax rate sufficient to meet debt payment requirements before a taxing entity may consider the maintenance and operations portion of its tax rate. Truth-in-Taxation Guidelines, further requires the County to notify the public of an increase in tax revenues based on set calculation criteria. These tax guides that mirror existing tax laws also limit Texas Counties from increasing their taxes above the rollback rate without risking the possibility of a rollback election.

Throughout the fiscal year 2003 budget process, the Court contended with fully funding mandated expenditures, a countywide cost of living increase, recommendations of the salary committee and the impact to the approved salary step plan, and collective bargaining. From the outset, the Court emphasized their perseverance to maintain the County's undesignated general fund balance for a strong financial future. Due to the fact that the property tax rate rose 9.73 percent and property values increased over last fiscal year by $513,410,115 or 2.80 percent the net increase in budgeted revenues over the prior year is projected to approximate $8,607,444 or 13.27 percent.

Licenses and Permits

This category of revenues represents 8 tenths of one percent of the County's overall budget and relates to occupational and alcoholic beverage licenses and business permits. The estimate in this area rose by $15,500 or 11.83 percent in fiscal year 2003.

Intergovernmental

Intergovernmental revenues amount to .97 percent of total budgeted revenues. This area saw a decline of $17,564,532 or 90.72 percent from the fiscal year 2002 amended budget mainly due to the manner in which the law allows grants to be budgeted. Grant budgets are appropriated on a contract basis only upon certification by the county auditor, as required by the *Texas Local Government Code 111.043*, as grant awards and signed contracts are received. Because of the nature of grants and their varying fiscal years, adoption of the budget only includes those grant contracts that are certifiable when the operating budget is adopted, therefore, grant funding is budgeted throughout the fiscal year via budgetary amendment as provided by law. If we exclude the impact of grants on the budget of $17,800,532 the intergovernmental increase is $236,000 or 15.13 percent over fiscal year 2002. The majority of the increase can be attributed to an increase in the general fund of $77,000 and an increase within the special revenue fund of approximating $159,000. This revenue source is monitored closely specifically due to the concern of not becoming dependent upon such revenues. This classification is mostly attributed to governmental agencies funding for various grants.

Charges for Services

This area represents 20.30 percent of total estimates to cover appropriations and exhibited a moderate increase over the fiscal year 2002 estimate by 12.27 percent or $4,101,369. This increase relates to county imposed fees, vehicle registration fees, and other fees of elected officials throughout the County. The largest component in this category relates to anticipated revenues from housing prisoners in the both the downtown and eastside jail annex facilities. This estimate was based on expectations that chargeable prisoner population will remain consistent with that of fiscal year 2002. The County continued to address its goal of enhancing the quality of life by

continuing its commitment of reinvesting revenues from parks and recreational activities. This source includes fees and concession revenues from the Ascarate Golf Course and Regional Park, County Coliseum, swimming pools and other recreation related activities. In fiscal years 1999 through 2002 and again in 2003 the Commissioners Court reaffirmed their commitment to the park improvement fund to ensure park improvements and revitalization of public recreation. While providing for reinvestment of recreation revenue, the Court maintained respective departmental funding of expenditures within the general fund and is presently engaged in implementation of its countywide park master plan for significant improvements. Furthermore, the Court continues to evaluate possibilities of privatization of Ascarate Golf Course as well as other parks.

Fines and Forfeits

This category is expected to decrease $95,000 or 1.90 percent due to a leveling off and reduced expectations of pursuing collections on outstanding fines and bond forfeitures by the County Clerk's Collection and County Attorney offices respectively. Virtually all revenues in this category relate to fines and forfeitures inclusive of fines and court costs associated with the judicial process within the County. As a component of the overall revenue estimate in the budget, this category represents 2.65 percent.

Miscellaneous Revenue

This category which accounts for 2.28 percent of total estimated revenues, increased significantly from fiscal year 2002 by $1,297,096 or 44.58 percent due an increase of $775,448 in the general fund, an increase of $642,067 and a decrease to grants totaling $120,419. Other revenues in this category are classified as miscellaneous reimbursements and unclassified revenues.

Interest Revenue

Interest revenue comprises 1.25 percent of total estimates and is projected to increase by .51 percent or $11,811 over fiscal year 2002. Although in fiscal year 2002 interest rate declines by the federal reserve resulted in significantly reduced interest income, fiscal 2003 is estimated to increase slightly by $11,811. The stabilization of interest revenue is basically a reflection of additional earnings on capital bond proceeds and on other working capital available for investment throughout the fiscal year.

Other Financing Sources

This category is utilized to account for fund transfers between the various funds and to account for proceeds of bonds sold. This category declined in fiscal year 2003 by $91,883,926 or 98.69 percent. The most significant causes of this change are reductions in the debt service fund and capital projects funds totaling $23,510,307 and $65,519,757 respectively. As discussed previously, grants are budgeted during the fiscal year when contracts are awarded. This decrease represents approximately $2,880,190 due to grants being budgeted upon grant award. The residual difference represents an increase of $34,000 in the general fund while the special revenue fund declined by $7,672. This category represents .66 percent of total estimated funding to cover the budget for fiscal year 2003.

Fund Balance

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 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 17.22 percent of the total funding, up by $994,930 or 3.23 percent from fiscal year 2002. This change is attributed to multiple factors such as an increased usage of fund balance within the capital project and special revenue funds totaling $239,545 and $1,408,876 respectively due to additional funds becoming available. Declines occurred within the debt service and general fund totaling $279,773 and $373,718 respectively in fiscal year 2002. These declines in the debt service funds represent reduced funds available from interest earnings and adherence to fiscal restraint within the general fund. Usage of fund balance within specific funds and their impact on fund balance reserves will be discussed later in this document at the fund level.

Budgetary Narrative on Appropriations (Uses) and Encumbrances

The County's total budgeted appropriations can be analyzed in a variety of ways. The following overview reflects appropriation changes between fiscal year 2003 and 2002 by (1) fund and (2) function.

The table below illustrates by fund an all-inclusive depiction of appropriations as adopted in fiscal year 2003 in comparison fiscal 2002 adopted budget as amended and the factoring in of encumbrances. Carry-forward encumbrance appropriations result due to legal obligations remaining outstanding from the prior fiscal year or appropriations resulting from amendment to the operating budget as provided by law. For budget planning and comparison purposes encumbrances are not factored in to future budgets to prevent budget overstatement.

FY 2003 Adopted Appropriations and Fund Balance in Comparison to FY 2002 (All Budgeted Fund Types)

Appropriations (Uses):	FY 2002 as Amended	Adopted FY 2003	Change from 2002 Amended	Percent Change	Components as % of Budget
Capital Project Fund	$65,856,837	$1,458,442	($64,398,395)	-97.79%	0.79%
Debt Service Fund	$39,391,191	$15,857,901	($23,533,290)	-59.74%	8.58%
Enterprise Fund	$526,834	$626,050	$99,216	18.83%	0.34%
General Fund	$137,017,965	$148,261,112	$11,243,147	8.21%	80.23%
Grants	$21,546,897	$712,500	($20,834,397)	-96.69%	0.39%
Special Revenue	$13,923,872	$17,882,283	$3,958,411	28.43%	9.68%
Total Budget	$278,263,596	$184,798,288	($93,465,308)	-33.59%	100.00%
Encumbrance carryforward	$3,115,764	$3,707,072	$591,308	18.98%	
Total Combined Appropriations	$281,379,360	$188,505,360	($92,874,000)		

Although not apparent from the table above, significant amendments to the fiscal year 2002 budget related to grant funds being appropriated during the year as funds were certified as well as from proceeds of bonds issued as reflected in the debt service and capital project funds. Further analysis at the fund type level reveals that the most significant declines occurred within the capital project, debt service and grants funds, while on the other hand, all other funds increased. These changes resulted due to a variety of factors as explained in the narrative of appropriations by function.

FY 2003 Adopted Appropriations and Fund Balance in Comparison to FY 2002 (All Budgeted Fund Types)

Appropriations (Uses):	FY 2002 as Amended	Adopted FY 2003	Change from 2003 Amended	Percent Change	Components as % of Budget
General Government	$33,955,796	$37,729,521	$3,773,725	11.11%	20.42%
Administration of Justice	$33,424,804	$28,467,837	($4,956,967)	-14.83%	15.40%
Public Safety	$71,644,422	$69,809,431	($1,834,991)	-2.56%	37.78%
Health and Welfare	$10,328,138	$7,841,357	($2,486,781)	-24.08%	4.24%
Community Services	$533,562		($533,562)	-100.00%	0.00%
Resource Development	$1,620,902	$1,358,904	($261,998)	-16.16%	0.74%
Cuture and Recreation	$5,901,861	$6,152,416	$250,555	4.25%	3.33%
Public Works	$6,207,135	$6,202,952	($4,183)	-0.07%	3.36%
Capital Outlays	$70,839,194	$5,848,804	($64,990,390)	-91.74%	3.16%
Debt Service and Enterprise:					
Principal	$9,284,285	$8,706,000	($578,285)	-6.23%	4.71%
Interest	$7,399,825	$7,227,951	($171,874)	-2.32%	3.91%
Other Debt Related Costs	$22,783,915		($22,783,915)	-100.00%	0.00%
Other Financing Uses	$4,339,757	$5,453,115	$1,113,358	25.65%	2.95%
Total Appropriations (Uses)	$278,263,596	$184,798,288	($93,465,308)	-33.59%	100.00%
Encumbrance carryforward	$3,115,764	$3,707,072	$591,308	18.98%	
Total Combined Appropriations	$281,379,360	$188,505,360	($92,874,000)		

The County budget is categorized into eleven major classifications of appropriations. These major classifications are: (1) general government; (2) administration of justice; (3) public safety; (4) health and welfare; (5) community services; (6) resource development; (7) culture and recreation; (8) public works; (9) capital outlays; (10) debt service; and (11) other financing uses. These appropriations and their respective changes from fiscal year 2002 discussed from here forward can be found throughout this document.

In comparing the fiscal year 2003 and 2002 budgets shown on the prior page, it should be noted that when the County adopts countywide salary increases for the fiscal year, salary appropriations are reserved in the general and administrative account of the general fund. As a means of savings to the county, salary appropriations are distributed later during the third quarter of the fiscal year. This provides a more accurate estimate of the funding actually required through the remainder of the fiscal year 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 year 2002, the County realized a budgetary saving of $1,903,292 or 20.86 percent of the original appropriations of $9,125,001 in the general fund budget. Although savings were from numerous departments within the general fund budget, significant savings resulted within departments with high attrition rates, such as the sheriff department. Later in fiscal year 2003, when salary appropriation needs are assessed, funding for salary increases will be transferred accordingly. As you read through the following discussion regarding the various functions of county government, keep in mind, the majority of these reductions

constitute grant, capital projects and debt service funds reflected as budget amendments during fiscal year 2002 which will not be budgeted in fiscal year 2003 until receipt of award notices and certification of revenues. To obtain a better understanding of how grant funds impact this budget comparison, refer to the other funds section of this document.

General Government

The primary functions in this classification are general administration, recording deeds and other legal documents, data processing and personnel operations. Also, included in this class are the expenditures of the county judge, county commissioners, county auditor, purchasing and county and district clerks just to name a few.

A global perspective of the 2003 budget depicts that general government appropriations represent approximately $37,729,521 or 20.42 percent of the total budget and increased by $3,773,725 or 11.11 percent from the prior amended budget. Overall changes were the result of increases totaling $3,607,154 and $198,847 within the general fund and special revenue funds respectively while grants decreased by $32,276. Some of the significant impacts made within this category to name a few are discussed from here forward. The County continued its pledge to follow through on its countywide salary-step-plan in fiscal year 2003. Not only did the Court keep its commitment, addressed various salary issues recommended by the county salary committee and it also added a three percent cost-of-living increase to the salary plan to keep pace with inflation. The impact of collective bargaining increases pursuant to the sheriff's contract totaled an estimated amount of $5,083,043. It should be noted that due to the fact that salary adjustments are budgeted under this category, in future years, these increases are automatically factored into subsequent departmental budgets of other categories.

An amount of appropriations were budgeted as a transfer-out in the general fund as a safeguard against an unanticipated funding shortfall within the non-budgeted county health, life and dental insurance benefits fund approximating $1,200,000 in fiscal year 2003 and $250,000 in fiscal year 2002.

There were numerous changes within this category and for the sake of brevity, focus here will be placed on those departmental budget increases or decreases exceeding $100,000. The most significant increase was in general and administrative account of the general fund. The majority of this increase relates to funding of salary and benefit increases approximating $5,081,243 approved by court. These funds are reserved and are subsequently distributed to departments based on an assessment by the county auditor's office of actual funding needs toward the later part of the third fiscal quarter. In addition, the four general fund contingencies were set at $400,000 or approximately one-quarter of percent of the general fund adopted budget. At the same time, the Court maintained funding for a projected increase for workers compensation claims totaling $1,000,000.

Over the past three years actuarial determinations resulted in health premium increases. In fiscal year 2003, funding for a projected twenty-two percent increase was partially shifted to employees and retirees at a flat rate of $10 per employee per month depending upon additional dependent coverage up to a maximum of $30. Due to this shifting of costs, the only portion funded though the general and administrative account was the previously mentioned transfer out to the health and life benefits fund. This funding was based on an actuarial study and on recom-

mendation from the county's risk pool board, which has legal oversight of these funds. Employee benefits were a significant focus of this budget as exhibited by the Court's adoption. In the area of investing in the work force, the Court for three years appropriated funds for the purpose of contracting an agency to implement a workforce development program. Funding in this area was eliminated due to funding constraints and totaled a $350,000 decrease.

Other changes included Election Services Fund totaling $180,800, which is a reclassification to the special revenue fund from agency funds. Additional information regarding changes within this classification not apparent at this level are exhibited in subsequent trend sections of this document.

Administration of Justice

El Paso County provides the funding to operate Seven County Courts at Law, Two County Criminal Courts and a Probate Court. The County also provides facilities, operating expenses and support staff of the fifteen State District Courts in the County. Some of the other offices associated with the judicial system are the Council of Judges Administration, County Courts Administration, District Attorney, County Attorney, Public Defender, three Associate Family Courts, Associate Child Protective Services Court, Criminal Law Magistrate, Tax Court and seven Justices of the Peace.

With a significant decrease of $4,956,967 or 14.83 percent under the prior year, administration of justice accounts for 15.40 percent of the total 2003 budget. 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. Analysis of this function at the general fund level will give you a more precise depiction of funding changes in this area other than grants. Although the overall analysis depicts a decrease, some increases actually occurred.

Other than for the impact of grants, the District Attorney budget increased in this area by $190,680. Additional information regarding changes within this classification not apparent at this level are exhibited in subsequent trend sections of this document.

Public Safety

Major funding within this classification encompasses the county sheriff's law enforcement and detention activities such as the downtown detention facility, the Leo Samaniego Law Enforcement Complex and courthouse security. The juvenile probation department, office space and utilities of the adult probation department, ambulance services, emergency management and seven constables are also classified under this heading.

This area decreased $1,834,991 or 2.56 percent below fiscal year 2002. 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. Due to the netting of grants funded in fiscal year 2002 and yet to be budgeted in fiscal year 2003, further analysis reflects an increase in the general fund of $6,480,498. This increase was mainly attrib-

uted to the Juvenile Probation and Sheriff departments that rose by $1,339,356 and $5,423,439 respectively. Within the Sheriff's budget, the increases were in the downtown detention facility, East Montana jail annex and law enforcement totaling $2,119,229, $2,126,611 and $1,177,599 respectively.

It is noteworthy to mention that this category comprised $69,809,431 or 37.78 percent of the overall county budget. The majority of these appropriations fall within the general fund approximating $69,571,924. Of this amount, $58,397,631 or 83.94 percent was in support of Sheriff's Department operations. In contrast, the sheriff's budgets comprise 39.39 percent when compared to the overall general fund budget of $148,261,112. Additional information regarding changes within this classification not apparent at this level is exhibited in subsequent trend sections of this document.

Health and Welfare

The County of El Paso, R. E. Thomason Hospital (Hospital District) and the City of El Paso jointly participate 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. Additional programs solely funded by the county include the Medical Examiner and Veterans assistance.

The State administers most direct welfare assistance programs, however, the County does provide limited direct temporary welfare assistance to a few of those who qualify and need help on an emergency basis. Other charitable County expenditures are made to benefit abused and neglected children, battered spouses, veterans and the deaf.

Health and welfare approximates $7,841,357 or 4.24 percent of the total 2003 adopted budget. This funding amount was $2,486,781 or 24.08 percent less than the amount funded in fiscal year 2002. This area reflects a reduction mainly due to grants as previously discussed in other categories. Within this category, most areas experienced level funding or only a moderate increase such as an inflationary adjustment with the exception of the notations below.

Funding to the City of El Paso increased by $84,008 or 3.03 percent relating to areas of Animal Control, City County Health and On-Site Sewage Inspections. The reason for this increase is attributable to a mutually agreed upon method of determining overall program initiatives and funding between the County and the City of El Paso. Based on agreed upon funding requests by the City and utilization of agreed upon funding ratios, the County's allocation resulted in an overall increase. The County previously budgeted separately for each of these functions but consolidated this funding in fiscal year 2003. The overall intent of the Court remains to identify state mandates of indigent health and to evaluate the adequacy of present Health District programs. Other budgets within this area saw slight changes, therefore, additional information regarding those changes within this classification not apparent at this level are exhibited in subsequent trend sections of this document.

Community Services

This area focuses mainly on State and Federal grant funding for improving outlying areas within the County with necessities such as water, plumbing and also transportation for residents in several rural areas. This category decreased by $533,562 or 100 percent due to the fact that

grants are budgeted as contracts are awarded; therefore, additional funding awarded during fiscal year 2003 will be reflected throughout the year as budget amendments.

Resource Development

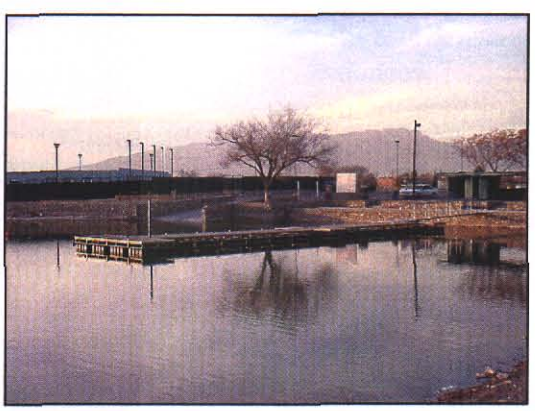
Funding for any County activity that promotes economic improvements for its citizens are recognized here. Activities in this group include the historical commission, alternative dispute resolutions, agricultural cooperative extension services, planning and community development.

This category decreased by $261,998 or 16.16 percent from the prior year. As a component of the budget, this classification currently represents about .74 percent of the adopted budget. These decreases can be found in the special revenue and grant funds totaling $276,115, and $83,869 respectively which netted with an increase in the general fund of $97,986.

During fiscal year 2002, the County paid the City of El Paso in the amount of $257,454 from its two and one-half percent hotel occupancy tax revenues as the County's contribution to assist in funding the El Paso Tourist and Convention Bureau and for promotion of the County of El Paso. In June 2001, the County canceled its inter-local agreement with the City of El Paso. Subsequently, the Commissioners Court notified the City and requested an action plan regarding usage of County funds and County promotion efforts and expenditures. As of the adoption of the fiscal 2003 budget, an inter-local agreement was not in place between the County and City. The previous inter-local provided approximately $950,000 to the City of El Paso. As a result, appropriations to the Tourist Promotion fund saw a reduction from the prior year totaling $276,115, which for the most part is attributable to reallocation of hotel occupancy funds to other areas such as the County Tourist Promotion and Coliseum Tourist Promotion funds. Other changes within this category are discussed later in this document.

Culture and Recreation

El Paso County maintains several public parks, three public swimming pools, a public golf course and a lake. Cultural events, fairs, rodeos, livestock shows, circuses, musical performances, dances, ice shows, ice hockey and a wide variety of other sporting events are conducted in the County's Coliseum. Also, an Equestrian Center is located on the Coliseum's grounds. This area comprises 3.33 percent of the overall budget and increased by percent or $250,555 over the prior fiscal year. Changes in this area exhibit a decreases in the general fund and grants totaling $711,725 and $189,932 respectively and an increase in special revenue of $1,151,222. Most areas in this category received only inflationary funding changes. The major change is due to the County's operation of an eastside Baseball



Sports Park budgeted at $567,448 in the general fund and subsequently budgeted in the special revenue in fiscal year 2003. A park improvement fund was created in fiscal year 1999 whereby the Court directed that all revenues of the Ascarate Regional Park, Golf Course and the 50-meter Ascarate Swimming Pool be placed in that fund. The County continues to evaluate the possibility of privatizing the Ascarate Golf Course. The increase in the special revenue fund is mainly attributable to the Ascarate Park Improvement fund being budgeted higher in fiscal year 2003 relating to operating expenditures while grant matching transfers out increased. This increase also relates to additional appropriations within the Coliseum Tourist Promotion fund. Within the Ascarate Improvement fund, approximately $1,495,000 was set aside for various park improvements and earmarked as grant match to secure state grants reflected under the other financing uses category discussed later. The County leveraged its park improvement revenues as matching funds for grants to secure funding from the Texas Parks and Wildlife Commission in an effort to obtain additional state funds. The County has taken a major step to make significant improvements in addressing quality of life issues. Continued use of these funds to secure further funding for the County's park system has the potential of making county parks major public attractions that should ensure continued growth and progress. Some of the improvements made thus far include a new fishing peer and boardwalk at the lake, new picnic shelters, a jogging trail which goes completely around the lake for a total of two miles. In addition to the existing fishing, baseball fields and outdoor handball courts, basketball, tennis courts and huacha (also called washer courts) courts have been built. Other changes within this category are discussed later in this document.

Public Works

The County maintains several hundred miles of roads, streets and highways and numerous bridges. The County operates under the unit road system that was approved by County voters many years ago. Under this system, the four Commissioners' precincts are combined, for operating purposes, into a single unit and the Commissioners Court appoints a roads and bridges administrator. The roads and bridges administrator is responsible for planning, engineering, building and maintaining all county public roads and bridges. 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 this project is to develop one main water facility servicing the entire East-Montana area and to contract out for facility operations. The related debt will be repaid through fees paid by users of the system.

At 3.36 percent of the overall adopted budget, the public works budget totals $6,202,952, down $4,183 or .07 percent from the prior year. The roads and bridges fund and the Fabens Airport mainly represent this category. Within this category, increases occurred in special revenue and enterprise funds totaling $86,509 and $100,000 respectively while the grant fund declined by $190,692. Other changes within this category are discussed later in this document.

Capital Outlays

This category is used to account for major expenditures made to acquire furnishings and equipment and major capital expenditures of the capital project fund. These expenditures are presumed to benefit both the present and future fiscal periods. During fiscal year 2002, the County's projects progressed while substantial capital funds were added due to recent bond issues. Due to the utilization of the capital project fund for capital outlay needs of the County, fewer resources for capital outlay budgets were required. Overall, this category declined by $64,990,390 from the prior fiscal year or 91.74 percent and represents 3.16 percent of the total budget. Within this category, increases occurred in the general fund and special revenue funds totaling $313,895 and $2,354,953 respectively while decreases occurred in the capital project and grant funds totaling $64,398,395 and $3,260,843 respectively. The main reason for this decline is the fact that capital proceeds of bonds issued are appropriated on a project basis when bonds are issued. In the past two fiscal years, the County was able to appropriate a one million dollar general fund contribution to its county capital project fund. Due to budgetary constraints in fiscal year 2003, the Court funded departmental capital needs from existing county capital funds remaining from its prior contributions. New capital appropriations in fiscal year 2003 totaled $2,668,848, of which $485,942 is the result of additional capital project funds becoming available for appropriation. Other changes within this category are discussed later in this document.

Debt Service

This area relates to the County's bonded indebtedness, the principal and interest payments due each year as set out in various bond amortization schedules. These expenditures are funded by ad valorem property taxes that by law constitute the interest and sinking portion of the County's tax rate and is calculated separately from the maintenance and operating component of the ad valorem property tax rate. Although this area in total saw a slight change, there was a reduction to both interest and principal. The amount budgeted for principal and interest payments declined by $578,285 or 6.23 percent and $171,874 or 2.32 percent respectively. This is mainly the result of restructuring of debt in prior years. As a component of the overall budget, debt service principal and interest appropriations total $15,933,951 or 8.45 percent of the overall county budget. For comparison purposes, other related costs totaling $22,783,915 is reflected in fiscal year 2002 due to refunding of existing bonding indebtedness to secure lower interest rates and savings on future interest costs. Other changes within this category are discussed later in this document.

Other Financing Uses

Other financing uses for the most part represent transfers between funds or are the result of bond transactions such as issuance, defeasance or refunding of bonds. The main purpose of these transfers is to provide matching funds to secure various grant funding. This area represents 2.95 percent of the budget or $5,453,115 and increased by $1,113,358 or 25.65 percent from fiscal year 2002. The increases in this category were attributable to the general fund and special revenue funds totaling $881,561 and $231,797 respectively. In the two prior fiscal years, a transfer of $1 million was made on recommendation by the County's Capital Equipment Committee for the establishment of a long-range county capital improvement fund within the capital projects fund. Due to budgetary constraints in fiscal year 2003 this transfer did not take place from the general fund. It is anticipated that this fund will continue to be utilized to accumulate capital im-

provement reserves based on a capital improvement plan to be developed by the committee. Furthermore, expenditure recommendations are subject to review and approval by the Commissioners Court. During the summer of fiscal year 2002, the equipment committee evaluated all capital equipment requests and recommended reallocation of various capital project funds deemed available to meet the capital needs in fiscal year 2003. Usage of any funds from the county capital improvement fund requires that a thorough funding search be performed of all other sources prior to this fund being utilized. Other changes within this category are discussed later in this document.

Due to the nature of grants and capital projects, project-based budgeting is more appropriate than fiscal year based budgets. As previously discussed, due to this fact, grants are added throughout the year when contracts are awarded while capital projects are budgeted when funding transactions take place or bonds are issued. Every effort is made to assure that an appropriate amount of matching funds are funded in anticipation of grant contract awards during the fiscal year. Furthermore, only when additional project related funds are identified, does it become necessary to supplement capital project appropriations in the budgetary process.

FY 2003 Adopted Appropriations by Category and Fund Balance in Comparison to FY 2002 (All Budgeted FundTypes)

Appropriation Categories	FY 2002 as Amended	Adopted FY 2003	Change from 2002 Amended	Percent Change	Components as % of Budget
Personnel	$110,959,888	$112,544,226	$1,584,338	1.43%	60.90%
Operating	$96,464,514	$66,405,258	($30,059,256)	-31.16%	35.93%
Capital	$70,839,194	$5,848,804	($64,990,390)	-91.74%	3.16%
Total Budget	$278,263,596	$184,798,288	($93,465,308)	-33.59%	100.00%
Encumbrance carryforward	$3,115,764	$3,707,072	$591,308	**18.98%**	
Total Combined Appropriations	$281,379,360	$188,505,360	($92,874,000)		

As reflected above, the overall budget decreased by 33.59 percent or $93,465,308. Increases were attributable to personnel totaling $1,584,338 or 1.43 percent while decreases related to operating and capital totaling $30,059,256 and $64,990,390 or 31.16 and 91.74 percent respectively. Increase in personnel appropriations as previously discussed was a significant impact in this budget, which is offset, by the impact of grant funds explained throughout this document. Some of those increases, to name a few, include increases due to collective bargaining for sheriff deputies and a contract modification related to detention officer salaries and benefits, continued funding of the County's salary-step-plan and increased costs of the health benefit premiums amongst other benefit enhancements. Salary increases and position regrades in fiscal year 2003 will have a greater impact in this budget, as many employees will receive step level increases and attrition continues to decline. In prior fiscal years, salary increases had minimal impact due to factors such as attrition. Since implementation of the County's salary-step-plan, the County has experienced a somewhat reduced rate of attrition, but at the same time, it impacted the present budget and should level off with only a moderate increase to salary appropriations in the future.

As a component of the total 2003 County budget, personnel appropriations comprise 60.90 percent, operating comprises 35.93 percent and capital comprises 3.16 percent. The County was able to obtain some of the increases throughout this budget by utilizing a trade off of appropriations within the general fund.

Capital appropriations in the adopted budget historically represent capital project funds that have been identified, reallocated or new funding requiring appropriation in order to supplement existing project based budgets. As capital project funds are consumed and interest rates decline, reduced program income is generated, thus, reducing funds available for appropriation over the term of the project. Capital projects fund appropriation discussions can be found later in this document.

THE COUNTY OF EL PASO
TEXAS

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:

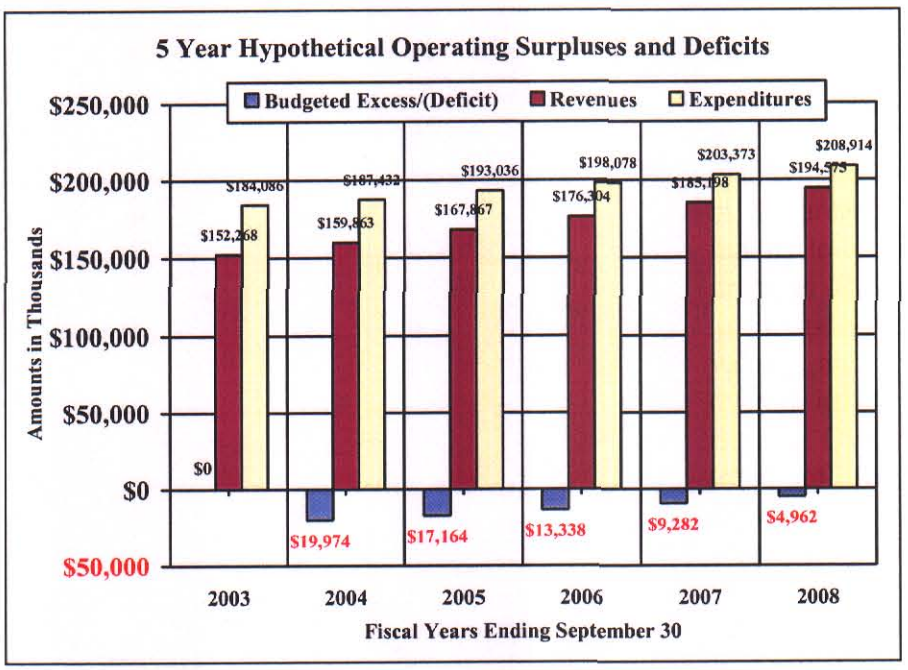
Fiscal Years	**2003**	**2004**	**2005**	**2006**	**2007**	**2008**
Revenue Trends	$ 152,268,365	$159,863,002	$167,867,073	$176,303,757	$185,197,581	$194,574,503
Expenditure Trends	$184,085,788	$187,431,562	$193,035,553	$198,078,110	$203,373,302	$208,913,651
Increase in County Revenue needed (From prior year)	$31,817,423	$27,568,561	$25,168,480	$21,774,353	$18,175,721	$14,339,148
Projected increase in Revenues (From prior year)		$7,594,637	$8,004,071	$8,436,684	$8,893,825	$9,376,922
Revenues over/(under) Requirement (Utilized Fund Balance in Fiscal Year 2002)		($19,973,924)	($17,164,409)	($13,337,669)	($9,281,896)	($4,962,226)
Total amount Over/(Under) Requirements for 5 year forecast						($64,720,124)

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 2003, the County utilized approximately $31,817,423 in fund balance reserves to balance the operating budget. Beginning with fiscal year 2004, trends indicate County will need to immediately pursue identifying ways to generate additional revenues or even new revenue sources in order to keep pace with projected expenditure increases.

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 2003 the Commissioners Court utilized $31,817,423 of fund balance reserves to balance the operating budget in order to supplement the county auditor's estimated revenues. Of this amount, $485,942, $370,291, $26,726,320 and $4,234,870, represented capital project, debt service, general fund and special revenue funds. As reflected in the chart below, these possible deficit 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, actual trend of revenues are expected to fluctuate somewhat from year to year with an average annual growth rate of 5 and 6 percent. Expenditure changes are expected to vary anywhere from 5 and 7 percent each year depending upon mandates and legislative changes exclusive of any significant additions to the budget and is depicted in the chart above. The fiscal year 2003 budget was balanced by utilization of fund balance. The main factor for the projected deficits in fiscal years beginning with 2004 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 1st, 2nd, 3rd, 5th, 7th, 9th and 12th year of their job class anniversary date. Additional factors include the cost of the newly approved sheriff department collective bargaining contract and a factor for inflationary increases in operational costs.



In fiscal year 2003 the Commissioner 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 rate of $0.396610 for fiscal year 2003. For the future, the County must continue to focus on identifying additional revenues to counter future increased expenditures. 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 fourth year in a row, revenue gen-

eration 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 2002. 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.

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. 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 in the past four fiscal years.

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 shown in the fiscal year 2008 whereby actual revenues are estimated to be within $4,962,226 of equaling the amount allocated to the operating budget. Based on this assumption, continued action is warranted by the Commissioners Court to stabilize expenditures and generate additional revenues in fiscal year 2004.

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. Although this as the case for the past four fiscal years, it is not the case in fiscal year 2003 whereby the Commissioners Court increased the tax rate to $0.396610 per $100 valuation.

THE COUNTY OF EL PASO
TEXAS

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, that 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 a multitude of 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.

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.

COMPENSATION AND BENEFITS

Effective January 1, 2003, the Commissioners Court approved an Annually Determined Contribution Rate (ADCR) of 10.34 percent of total salaries for the Texas County and District Retirement System (TCDRS).

In general, the current 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 will be monitored and evaluated periodically with annual review for inflationary impacts and adjustments will be 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

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. 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.

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.

After the budget has been formally approved by the Commissioners Court, the accounts payable division and payroll 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.

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 16th. 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 2004
OCTOBER 1, 2002, - SEPTEMBER 30, 2003

Proposed Dates		Proposed Actions
February 14, 2003	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: Personnel: Authorizations-increases and decreases Salaries: Cost of living and/or merit increases Capital Outlays: Improvements, new equipment Services: Increases and decreases Car Allowances: Mileage rates and travel
February 14, 2003	2.	The county payroll division will develop a payroll report showing projected salary costs by department for the budgetary period October 1, 2003 through September 30, 2004. 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 22, 2003.
March 3-7, 2003	3.	The budget officer will prepare tentative departmental budgetary request forms. The target date for the completion is March 7, 2003.
March 3-7, 2003	4.	The budget officer 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.

TENTATIVE BUDGETARY CALENDAR FOR FISCAL YEAR 2004
OCTOBER 1, 2002 - SEPTEMBER 30, 2003

Proposed Dates		Proposed Actions
April 1, 2003	5.	The budget officer will distribute the tentative budgetary request forms to departments with instructions including input, if any, from the Commissioners Court members.
May 16 , 2003	6.	The budget officer will receive departmental budgetary requests and will compile the initial budgetary work papers. 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 2004, 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 30, 2003.
May 20, 2003	7.	The budget officer plans to present the preliminary budgetary proposal to Commissioners Court.
June 2-27, 2003 July 7-31, 2003	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 5, 2003	9.	As required by Chapter 26 of the *Texas Property Tax Code,* 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 5, 2003	10.	Pursuant to the *Texas Local Government Code, § 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.

TENTATIVE BUDGETARY CALENDAR FOR FISCAL YEAR 2004
OCTOBER 1, 2002 - SEPTEMBER 30, 2003

Proposed Dates		Proposed Actions
September 3-20, 2003	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.
September 3, 2003	12.	Pursuant to the *Texas Local Government Code, § 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 16, 2003	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 18, 2003	14.	Pursuant to the *Texas Local Government Code, § 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 29, 2003	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, 2003	16.	The budget officer will present the final proposed budget to Commissioners Court.
October 1, 2003	17.	Pursuant to the *Texas Local Government Code, § 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.

TENTATIVE BUDGETARY CALENDAR FOR FISCAL YEAR 2004
OCTOBER 1, 2002 - SEPTEMBER 30, 2003

Proposed Dates		Proposed Actions
October 6, 2003	18.	Pursuant to the *Texas Local Government Code, § 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 6, 2003	19.	Commissioners Court will hold a public hearing on the final proposed budget within seven calendar days after the date the 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 9, 2003	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 from 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 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.

Operating Budget Policies-Continued

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 of 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;

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,

Revenue Policies-Continued

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

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

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) 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).*

Budget Process-Continued:

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 distinct 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.

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.

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

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, thus, 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, therefore, reinforcing maintenance of its valuable 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 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 remain within the associated budgetary limits.

Reserve Policies-Continued:

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 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.

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.

For financial accounting and reporting purposes, it is the policy of the County that only assets with a value exceeding $5,000 or more and having a useful life expectancy of at least one year are reported as general fixed assets in the County's Comprehensive Annual Financial Report. Note however, that this does not mean that items less than the $5,000 threshold will not be tagged. The purchasing agent, at his discretion, may tag any items deemed appropriate for adequate control and accountability purposes.

The County Auditor's Office will periodically reconcile the yearly inventory listing provided by the purchasing agent to the County's financial accounting records.

Fixed Assets and Capital Planning-Continued:

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.

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 bond 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 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.

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.

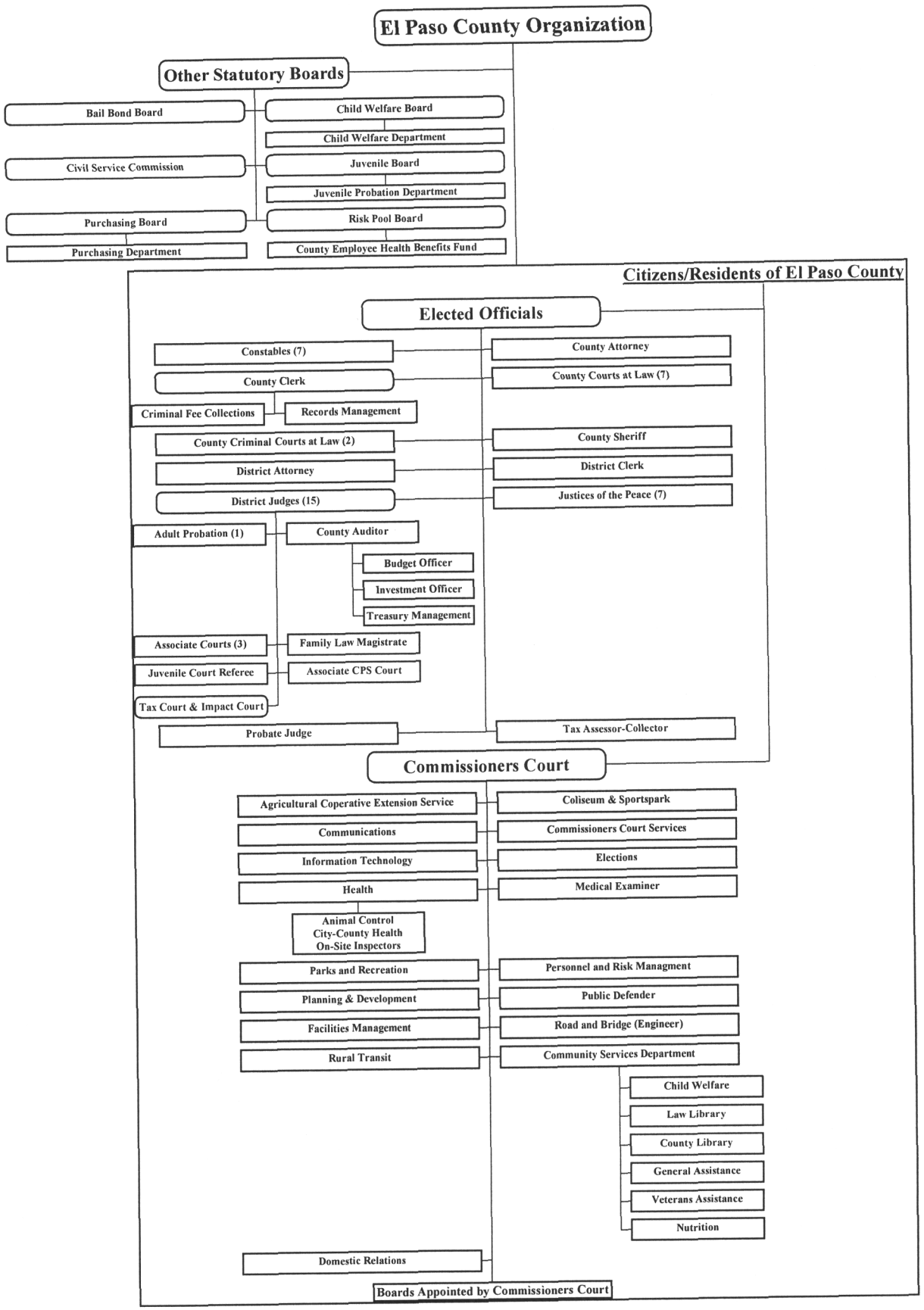
D. Develop a rewards and recognition program for county employees and departments.

E. Encourage employee initiative and responsibility.

F. Promote community workforce development.

County of El Paso, Texas

Organizational Chart
As of October 1, 2002



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

Organization by Program Type

General Government

*Commissary Inmate Profit Account
Commissioners Court
Commissioners Court Services Department
Communications
Community Services
County Auditor
County Clerk
County Clerk Criminal Fee Collections
County Judge
County Solid Waste Disposal
District Clerk
Domestic Relations
*Election Contracted Services Account
Elections
Facilities Management
General and Administrative Account
Grant Matches
Human Resources
Information Technology Department
Landmark
Parking Garage Maintenance & Operations
Purchasing
Risk Pool Board Operations
*Road and Bridge Administrative Account
Tax Assessor-Collector
*Tax Office Discretionary Account
Tax Office Renovations Account

Culture and Recreation

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

Health and Welfare

Charities
Child Welfare
*Child Welfare Donations Account
Child Welfare Fees Account
City-County Health Unit
Foster Grandparent Program
General Assistance
Life Management
Medical Examiner
Medical Examiner Maintenance
Mental Health
Project Amistad
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
Constables
County Detention Facility
*Courthouse Security
Emergency Management
Jail Annex
Juvenile Probation
*Juvenile Probation Jury Donation Account
*Juvenile Supervision Account
Sheriff - Law Enforcement
*Sheriff LEOSE Account
West Texas Community Supervision

Administration of Justice

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

Resource Development

Agricultural Co-Op Extension
Census 2000
*County Clerk Records Management
*County Records Management
Economic Development
Planning and Development
*Tourist Promotion Functions Account

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.

Directory of Principal Officials

Commissioners Court (The Governing Body)

County Judge, Dolores Briones	Room 301, County Courthouse Bldg, (915) 546-2098
County Commissioner, Precinct Number 1, Charles Scruggs	Room 301, County Courthouse Bldg, (915) 546-2014
County Commissioner, Precinct Number 2, Carlos Aguilar III	Room 301, County Courthouse Bldg, (915) 546-2111
County Commissioner, Precinct Number 3, Miguel Teran	Room 301, County Courthouse Bldg, (915) 546-2144
County Commissioner, Precinct Number 4, Daniel R. Haggerty	Room 301, County Courthouse Bldg, (915) 546-2044

The Council of Judges

34th Judicial District, William E. Moody, District Judge	Room 905, County Courthouse Bldg, (915) 546-2101
41st Judicial District, Mary Anne Bramblett, District Judge	Room 1006, County Courthouse Bldg, (915) 546-2149
65th Judicial District, Alfredo Chavez, District Judge	Room 1105, County Courthouse Bldg, (915) 546-2102
120th Judicial District, Robert Dinsmoor, District Judge	Room 605, County Courthouse Bldg, (915) 546-2103
171st Judicial District, Bonnie Rangel, District Judge	Room 601, County Courthouse Bldg, (915) 546-2100
205th Judicial District, Kathleen Olivares , District Judge	Room 1002, County Courthouse Bldg, (915) 546-2107
210th Judicial District, Sam M. Paxson, District Judge	Room 1005, County Courthouse Bldg, (915) 546-2130
243rd Judicial District, David Guaderrama, District Judge	Room 901, County Courthouse Bldg, (915) 546-2168
327th Judicial District, Richard Roman, District Judge	Room 606, County Courthouse Bldg, (915) 546-2032
346th Judicial District, José J. Baca, District Judge	Room 902, County Courthouse Bldg, (915) 546-2119
383rd Judicial District, Mike Herrrera, District Judge	Room 1101, County Courthouse Bldg, (915) 546-2132
384th Judicial District, Patrick M. Garcia, District Judge	Room 906, County Courthouse Bldg, (915) 546-2134
388th Judicial District, Patricia Macias, District Judge	Room 705, County Courthouse Bldg, (915) 543-3850
409th Judicial District, Sam Medrano, District Judge	Room 700, County Courthouse Bldg, (915) 834-8209
Associate CPS Court, Oscar Galbadon, Judge	Room 1104, County Courthouse Bldg, (915) 546-2147
Associate Family Court 1, Jose Juarez, Judge	Room 1103, County Courthouse Bldg, (915) 543-3859
Associate Family Court 2, Kathleen Anderson, Judge	Room 1102, County Courthouse Bldg, (915) 543-3871
Associate Family Court 3, Roberta Bramblett, Judge	Room 704, County Courthouse Bldg, (915) 834-8288
County Court at Law Number 1, Richard Herrera, Judge	Room 802, County Courthouse Bldg, (915) 546-2011
County Court at Law Number 2, Julie Gonzalez, Judge	Room 801, County Courthouse Bldg, (915) 546-2145
County Court at Law Number 3, Javier Alvarez, Judge	Room 1001, County Courthouse Bldg, (915) 546-2183
County Court at Law Number 4, Alejandro Gonzalez, Judge	Room 805, County Courthouse Bldg, (915) 546-2190
County Court at Law Number 5, Herbert E. Cooper, Judge	Room 806, County Courthouse Bldg, (915) 546-2004
County Court at Law Number 6, Sue Kurita, Judge	Room 1106, County Courthouse Bldg, (915) 543-3868
County Court at Law Number 7, Peter S. Peca, Judge	Room 701, County Courthouse Bldg, (915) 543-3877
County Criminal Court 1, Alma Trejo, Judge	Room 701, County Courthouse Bldg, (915) 543-3877
County Criminal Court 2, Robert Anchondo, Judge	Room 1201, County Courthouse Bldg, (915) 834-8241
County Probate Court, Max Higgs, Judge	Room 703, County Courthouse Bldg, (915) 546-2161
Juvenile Court Referee, Richard Ainsa, Judge	6314 Delta, Juvenile Probation Bldg, (915) 772-2133
Local Administrative Judge, 168th Judicial District, Guadalupe Rivera	Room 602, County Courthouse Bldg, (915) 546-2141
Magistrate I, James T. Carter, Judge	600 East Overland, Municipal Court Bldg, (915) 546-2

Other Principal Officials

County Attorney, José R. Rodríguez	Room 503, County Courthouse Bldg, (915) 546-2050
County Auditor, Edward A. Dion	Room 406, County Courthouse Bldg, (915) 546-2040
County Clerk, Hector Enriquez	Room 105, County Courthouse Bldg, (915) 546-2071
County Purchasing Agent, Piti Vasquez	Room 500, County Courthouse Bldg, (915) 546-2048
County Sheriff, Leo Samaniego	800 East Overland, Room 300, (915) 546-2291
County Tax Assessor and Collector, Victor Flores	500 East Overland, Suite 101, (915) 546-2140
District Attorney, Jaime Esparza	Room 201, County Courthouse Bldg, (915) 546-2059
District Clerk, Edelmira Rubalcaba	Room 103, County Courthouse Bldg, (915) 546-2021
Human Resource Director, Robert Almanzan	Room 302, County Courthouse Bldg, (915) 546-2218
Public Defender, Maria Clara Hernandez	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 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 form the State Comptroller for operating expenses as per HB 804.

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 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.

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.

Synopsis of Budgeted Funds

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 valorem 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.

Election Contracted 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.

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.

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.

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

Synopsis of Budgeted Funds

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.

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 General and Administrative Account Road and Bridge - 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'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 Sportspark 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.

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.

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 2001 ACTUALS

The detail for changes between fiscal years is provided at the Fund Type level as well as in the Executive Budget Summary.

	FY 2001 Actuals	OPERATING BUDGETS		CHANGES	
		Total Budget FY 2002	Total Budget FY 2003	Amount	%
Revenues (Sources):					
Taxes	$89,934,055	$91,228,747	$100,886,191	$9,657,444	10.59%
Licenses and Permits	153,772	131,000	146,500	15,500	11.83%
Intergovernmental	16,491,659	19,360,587	1,796,055	(17,564,532)	-90.72%
Charges for Services	37,362,337	33,419,098	37,520,467	4,101,369	12.27%
Fines and Forfeits	5,451,348	4,998,000	4,903,000	(95,000)	-1.90%
Interest	4,263,020	2,293,942	2,305,753	11,811	0.51%
Miscellaneous Revenues	4,505,850	2,909,303	4,206,399	1,297,096	44.58%
Other Financing Sources	4,414,823	93,100,426	1,216,500	(91,883,926)	-98.69%
Total Revenues and Other Financing Sources	162,576,864	247,441,103	152,980,865	(94,460,238)	-38.17%
Beginning Fund Balances	63,782,070	70,322,403	123,561,168	53,238,765	75.71%
Total Available Resources	$226,358,934	$317,763,506	$276,542,033	($41,221,473)	-12.97%
Appropriations/Expenditures (Uses):					
General Government	$17,445,471	$33,955,796	$37,729,521	$3,773,725	11.11%
Administration of Justice	27,054,793	33,424,804	28,467,837	(4,956,967)	-14.83%
Public Safety	57,720,431	71,644,422	69,809,431	(1,834,991)	-2.56%
Health and Welfare	9,261,652	10,328,138	7,841,357	(2,486,781)	-24.08%
Community Services	1,613,937	533,562		(533,562)	-100.00%
Resource Development	2,130,071	1,620,902	1,358,904	(261,998)	-16.16%
Culture and Recreation	4,216,953	5,901,861	6,152,416	250,555	4.25%
Public Works	5,513,191	6,207,135	6,202,952	(4,183)	-0.07%
Capital Outlays	9,907,049	70,839,194	5,848,804	(64,990,390)	-91.74%
Debt Service and Enterprise:					
Principal	11,165,000	9,284,285	8,706,000	(578,285)	-6.23%
Interest	5,359,686	7,399,825	7,227,951	(171,874)	-2.32%
Other Debt Related Costs:		22,783,915		(22,783,915)	-100.00%
Other Financing Uses	4,648,297	4,339,757	5,453,115	1,113,358	25.65%
Total Appropriations/Expenditures and Other Financing Uses	156,036,531	278,263,596	184,798,288	(93,465,308)	-33.59%
Residual Equity Transfers-Out					
Encumbrances		3,115,764	3,707,072	591,308	18.98%
Retained Earnings					
Net Income	165,304				
Ending Fund Balances	70,157,099	36,384,146	88,036,673	51,652,527	141.96%
Total Fund Balances and Retained Earnings	70,322,403	39,499,910	91,743,745	(52,243,835)	-132.26%
Total Appropriations/Expenditures, Fund Balances, Encumbrances, and Retained Earnings	$226,358,934	$317,763,506	$276,542,033	($41,221,473)	-12.97%

ALL FUND TYPES
OPERATING BUDGET SUMMARY
BY FUND TYPE

	General Fund	Special Revenue	Grants	Debt Service	Capital Projects	Enterprise Fund	Grand Totals
Revenues (Sources):							
Taxes	$83,498,581	$1,900,000		$15,487,610			$100,886,191
Licenses and Permits	146,500						146,500
Intergovernmental	1,496,991	299,064					1,796,055
Charges for Services	26,578,823	10,315,594				$626,050	37,520,467
Fines and Forfeits	4,897,000	6,000					4,903,000
Interest	1,150,000	183,253			$972,500		2,305,753
Miscellaneous Revenues	3,262,897	943,502					4,206,399
Other Financing Sources	504,000		$712,500				1,216,500
Total Revenues and Other Financing Sources	121,534,792	13,647,413	712,500	15,487,610	972,500	626,050	152,980,865
Beginning Fund Balances	46,207,082	12,903,574	1,675,709	441,415	61,789,262	544,126	123,561,168
Total Available Resources	$167,741,874	$26,550,987	$2,388,209	$15,929,025	$62,761,762	$1,170,176	$276,542,033
Appropriations/Expenditures (Uses):							
General Government	$34,729,609	$2,999,912					$37,729,521
Administration of Justice	28,075,409	392,428					28,467,837
Public Safety	69,571,924	237,507					69,809,431
Health and Welfare	7,120,757	8,100	$712,500				7,841,357
Resource Development	1,358,904						1,358,904
Culture and Recreation	2,771,966	3,380,450					6,152,416
Public Works		5,652,952				$550,000	6,202,952
Capital Outlays	400,000	3,990,362			$1,458,442		5,848,804
Debt Service and Enterprise:							
Principal				$8,690,000		16,000	8,706,000
Interest				7,167,901		60,050	7,227,951
Other Financing Uses	4,232,543	1,220,572					5,453,115
Total Appropriations/Expenditures and Other Financing Uses	148,261,112	17,882,283	712,500	15,857,901	1,458,442	626,050	184,798,288
Residual Equity Transfers-Out							
Encumbrances	2,016,701	927,216			763,155		3,707,072
Retained Earnings							
Ending Fund Balances	17,464,061	7,741,488	1,675,709	71,124	60,540,165	544,126	88,036,673
Total Fund Balances and Retained Earnings	19,480,762	8,668,704	1,675,709	71,124	61,303,320	544,126	91,743,745
Total Appropriations/Expenditures, Fund Balances, Encumbrances and Retained Earnings	$167,741,874	$26,550,987	$2,388,209	$15,929,025	$62,761,762	$1,170,176	$276,542,033

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 various grants and also as a transfer to the Health Fund for increases in premiums in fiscal year 2003. 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
		TRANSFERS IN	
General Fund	GADMINGF	General and Administrative	$504,000
Grant Fund	NUTRITION03	Nutrition Program 2003	712,500
Total Transfers In			**$1,216,500**
		TRANSFERS OUT	
General Fund	GADMINGF	General and Administrative	$2,148,183
General Fund	VARIOUS	For grants to be awarded during the year	$1,083,774
General Fund	CHILDPROTEC	Child Protective Services Match	268,138
General Fund	GASSISTANCE	General Assistance	9,695
General Fund	JUVENILEPROB	Juvenile Probation	10,253
General Fund	NUTRITION	Nutrition Program Match	712,500
Special Revenue Fund	ASCARATEIMPR	Ascarate Park Improvement Fund	783,206
Special Revenue Fund	COURTREPORT	Court Reporter Fund	124,366
Special Revenue Fund	JPDSUPERVIS	Juvenile Probation Supervision	30,000
Special Revenue Fund	SECURITY	Courthouse Security Fund	283,000
Total Transfers Out			**$5,453,115**

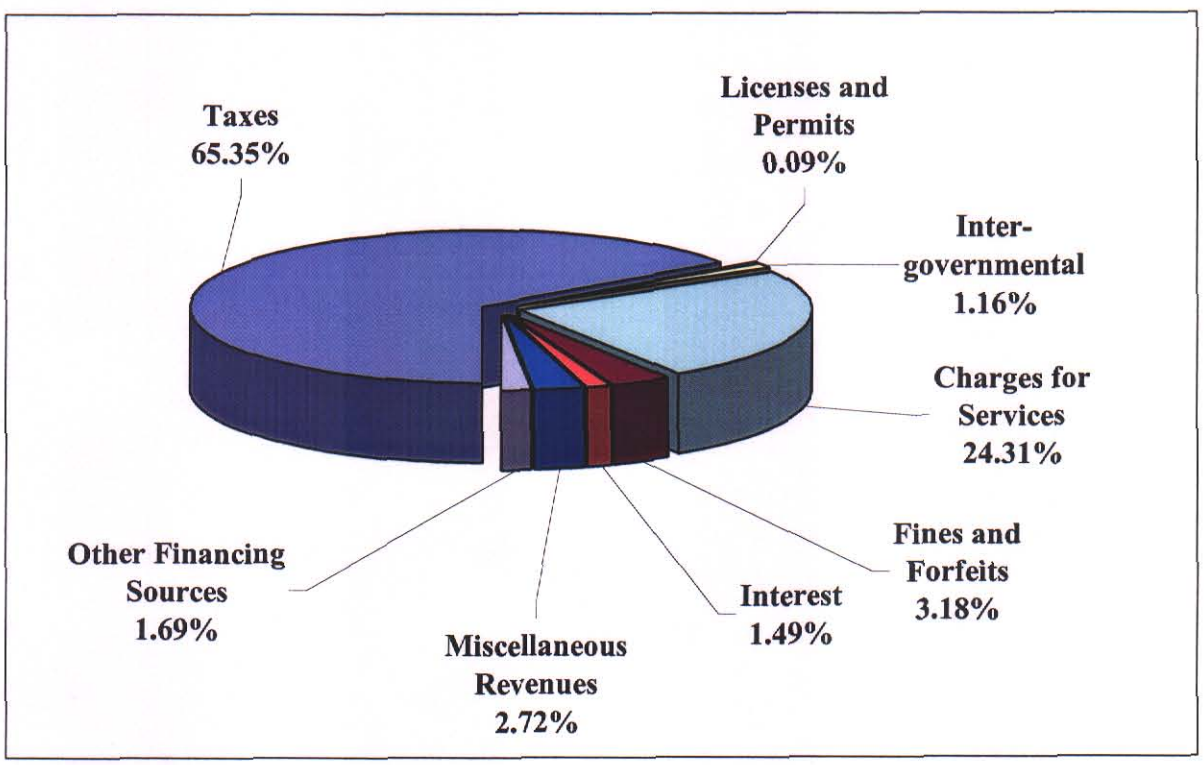
THE COUNTY OF EL PASO
TEXAS

REVENUES

ALL FUND TYPES
OPERATING BUDGET SUMMARY
WITH FISCAL YEAR 2001 ACTUALS

	FY 2001 Actuals	OPERATING BUDGETS		CHANGES	
		Total Budget FY 2002	Total Budget FY 2003	Amount	%
Revenues (Sources):					
Taxes	$89,934,055	$91,228,747	$100,886,191	$9,657,444	10.59%
Licenses and Permits	153,772	131,000	146,500	15,500	11.83%
Intergovernmental	16,491,659	19,360,587	1,796,055	(17,564,532)	-90.72%
Charges for Services	37,362,337	33,419,098	37,520,467	4,101,369	12.27%
Fines and Forfeits	5,451,348	4,998,000	4,903,000	(95,000)	-1.90%
Interest	4,263,020	2,293,942	2,305,753	11,811	0.51%
Miscellaneous Revenues	4,505,850	2,909,303	4,206,399	1,297,096	44.58%
Other Financing Sources	4,414,823	93,100,426	1,216,500	(91,883,926)	-98.69%
Total Revenues and Other Financing Sources	162,576,864	247,441,103	152,980,865	(94,460,238)	-38.17%
Beginning Fund Balances	63,782,070	70,322,403	123,561,168	53,238,765	75.71%
Total Available Resources	$226,358,934	$317,763,506	$276,542,033	($41,221,473)	-12.97%

Fiscal Year 2003
Revenues (Sources) – All Fund Types - $152,980,865

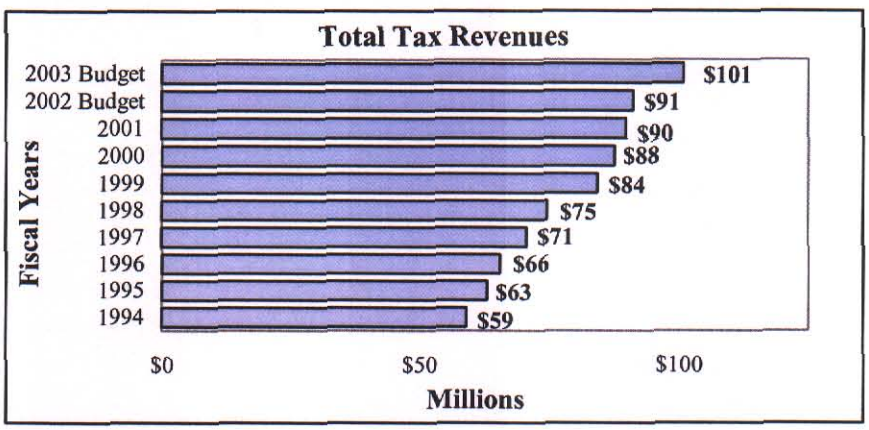


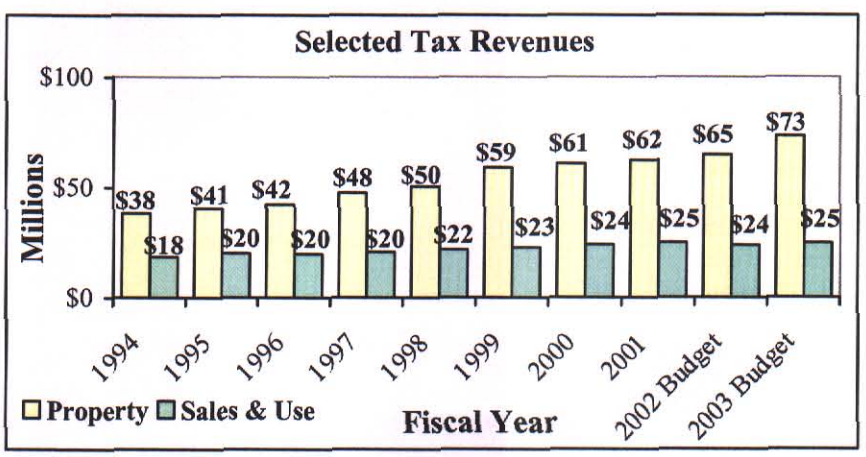
SUMMARY OF REVENUES WITH SELECTED DEFINITIONS AND TRENDS-ALL FUNDS (FISCAL YEARS 1994-2001 ARE ACTUAL REVENUES, FISCAL YEARS 2002 AND 2003 ARE BUDGETED REVENUE ESTIMATES)

Taxes

Revenue Account Title	Actuals FY 2001	OPERATING BUDGETS FY 2002	OPERATING BUDGETS FY 2003	Changes Amounts	Changes %
Current Taxes	$60,038,991	$62,750,587	$70,937,384	$8,186,797	13.05%
Delinquent Taxes	1,592,367	1,456,235	1,792,099	335,864	23.06%
Penalties and Interest	714,632	661,925	746,708	84,783	12.81%
Sales and use Tax	24,641,964	23,500,000	24,500,000	1,000,000	4.26%
Bingo Tax	55,433	60,000	60,000	-	
State Mixed Beverage	954,439	900,000	950,000	50,000	5.56%
Hotel Occupancy Taxes 1.25%	968,114	1,446,600	1,900,000	453,400	31.34%
Hotel Occupancy Taxes 1%	968,115	258,000		(258,000)	-100.00%
Co Hotel Occupancy Taxes		195,400		(195,400)	-100.00%
Totals	$89,934,055	$91,228,747	$100,886,191	$9,657,444	10.59%

Since fiscal year 1994, the County's **total revenues** have steadily increased due to the increases in property tax rates and property values. This is depicted on the next chart. 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 courthouse construction, jail annex 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 $0.396610 per $100 assessed valuation for fiscal year 2003, which increased from the 2002 adopted tax rate of $0.361434 per $100 of assessed valuation to meet the growing needs of County operations. 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.





Taxes are a significant source of revenue for the County of El Paso and are comprised mainly of property and sales and use taxes. Property taxes reflect an upward trend, as can be seen on the graph to the right. Property taxes are levied each fiscal year at a rate prescribed by the Commissioners Court. Tax rates are determined by utilizing Truth in Taxation

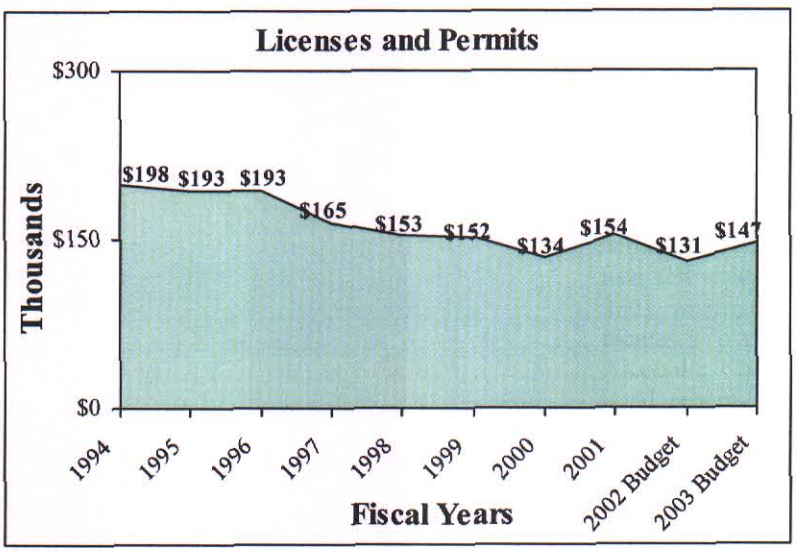
Guidelines of the State of Texas, which limits the maximum debt tax rate to cover principal and interest payments each fiscal year. Truth in Taxation laws also set the guidelines for determining the effective and rollback tax rates. The maintenance and operations component of the tax rate is set at the 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.

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. 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 in this 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 FY 2001	OPERATING BUDGETS FY 2002	FY 2003	Changes Amounts	%
Alcoholic Beverages	$106,658	$90,000	$100,000	$10,000	11.11%
Occupational Licenses	37,114	35,000	40,000	5,000	14.29%
Bail Bond Permits	10,000	6,000	6,500	500	8.33%
Totals	$153,772	$131,000	$146,500	$15,500	11.83%

This revenue source relates to **licenses and permits** for businesses dealing with alcoholic beverages, occupational licenses for coin operated amusement machines within the County and for bail bond permits. 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 over the past few years, except for fiscal year 2001 where the County experienced increases over fiscal year 2000 in Alcoholic beverage licenses and bail bond permits issued. This source of revenue is budgeted based on historical trends and economic conditions locally. No significant changes are anticipated in this category in the near future.

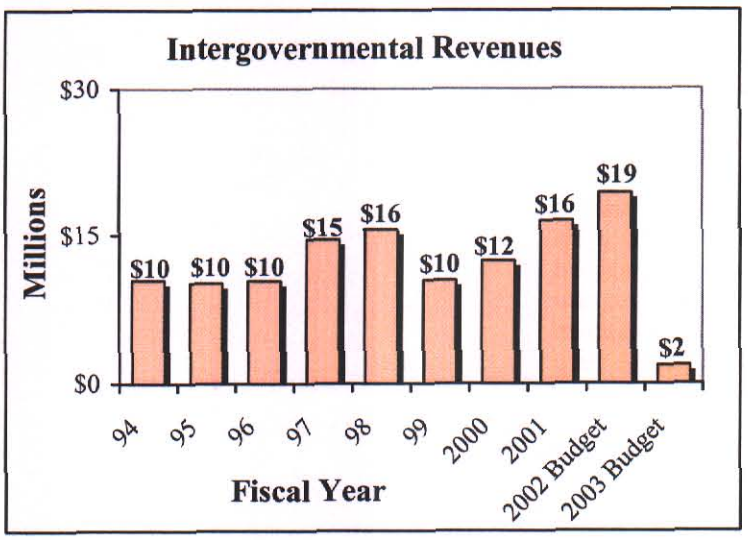


Intergovernmental

Revenue Account Title	Actuals FY 2001	OPERATING BUDGETS FY 2002	FY 2003	Changes Amounts	%
Federal Grant	$4,129,203	$5,584,196		($5,584,196)	-100.00%
State Grant	5,997,795	9,927,531		(9,927,531)	-100.00%

The majority of **intergovernmental revenues** relate to grants. 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 2003 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 2003, will be fully budgeted during fiscal year 2003 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.



Intergovernmental

Revenue Account Title	Actuals FY 2001	OPERATING BUDGETS FY 2002	FY 2003	Changes Amounts	%
Federal Grant	$4,129,203	$5,584,196		($5,584,196)	-100.00%
State Grant	5,997,795	9,927,531		(9,927,531)	-100.00%
State Agency	305,070	505,737	$76,950	(428,787)	-84.78%
State Drug Forfeiture			11,000	11,000	100.00%
Congregate Meals	651,323	500,000		(500,000)	-100.00%
Contribution -City	672,915	896,854		(896,854)	-100.00%
Detention Home Rental -EPPD	32,837	32,000	32,000	-	
Gross Weight and Axel	7,478	5,000	4,000	(1,000)	-20.00%
Home Bound Meals -Title 111	390,699	300,000		(300,000)	-100.00%
Juditiary Support Government Code	92,075	67,114	27,114	(40,000)	-59.60%
Lateral Road	30,714	31,000	30,000	(1,000)	-3.23%
Reimbursements -A.G. Child Support	82,314	80,000	150,000	70,000	87.50%
Reimbursements -Apprehension	2,406			-	
Reimbursements -City	496,029	120,000	182,000	62,000	51.67%
Reimbursements Co. Archives	63,962	60,000	65,000	5,000	8.33%
Reimbursements -Elections			150,000	150,000	100.00%
Reimbursements -Federal Drug Cases	2,004,996				
Reimbursements -Federal School	131,051	110,000	110,000		
Reimbursements -Legal Fees	250,659	225,000	255,000	30,000	13.33%
Reimbursements -R.E. Thomason	305,455	377,991	377,991		
Reimbursements -Salaries	320,448	307,921	220,000	(87,921)	-28.55%
Reimbursements -Tobacco Settlements	263,702				
Reimbursements -Utilities	7,490		5,000	5,000	100.00%
Reimbursements -Inmate Transportation	64,845	50,000	50,000		
Reimbursements -State Witness Claims	62,076	50,000	50,000		
Transportation 3-B	24,400				
U.S.D.A. Cash	101,717	130,243		(130,243)	-100.00%
Totals	$16,491,659	$19,360,587	$1,796,055	($17,564,532)	-90.72%

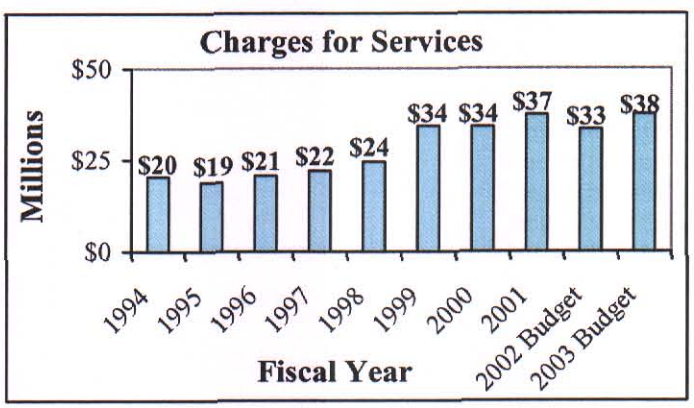
Charges for Services

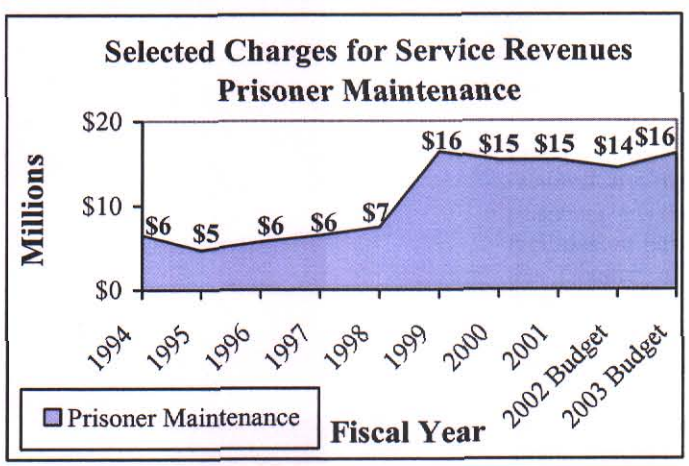
Revenue Account Title	Actuals FY 2001	OPERATING BUDGETS FY 2002	FY 2003	Changes Amounts	%
Alternative Dispute Resolution	$109,670	$145,000	$145,000		-100.00%
Ascarate Swimming Pool	46,715	25,000	45,000	$20,000	-100.00%
Ascarate Traffic Control	153,630	145,000	125,000	(20,000)	-13.79%
Auto Registration Fee	360,000	360,000	360,000	-	
Auto Sales Tax	2,772,444	1,805,704	2,500,000	694,296	-100.00%
C.A.T.S. Fees	905			-	-100.00%
Canutillo Swimming Pool	9,405		10,000	10,000	100.00%
Coliseum Concessions	18,198	20,000	40,000	20,000	100.00%
Coliseum Food Concessions	158,971	140,000	155,000	15,000	-100.00%
Coliseum Parking	74,548	60,000	60,000	-	
Coliseum Rental	119,387	120,000	125,000	5,000	4.17%
Coliseum Security	2,577	2,000	2,000	-	
Coliseum Ticket-Master	52,285	45,000	50,000	5,000	11.11%
Constable No. 1	57,487	50,000	65,000	15,000	30.00%
Constable No. 2	39,812	36,000	34,500	(1,500)	-4.17%
Constable No. 3	37,622	32,000	34,000	2,000	6.25%
Constable No. 4	51,004	43,000	47,500	4,500	10.47%
Constable No. 5	36,925	33,000	33,000	-	
Constable No. 6	13,635	9,000	6,000	(3,000)	-33.33%
Constable No. 7	13,455	10,000	11,500	1,500	15.00%
County Attorney Commissions	103,718	90,000	80,000	(10,000)	-11.11%
County Clerk Fees	2,349,953	2,150,000	2,450,000	300,000	13.95%
County Service Evaluation Fee	387,571	350,000	350,000	-	
County Sheriff Fees	908,663	900,000	850,000	(50,000)	-5.56%
County Tax Collector	1,712,421	1,675,000	1,750,000	75,000	4.48%
Court Reporter Fees	128,965	120,000	120,000	-	
Courthouse Cafeteria	26,630	25,000	22,000	(3,000)	-12.00%
Courthouse Security	275,070	250,000	263,000	13,000	5.20%
Criminal Prosecution	109,449	100,000	100,000	-	
Daily Parking Fees	228,829	225,000	220,000	(5,000)	-2.22%
District Clerk Fees	902,988	850,000	850,000	-	
Driving Golf Range	29,684	20,000	30,000	10,000	50.00%
DRO Filing Fees	189,482	175,000	300,000	125,000	71.43%
El Paso Bar Attorney	154,200	150,000	175,000	25,000	16.67%
Equestrian Center Rental	13,370	13,000	3,000	(10,000)	-76.92%
Extra Auto Registration	4,393,494	3,747,989	4,300,000	552,011	14.73%
Extradition Prisoner	7,590	2,500	5,500	3,000	120.00%
Fabens Swimming Pool	10,582		10,000	10,000	100.00%
Federal Prisoner	15,276,802	14,284,823	15,284,823	1,000,000	7.00%
Gallegos Park Rental	300		1,000	1,000	100.00%
Golf Car Fees	196,154	175,000	190,000	15,000	8.57%
Golf Course Food Concession	15,512	12,000	25,000	13,000	108.33%
Graffiti Eradication	90	50	175	125	250.00%
Green Fees	458,040	375,000	450,000	75,000	20.00%
Jury Fees	33,829	37,000	25,000	(12,000)	-32.43%

Charges For Services (Cont'd)

Revenue Account Title	Actuals FY 2001	OPERATING BUDGETS FY 2002	FY 2003	Changes Amounts	%
Justice of the Peace No. 1	$21,659	$18,000	$20,000	$2,000	11.11%
Justice of the Peace No. 2	33,107	30,000	35,000	5,000	16.67%
Justice of the Peace No. 3	26,337	22,000	28,000	6,000	27.27%
Justice of the Peace No. 4	38,496	32,500	42,500	10,000	30.77%
Justice of the Peace No. 5	16,267	12,737	17,500	4,763	37.39%
Justice of the Peace No. 6	43,520	37,000	80,000	43,000	116.22%
Justice of the Peace No. 7	18,212	15,000	20,000	5,000	33.33%
Law Library Fees	382,571	350,000	360,000	10,000	2.86%
Medical Examiner Fee	3,150	1,500	5,000	3,500	233%
Monthly Parking Fees	258,769	230,000	255,500	25,500	11.09%
Pavillion Rental	125			-	
Prisoner maintenance	2,179,917	1,800,000	2,100,000	300,000	16.67%
Probate Court Fees	7,565	7,500	5,000	(2,500)	-33.33%
Program Participants	543,803	526,834	626,050	99,216	18.83%
Protective Order Applications	15,743	14,000	9,000	(5,000)	-35.71%
Records Management	699,228	648,000	675,000	27,000	4.17%
Rental County Morgue			48,000	48,000	100.00%
Sewage Inspection Fee	86,504	85,000	88,500	3,500	4.12%
Special Probate Court	7,630	4,000	6,000	2,000	50.00%
Sports Park Commission			30,000	30,000	100.00%
Sports Park Concession			435,939	435,939	100.00%
State A.G. Child Support	688,421	550,000	750,000	200,000	36.36%
Teen Court Filing Fee	70	961	480	(481)	-100.2%
Weekender Prisoner (Self-Pay)	6,030	1,000	5,000	4,000	400.00%
Western Playland	243,152	225,000	175,000	(50,000)	-22.22%
Totals	$37,362,337	$33,419,098	$37,520,467	$4,101,369	12.27%

Charges for services relates to service 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.

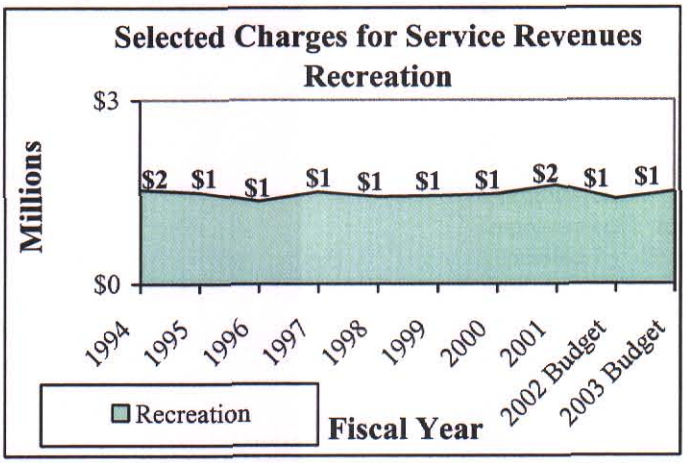




Prisoner maintenance fees relate to costs incurred by the County for incarceration of prisoners in the El Paso County Detention facilities on behalf of other agencies for which the County of El Paso is not financially responsible. In fiscal year 1994, the State opened newly constructed jails; as a result, 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. 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 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.



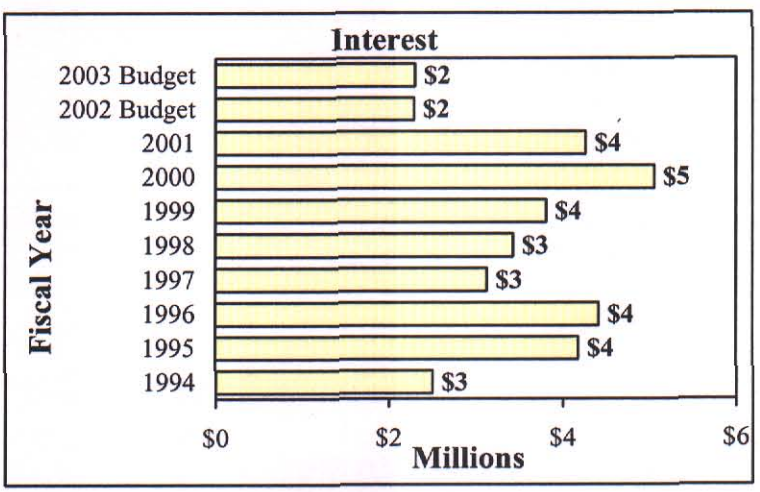
The other category within charges for services relates mainly to miscellaneous fees imposed through the judiciary or by departments due to changes in state laws unrelated to the other previously defined categories. Most of these fees are projected to remain stable and do not significantly impact the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

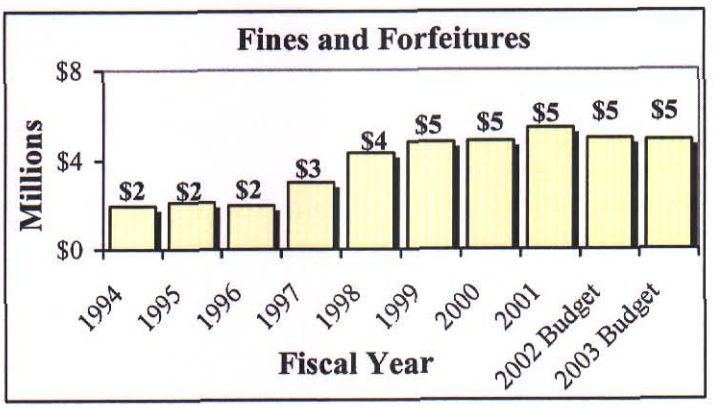
Revenue Account Title	Actuals FY 2001	OPERATING BUDGETS FY 2002	FY 2003	Changes Amounts	%
Interest Earning Investments	$4,094,902	$2,165,771	$2,254,553	$88,782	4.10%
Interest Earning -N.O.W.	168,118	128,171	51,200	($76,971)	-150%
Totals	$4,263,020	$2,293,942	$2,305,753	$11,811	0.51%

Interest revenue is the result of aggressive investment of the County's public funds in a variety of investment options as authorized by law. This revenue source varies directly with the direction of interest rates and the amount of funds available for investment. With interest rates declining, the County has made conservative estimates, especially in light of the unforeseen future of interest rates.



Fines and Forfeitures

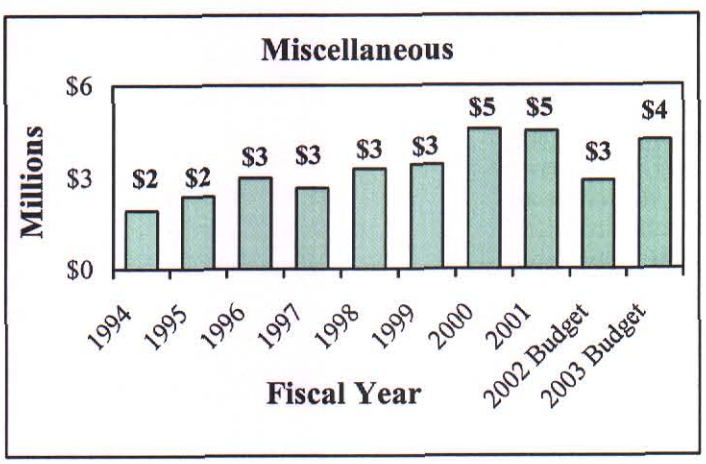
This category of revenue, **fines and forfeitures**, relates to funds generated by various elected officials relating to the judicial process within the County. The County's revenue significantly increased beginning in fiscal year 1997 and progressively trended up through fiscal year 2001. This upward trend is due most significantly to the efforts of County officials in the collection of outstanding bond forfeitures. Currently, trends are expected to stabilize and may eventually move downward once efforts for old outstanding collections are exhausted. Historical trends are a major factor in budgeting this category.



Revenue Account Title	Actuals FY 2001	OPERATING BUDGETS FY 2002	OPERATING BUDGETS FY 2003	Changes Amounts	Changes %
Child Safety Fees	$25,593	$26,000	$20,000	($6,000)	-23.08%
County Attorney Bond	1,356,668	1,100,000	600,000	(500,000)	-45.45%
County Traffic Fees	76,626	65,000	75,000	10,000	15.38%
Fines and Forfeitures	3,975,752	3,800,000	4,200,000	400,000	10.53%
Judgements	2,939				
Juror Fines	4,106				
Library Fines	2,234	2,000	2,000		
Motor Carrier Overweight	7,430	5,000	6,000	1,000	20.00%
Totals	$5,451,348	$4,998,000	$4,903,000	($95,000)	-1.90%

Miscellaneous Revenues

Miscellaneous revenues relate to those considered as non-recurring and not classified in any of the other major categories as defined. 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 vendor giving the County more commissions on pay telephones located in County facilities such as the courthouse and detention facilities.

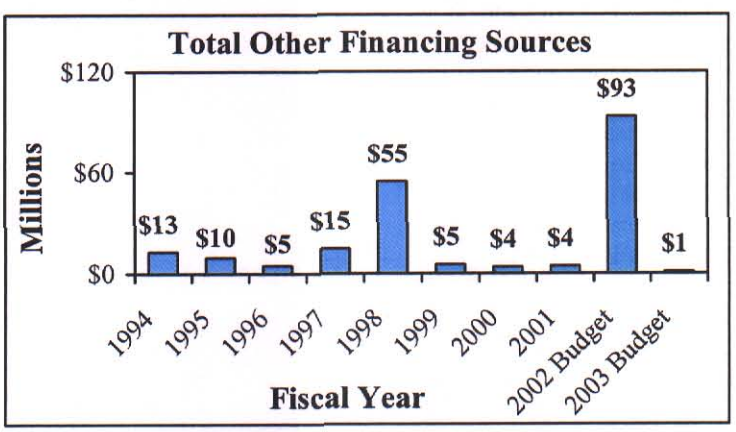


Miscellaneous Revenues

Revenue Account Title	Actuals FY 2001	OPERATING BUDGETS FY 2002	FY 2003	Changes Amounts	%
Allright Parking	$48,036	$45,000	$95,000	$50,000	111.11%
C-1 Program Income	43,033	33,177		(33,177)	-100.00%
CA TEEN Court Restricted		1,300	1,500	200	15.38%
CA TEEN Court Un-restricted		3,335	2,500	(835)	-25.04%
Commissary Concession	329,756	275,000	300,000	25,000	9.09%
Consolidated Data Processing	26,617	5,000	10,000	5,000	100.00%
Contribution -Local-	50,000				
Constributions -Donations-	7,300				
Contributions -Other-	31,577	453,500		(453,500)	-100.00%
Foundation Funding	42,450	37,191		(37,191)	-100.00%
Indirect Services	618,800	616,449	577,897	(38,552)	-6.25%
Jury Donation	1,379	1,000	2,850	1,850	185.00%
Juvenile Probation			80,000	80,000	100.00%
Loan Processin Fees	1,597				
Phone Commissions -Long Distance	905,682	450,000	1,231,000	781,000	173.56%
Phone Commissions -Local	681,912	700,000	1,000,000	300,000	42.86%
Program Income	119,859	82,253		(82,253)	-100.00%
Progran Income -Transpotation	920				
Program Participants	291,013	(570,570)	150	570,720	-100.03%
Property Sales	85,792				
Purchasing Stock Sales	157,442	100,000	120,000	20,000	20.00%
Reimbursement -DRO Court Order		5,000		(5,000)	-100.00%
Reimbursements Miscellanoeus	211,862	114,669	35,000	(79,669)	-69.48%
State Sdervice Fees	165,349	150,000	172,500	22,500	15.00%
Time Payments Fee 10%	20,436	18,000	20,500	2,500	13.89%
Time Payment Fee 40%	81,065	78,000	82,000	4,000	5.13%
Unclassified Revenue	583,973	310,999	475,502	164,503	52.90%
Totals	4,505,850	$2,909,303	$4,206,399	$1,297,096	44.58%

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 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 interfund charges from the Road and Bridge Fund to the general fund.



Other Financing Sources, Cont'd

Revenue Account Title	Actuals FY 2001	OPERATING BUDGETS FY 2002	OPERATING BUDGETS FY 2003	Changes Amounts	Changes %
Accrued Interest Bonds		$442,954		($442,954)	-100.00%
Gain/Loss Defeasance of Bonds		37,159		(37,159)	-100.00%
Proceeds of Bonds Sold		65,299,951		(65,299,951)	-100.00%
Refinancing Proceeds		22,250,000		(22,250,000)	-100.00%
Transfers In	$1,485,040	1,257,672	$284,000	(973,672)	-77.42%
Transfers In-Court Reporter Fees	128,322	120,000	120,000	-	
Transfers In-Excess	97,268	100,000	100,000	-	
Transfers In-Grants	2,704,193	3,592,690	712,500	(2,880,190)	-80.17%
	$4,414,823	$93,100,426	$1,216,500	($91,883,926)	-98.69%

Total Revenues

Revenue Account Title	Actuals FY 2001	OPERATING BUDGETS FY 2002	OPERATING BUDGETS FY 2003	Changes Amounts	Changes %
Grand Totals	$162,576,864	$247,441,103	$152,980,865	($94,460,238)	-38.17%
Fund Balance Designation	6,540,333	(30,822,493)	(31,817,423)	(994,930)	3.23%
Totals	$156,036,531	$278,263,596	$184,798,288	($93,465,308)	-33.59%

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 2003, Commissioners Court were able to decrease the General Fund Balance Designation from the previous year by $373,718 since property taxes were increased in 2003. The fund balance designation above relates to all funds, to include Special Revenue, and not just the General Fund.

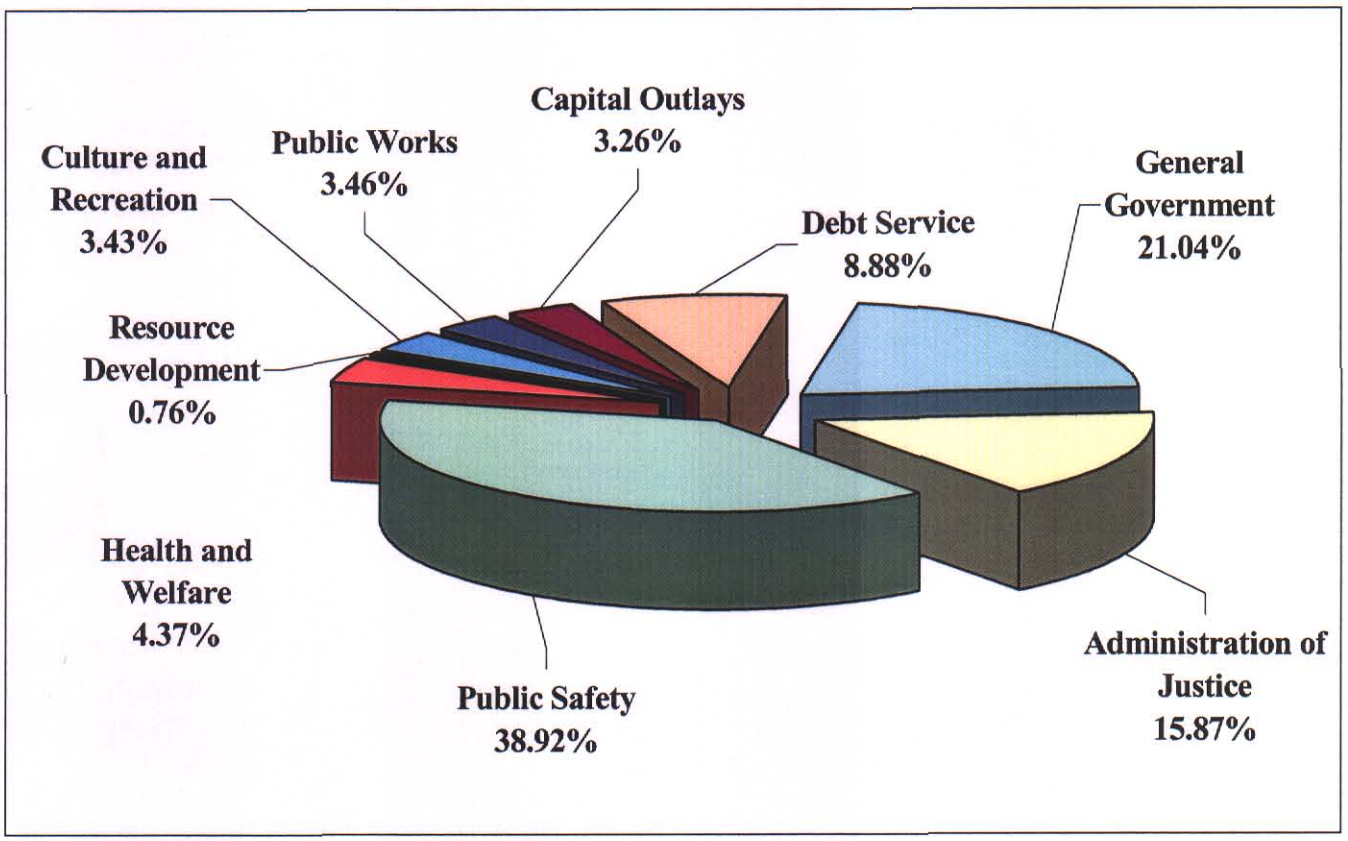
EXPENDITURES

ALL FUND TYPES
OPERATING BUDGET SUMMARY
WITH FISCAL YEAR 2001 ACTUALS

	FY 2001 Actuals	OPERATING BUDGETS		CHANGES	
		Total Budget FY 2002	Total Budget FY 2003	Amount	%
Appropriations/Expenditures (Uses):					
General Government	$17,445,471	$33,955,796	$37,729,521	$3,773,725	11.11%
Administration of Justice	27,054,793	33,424,804	28,467,837	(4,956,967)	-14.83%
Public Safety	57,720,431	71,644,422	69,809,431	(1,834,991)	-2.56%
Health and Welfare	9,261,652	10,328,138	7,841,357	(2,486,781)	-24.08%
Community Services	1,613,937	533,562		(533,562)	-100.00%
Resource Development	2,130,071	1,620,902	1,358,904	(261,998)	-16.16%
Culture and Recreation	4,216,953	5,901,861	6,152,416	250,555	4.25%
Public Works	5,513,191	6,207,135	6,202,952	(4,183)	-0.07%
Capital Outlays	9,907,049	70,839,194	5,848,804	(64,990,390)	-91.74%
Debt Service and Enterprise:					
Principal	11,165,000	9,284,285	8,706,000	(578,285)	-6.23%
Interest	5,359,686	7,399,825	7,227,951	(171,874)	-2.32%
Other Debt Related Costs:		22,783,915		(22,783,915)	-100.00%
Other Financing Uses	4,648,297	4,339,757	5,453,115	1,113,358	25.65%
Total Appropriations/Expenditures and Other Financing Uses	156,036,531	278,263,596	184,798,288	(93,465,308)	-33.59%
Residual Equity Transfers-Out					
Encumbrances		3,115,764	3,707,072	591,308	18.98%
Net Income	165,304				
Retained Earnings					
Ending Fund Balances	70,157,099	36,384,146	88,036,673	51,652,527	141.96%
Total Fund Balances and Retained Earnings	70,322,403	39,499,910	91,743,745	(52,243,835)	-132.26%
Total Appropriations/Expenditures, Fund Balances, Encumbrances, and Retained Earnings	$226,358,934	$317,763,506	$276,542,033	($41,221,473)	-12.97%

ALL FUND TYPES
OPERATING BUDGET SUMMARY

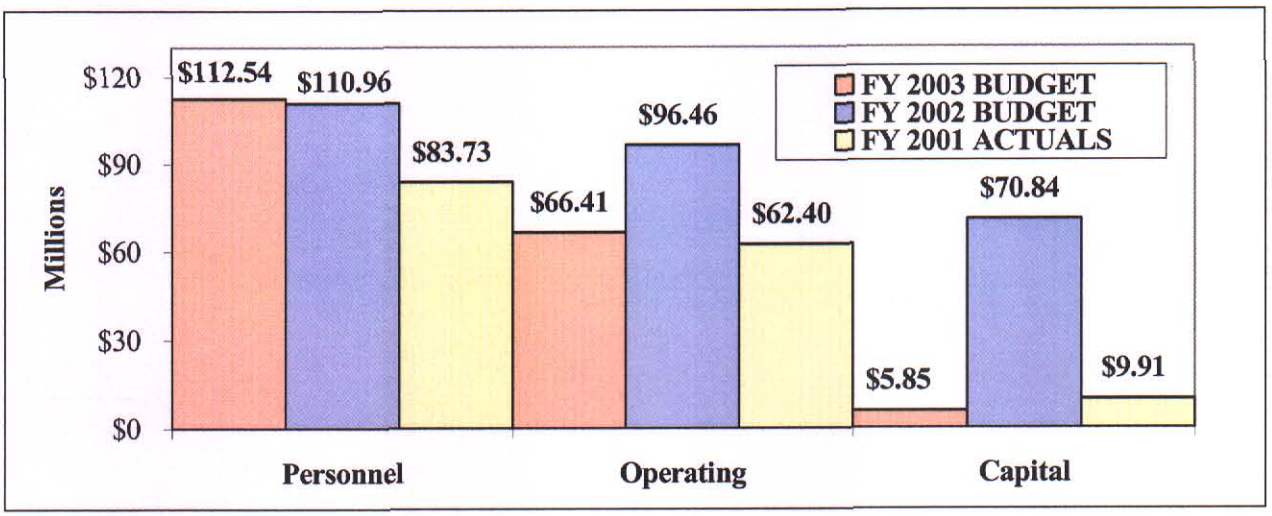
Fiscal Year 2003
Appropriations (Uses) – All Fund Types - $184,798,288



ALL FUND TYPES
OPERATING BUDGET SUMMARY
WITH FISCAL YEAR 2001 ACTUALS

SUMMARY FOR FISCAL YEAR 2003
BY CHARACTER

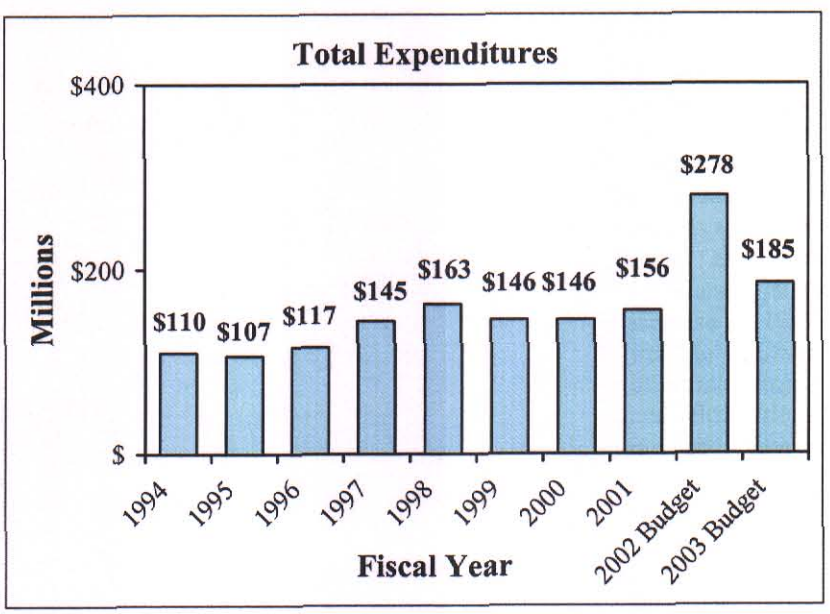
	FY 2001 Actuals	OPERATING BUDGETS		Changes	
		FY 2002	FY 2003	Amount	%
Character					
Personnel	$83,725,337	$110,959,888	$112,544,226	$1,584,338	1.43%
Operating	62,404,145	96,464,514	66,405,258	(30,059,256)	-31.16%
Capital	9,907,049	70,839,194	5,848,804	(64,990,390)	-91.74%
Total Budgets and Actuals	$156,036,531	$278,263,596	$184,798,288	($93,465,308)	-33.59%



HISTORICAL EXPENDITURE TRENDS
BY PROGRAM-ALL FUNDS
(FISCAL YEARS 1994-2001 ARE ACTUAL EXPENDITURES
FISCAL YEARS 2002 AND 2003 ARE BUDGETED APPROPRIATIONS)

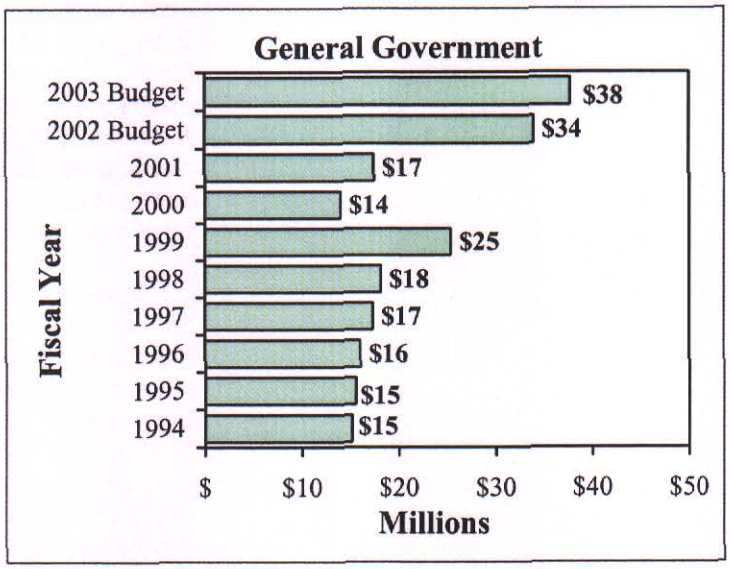
AMOUNTS IN THOUSANDS

Program	Actuals								Budgets	
	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
General Government	$15,105	$15,497	$15,972	$17,292	$18,130	$25,325	$13,940	$17,445	$33,956	$37,730
Administration of Justice	15,791	16,119	18,441	21,085	19,441	20,994	22,978	27,055	33,425	28,468
Public Safety	28,912	32,427	33,352	35,135	43,221	47,986	52,762	57,720	71,644	69,809
Health and Welfare	6,755	7,476	9,134	7,269	8,820	8,077	8,805	9,262	10,328	7,841
Community Services	3,889	3,968	1,624	849	552	486	611	1,614	534	
Resource Development	1,897	1,623	1,810	1,854	1,694	1,334	2,852	2,130	1,621	1,359
Culture and Recreation	2,178	2,379	2,203	2,683	2,850	3,055	3,811	4,217	5,902	6,152
Public Works	2,233	2,461	2,948	3,182	3,154	3,328	4,670	5,513	6,207	6,203
Capital Outlays	8,609	7,055	11,180	36,028	20,446	12,641	14,538	9,907	70,839	5,849
Debt Service										
Principal	6,000	6,965	5,928	6,383	6,774	8,930	11,185	11,165	9,284	8,706
Interest and other costs	8,466	6,648	7,810	7,258	7,159	8,193	5,952	5,360	30,184	7,228
Other Uses	10,574	4,378	6,278	5,886	30,944	5,823	4,082	4,648	4,340	5,453
Total Expenditures	$110,409	$106,996	$116,680	$144,904	$163,185	$146,172	$146,186	$156,036	$278,264	$184,798

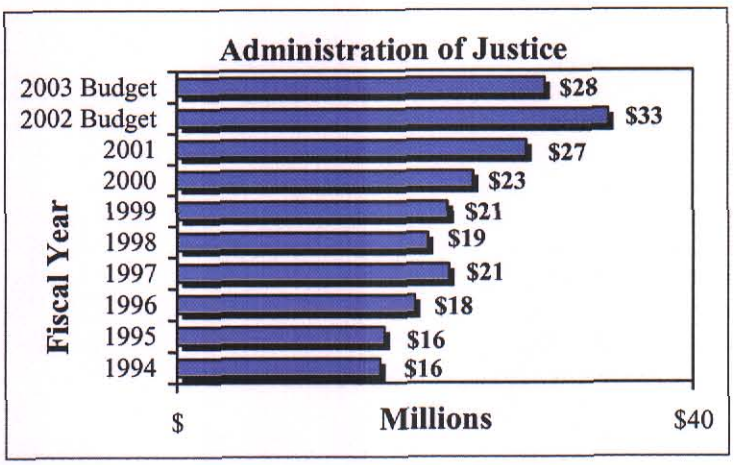


Total expenditures for the County of El Paso have had steady growth over the years. This growth has related to operational expenditures due to contractual increases relating to sheriff deputies covered by a collective bargaining agreement for salary increases and operational cost increases such as utilities 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.

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. Overall, expenditures of departments within this classification reflect some increases with the most notable of these being related directly to the area of General and Administrative expenses. 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 2001 and 2002. 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.

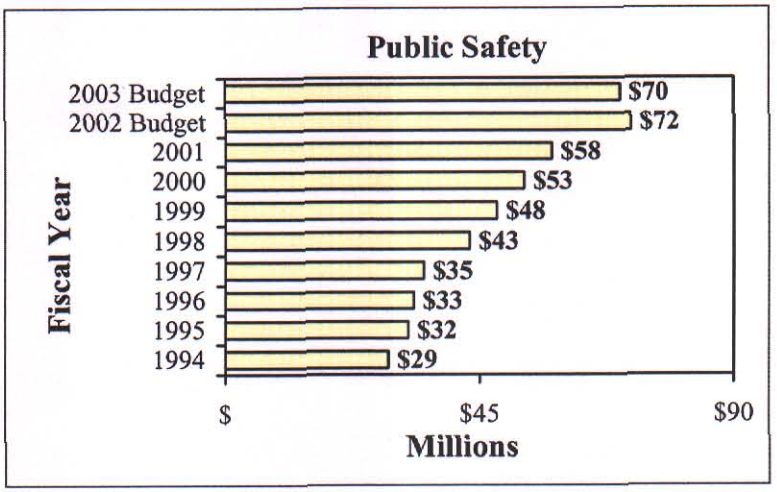


Administration of Justice is the basic reason for County government and has grown steadily since the early 1990's. These increases have related to nominal yearly adjustments as those given to other departments within the County, with the exception of legal fees of the Council of Judges Administration, 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 four years two County Courts at Law and two State District Courts have been established within the County. Moreover, two County Criminal Courts at Law are 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. The decrease in fiscal year 2003 appropriations is mainly due to grants that were budgeted during fiscal year 2002.

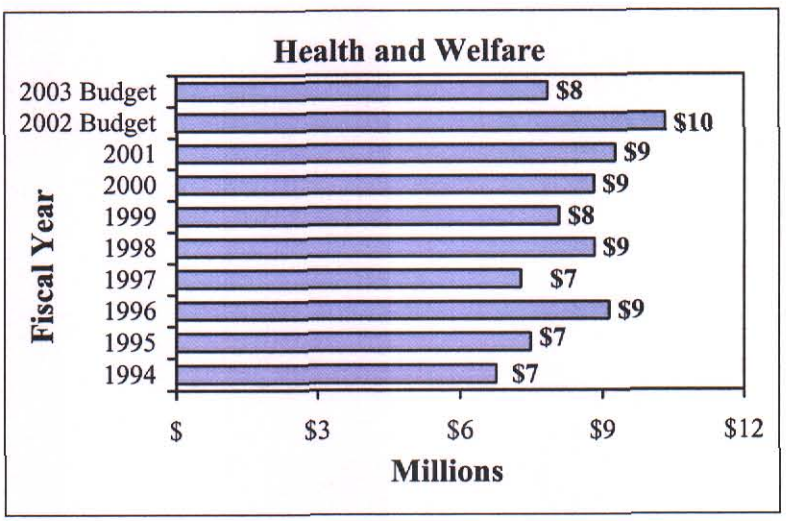


In regards to **Public Safety**, beginning in the late 1980's the County entered into a collective bargaining contract with the El Paso County Sheriff deputies for salary and benefit compensation which represents much of the trend increase in this area. Additionally, over the years, other Sheriff's Department employees 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

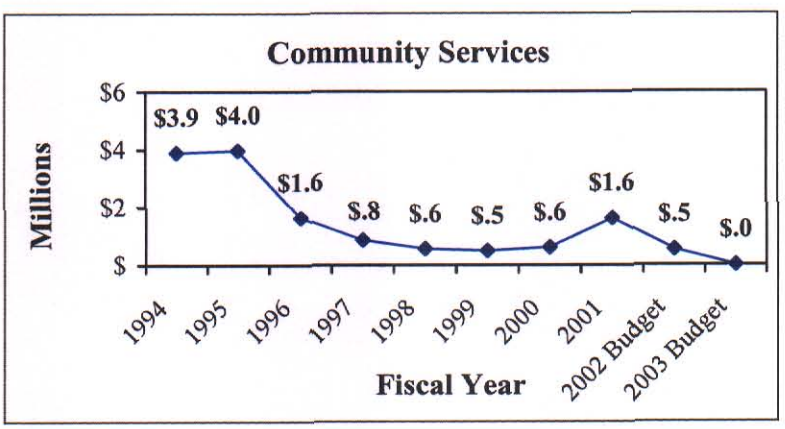
facility. Fiscal year 2000 felt the full impact of both detention facilities operating at near capacity for the entire fiscal year. Other factors for the increase in Public Safety expenditures relate to growth in the area of the Juvenile Probation Department. Increases in juvenile crime and additional 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. During fiscal year 2000, the Juvenile Probation department finalized two expansion projects, one being a post adjudication facility, which houses additional juvenile offenders and secondly, the expansion of the Juvenile Administration building. The 2003 budget reflects a decrease from 2002, but is simply the result of grants, which are budgeted during the fiscal year for Public Safety, and not at the beginning.



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. The County has also increased funding to the City-County Health District over recent years. The fiscal year 2003 budget in this category although lower than the 2002 budget is expected to increase as grant awards in this category are received during the fiscal year.

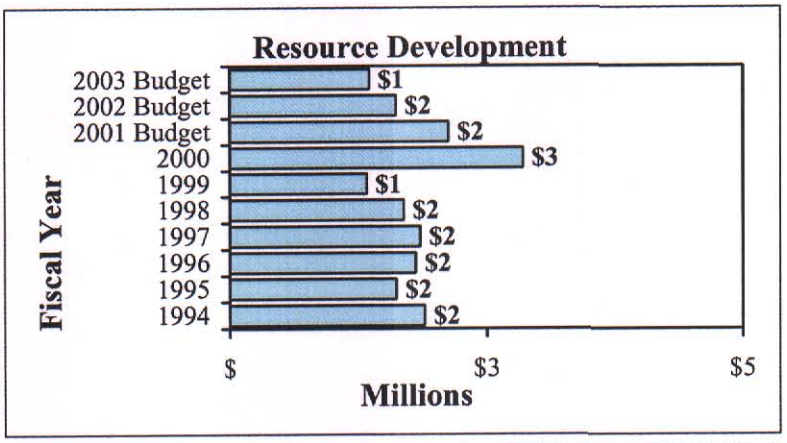


The area of **Community Services** relates directly to grant funded activities over the years. In more recent years the focal point has been on improving the outlying areas within the County of El Paso with necessities such as transportation and community centers. In recent fiscal years, funding mainly relates to the Rural Transit program, which provides transportation for residents in several rural areas of the County. The fiscal year 2003 budget will be amended as State and Federal grant awards are received by the County.

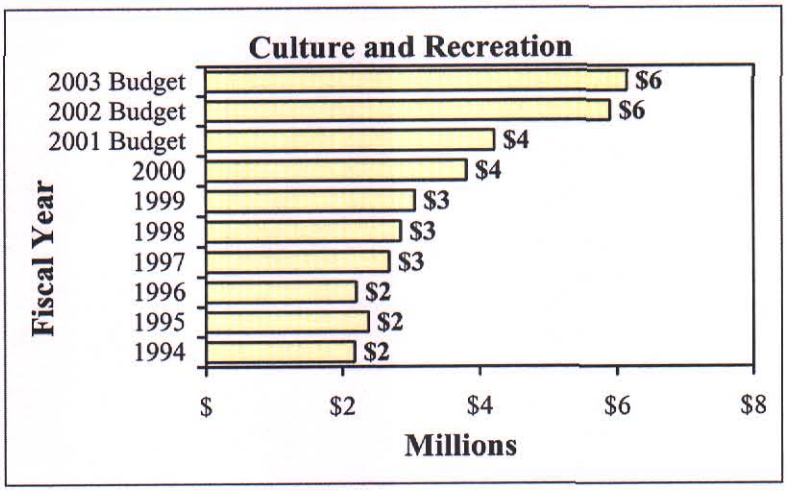


The downward slope in the area of **Resource Development** in 1998 and 1999 is mainly the result of an inter-local agreement between the City of El Paso and the County of El Paso whereby the City took total operational control of the Tourist and Convention Bureau and Civic Center. Personnel and all operating activities were transferred to the City. The County in turn provides 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 department. Secondly, most of the increase is due to a modification to the interlocal agreement with the City of El Paso, which

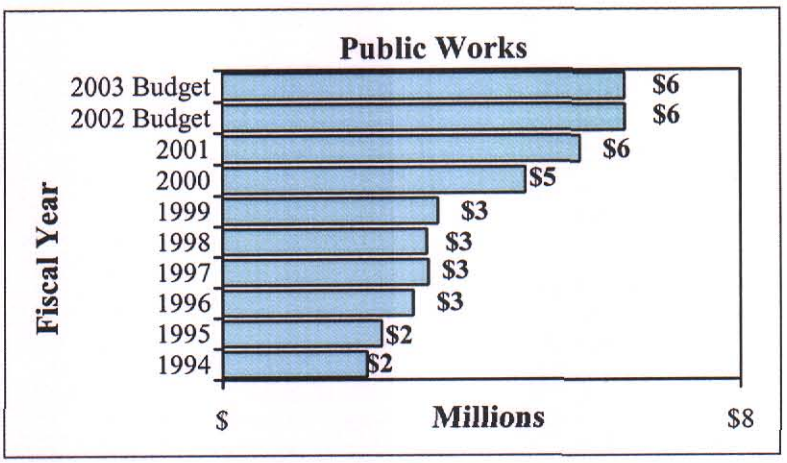
increased the funding ratio of hotel/motel tax collections allocated to the City by one quarter of a percent. For fiscal year 2003, funding related to this agreement was significantly reduced, as depicted on the graph to the right.



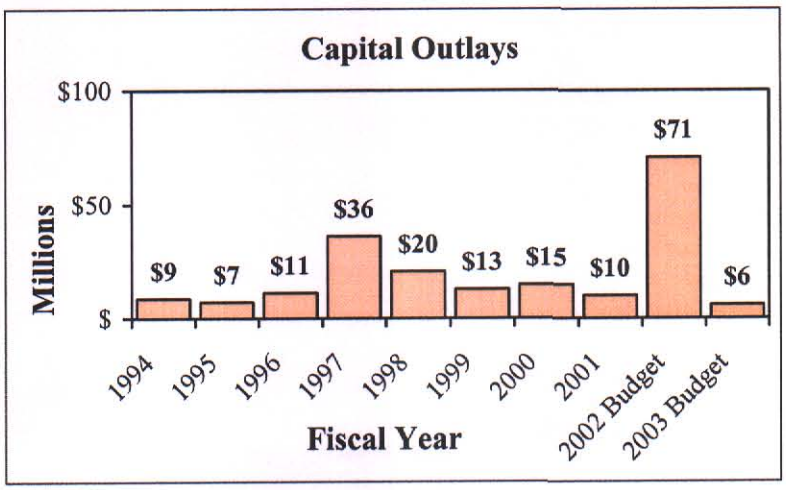
Factors contributing to the upward slope in **Culture and Recreation** since fiscal year 1994 relate to general increases and additional budgets being established relating to new restrictive sources of funding classified mostly in the Special Revenue Fund. One of the other significant increases to culture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



In the **Public Works** program, these expenditures are mainly infrastructure-related expenditures for roads and bridges incurred by the Roads and Bridges Department. 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. Other expenditures in this category are related to grants awarded for the construction of water and drainage lines in the colonias. The significant increase in the 2001 budget is related to the Rural Development East Montana water project in the Enterprise Fund.

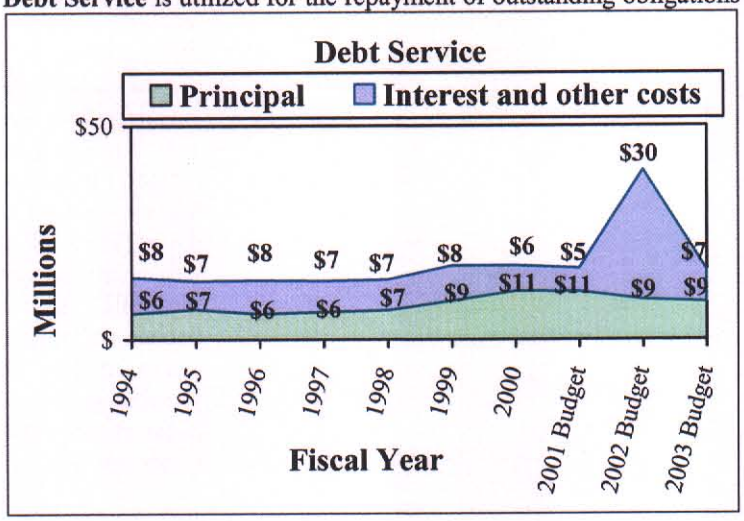


Capital Outlays are mainly the result of major capital projects. The peak in 1997 reflects the completion of a variety of County projects including the County Courthouse Building followed by new projects such as the Jail Annex and Module projects, which were completed during fiscal years 1997 and 1998. 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

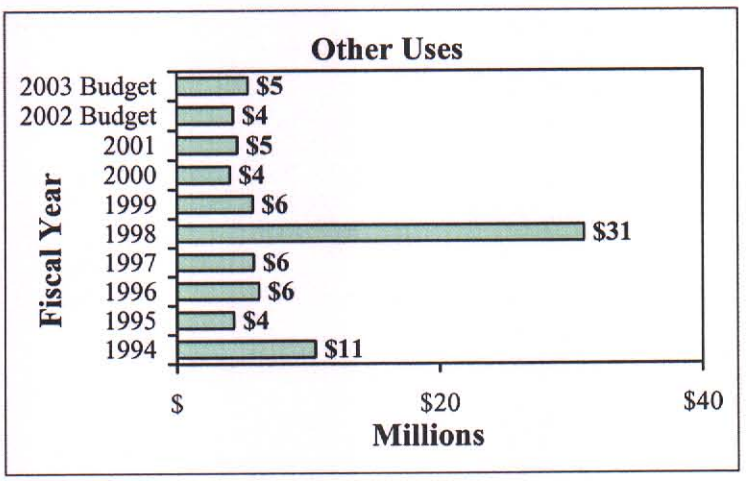


1994 when the County issued $3,210,000 in Certificates of Obligation for the purpose of capital equipment and improvements at the departmental level. In fiscal year 1998 the County issued $22,645,000 towards addressing capital needs for the County which included addressing the year 2000 computer issue 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 each budget year to be used for equipment replacement needs and new departmental capital outlays. The large increase in 2002 was 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 track performance measures, the purchase of a Sportspark facility, renovations for various parks in the County, and the construction of a Fabens Port of Entry to name a few.

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, total payments will begin trending downward in fiscal year 2009. The schedule of debt service principal and interest requirements in the debt service section of this report reflects this 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 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.



GENERAL FUND

GENERAL FUND TYPE
OPERATING BUDGET COMPARISON
WITH FY 2001 ACTUALS

CHANGES IN OPERATING BUDGETS BETWEEN FISCAL YEARS

	FY 2001 Actuals	OPERATING BUDGETS Total Budget FY 2002	OPERATING BUDGETS Total Budget FY 2003	CHANGES Amount	CHANGES %
Revenues (Sources):					
Taxes	$71,886,977	$74,097,927	$83,498,581	$9,400,654	12.69%
Licenses and Permits	153,772	131,000	146,500	15,500	11.83%
Intergovernmental	4,224,433	1,419,991	1,496,991	77,000	5.42%
Charges for Services	26,450,327	24,393,560	26,578,823	2,185,263	8.96%
Fines and Forfeits	5,443,918	4,993,000	4,897,000	(96,000)	-1.92%
Interest	3,152,425	1,925,000	1,150,000	(775,000)	-40.26%
Miscellaneous Revenues	3,158,074	2,487,449	3,262,897	775,448	31.17%
Other Financing Sources	499,324	470,000	504,000	34,000	7.23%
Total Revenues and Other Financing Sources	114,969,250	109,917,927	121,534,792	11,616,865	10.57%
Beginning Fund Balances	43,458,642	52,344,636	46,207,082	(6,137,554)	-11.73%
Total Available Resources	$158,427,892	$162,262,563	$167,741,874	$5,479,311	3.38%

TAXES

When comparing the 2002 and 2003 budgets, there are some significant differences. The line item for Taxes was budgeted at a higher amount for increases of 2.8% in property values resulting from new construction, both residential and commercial. More significantly, the tax rate for fiscal year 2003 increased from $0.361434 to $.396610 per $100 of assessed property value. The Sales and Use Taxes line item was budgeted at $1,000,000 more based on historical trend data.

LICENSES AND PERMITS

Licenses and Permits were budgeted with a $15,500 projected increase in receipts for occupational and alcoholic beverage licenses and bail bond permits.

INTERGOVERNMENTAL REVENUES

Intergovernmental Revenues were projected higher for next fiscal year mainly based on reimbursement from the State Attorney Generals office for child support, and also due t0o an increase in reimbursements from the City of El Paso for their use of our financial system.

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 2001 ACTUALS

	FY 2001 Actuals	OPERATING BUDGETS Total Budget FY 2002	OPERATING BUDGETS Total Budget FY 2003	CHANGES Amount	CHANGES %
Revenues (Sources):					
Fines and Forfeits	$5,443,918	$4,993,000	$4,897,000	-$96,000	-1.92%
Interest	3,152,425	1,925,000	1,150,000	(775,000)	-40.26%
Miscellaneous Revenues	3,158,074	2,487,449	3,262,897	775,448	31.17%
Other Financing Sources	$499,324	$470,000	$504,000	$34,000	7.23%

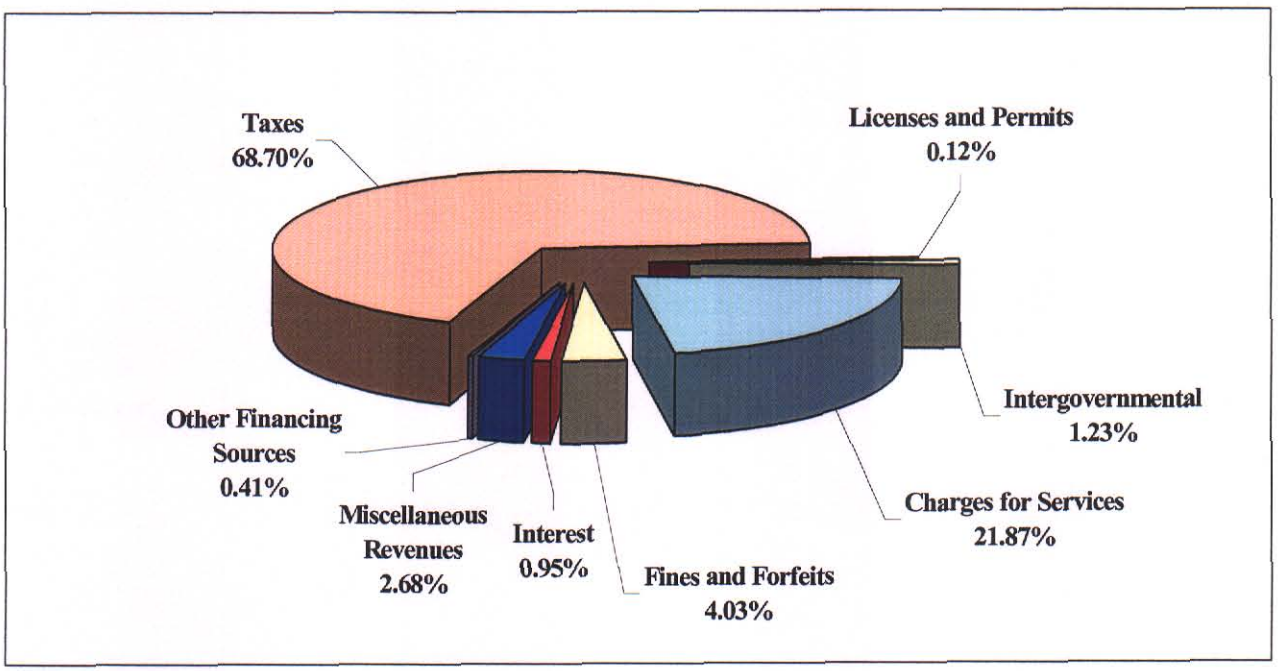
FINES AND FORFEITS

Fines and Forfeits were budgeted lower for fiscal year 2003 due to the stabilization of bond forfeitures. 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 $775,000 due to a less favorable economic outlook, specifically lower interest rates, than in prior fiscal years. Miscellaneous Revenues were increased mostly due to increased long distance and local phone commission revenues, while Other Financing Sources were budgeted higher based on historical trends for courthouse security fees.

Fiscal Year 2003 Budget
Revenues (Sources) – General Fund Type - $121,534,792

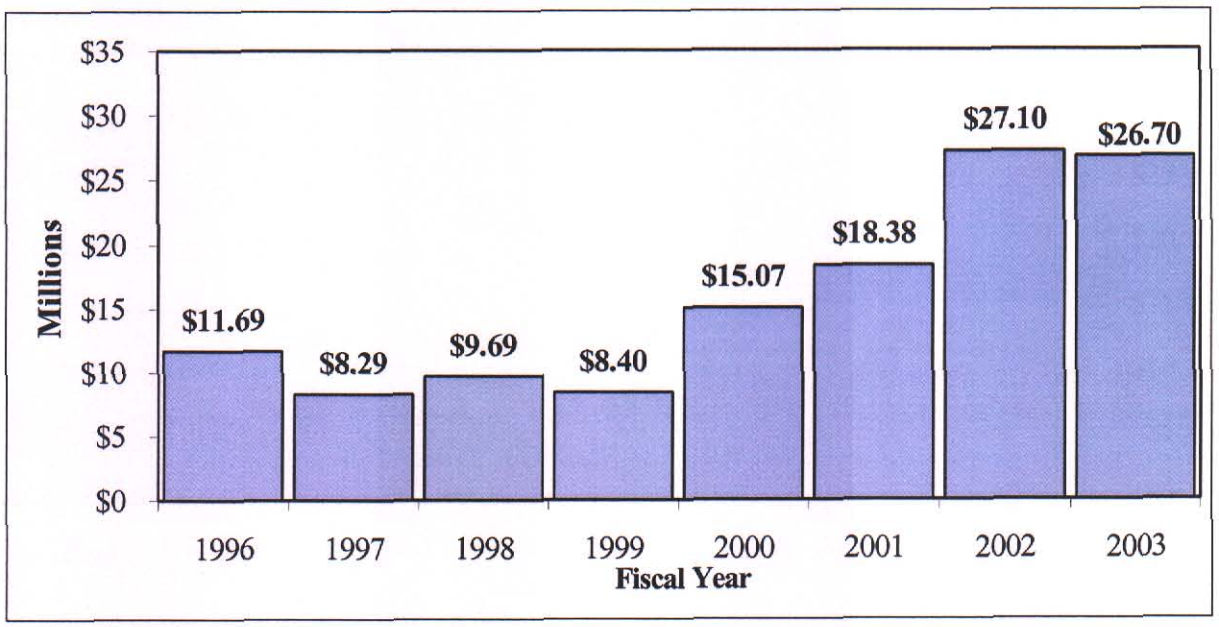


As can be seen in the pie chart above, Tax revenues, consisting of Property Taxes, Sales and Use Taxes, Bingo Tax and State Mixed Beverage Taxes account for 68.7% of General Fund Revenues. The next material item to the General fund is Charges for Services. As mentioned before, the largest item under 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 been seen in the bar graph below, since 1996 the Commissioners Court has consistently designated a portion of the fund balance reserves to balance the operating budget. In fiscal year 2002, Commissioners Court used $27,100,038 to balance the budget. For fiscal year 2003, the Commissioners Court used $26,726,320 of fund balance, with a property tax rate increase from $.361434 to $.396610 per $100 of property valuation. The Commissioners are aware 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 2001 ACTUALS

CHANGES IN OPERATING BUDGETS BETWEEN FISCAL YEARS

	FY 2001 Actuals	OPERATING BUDGETS		CHANGES	
		Total Budget FY 2002	Total Budget FY 2003	Amount	%
Appropriations/Expenditures (Uses):					
General Government	$15,450,725	$31,122,455	$34,729,609	$3,607,154	11.59%
Administration of Justice	22,593,646	27,663,599	28,075,409	411,810	1.49%
Public Safety	54,432,900	62,924,638	69,571,924	6,647,286	10.56%
Health and Welfare	6,384,168	7,126,027	7,120,757	(5,270)	-0.07%
Resource Development	1,036,490	1,260,918	1,358,904	97,986	7.77%
Culture and Recreation	2,364,300	3,483,241	2,771,966	(711,275)	-20.42%
Capital Outlays	119,280	86,105	400,000	313,895	364.55%
Other Financing Uses	3,701,747	3,350,982	4,232,543	881,561	26.31%
Total Appropriations/Expenditures and Other Financing Uses	106,083,256	137,017,965	148,261,112	11,243,147	8.21%
Encumbrances		1,674,757	2,016,701	341,944	20.42%
Ending Fund Balances	52,344,636	23,569,841	17,464,061	(6,105,780)	-25.91%
Total Appropriations/Expenditures, Other Financing Uses and Fund Balances	$158,427,892	$162,262,563	$167,741,874	$5,479,311	3.38%

GENERAL GOVERNMENT

Overall there was a $3.6 million dollar increase between fiscal years 2002 and 2003. The most significant of these increases was to establish a reserve under a General and Administrative account for salary increases and re-grades for County employees. These reserves 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. Other changes include the impact of a newly signed collective bargaining agreement between the Sheriff's department and County, and increases in various departments for projected increases in utilities.

ADMINISTRATION OF JUSTICE

The increase of $411,810 in the Administration of Justice program is mainly attributable to the creation of new positions in the Administration of Justice program, such as the District Attorney's Office, fully funding two new County Criminal Courts at Law which only affected a partial year in 2002, and additional operating expenses for most Justice of the Peace Offices, such as interpreter fees, and an increase in cost of supplies.

PUBLIC SAFETY

Although increased projections in expenditures are forecasted for the Constables, the Juvenile Probation department, and the Sheriff's department are primarily responsible for the $6 million dollar increase in the Public Safety program. In years prior to fiscal year 2001, the Sheriff's department had experienced a high turnover rate for detention officers. This was not the case during fiscal year 2001nor 2002, due to more aggressive recruiting efforts

GENERAL FUND TYPE
OPERATING BUDGET COMPARISON
WITH FY 2001 ACTUALS

PUBLIC SAFETY, CONT'D

by the Sheriff's department. Therefore, for fiscal year 2003, the Sheriff's department salary budget was higher than in previous years. Another factor contributing to the $6 million dollar increase is the higher cost of food, and medical services to house prisoners, as well as increased costs in maintaining the detention facilities.

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 higher amount that needed to be budgeted for this purpose. This increase was offset by a decrease in the amount budgeted for departments such as the Child Welfare program, and the discontinuance of funding for some non-mandated functions such as the Foster Grandparent and Retired Senior Volunteer Programs.

		OPERATING BUDGETS		CHANGES	
	FY 2001 Actuals	Total Budget FY 2002	Total Budget FY 2003	Amount	%
Appropriations/Expenditures (Uses):					
Health and Welfare	$6,384,168	$7,126,027	$7,120,757	($5,270)	-0.07%
Resource Development	1,036,490	1,260,918	1,358,904	97,986	7.77%
Culture and Recreation	2,364,300	3,483,241	2,771,966	(711,275)	-20.42%
Capital Outlays	119,280	86,105	400,000	313,895	364.55%
Other Financing Uses	$3,701,747	$3,350,982	$4,232,543	$881,561	26.31%

RESOURCE DEVELOPMENT

The increase in budget for fiscal year 2003 for Resource Development is for positions that were transferred from the County Judge and Commissioners Court Services Department into the Planning and Development Department, and also a new Engineer that was budgeted in Planning and Development for fiscal year 2003.

CULTURE AND RECREATION

For fiscal year 2003, the large decrease of $711,275 is mainly attributable to the Sportspark being moved to a Special Revenue account as opposed to being funded through the General Fund. Also contributing to this decrease are reductions in the amount of funding for operations for the Fabens and Montana Vista Community Centers.

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 Adult Probation department, since small equipment purchases for this department are funded by the Hudspeth and Culberson Counties. Additionally, a contingency is set aside under the General and Administrative account to meet any unexpected needs of the County. If any amount of the $400,000 will be transferred to departments via a budgetary amendment. This difference in budgets is not actually an increase from the previous year. The $86,105 was left as un-transferred at the end of fiscal year 2002.

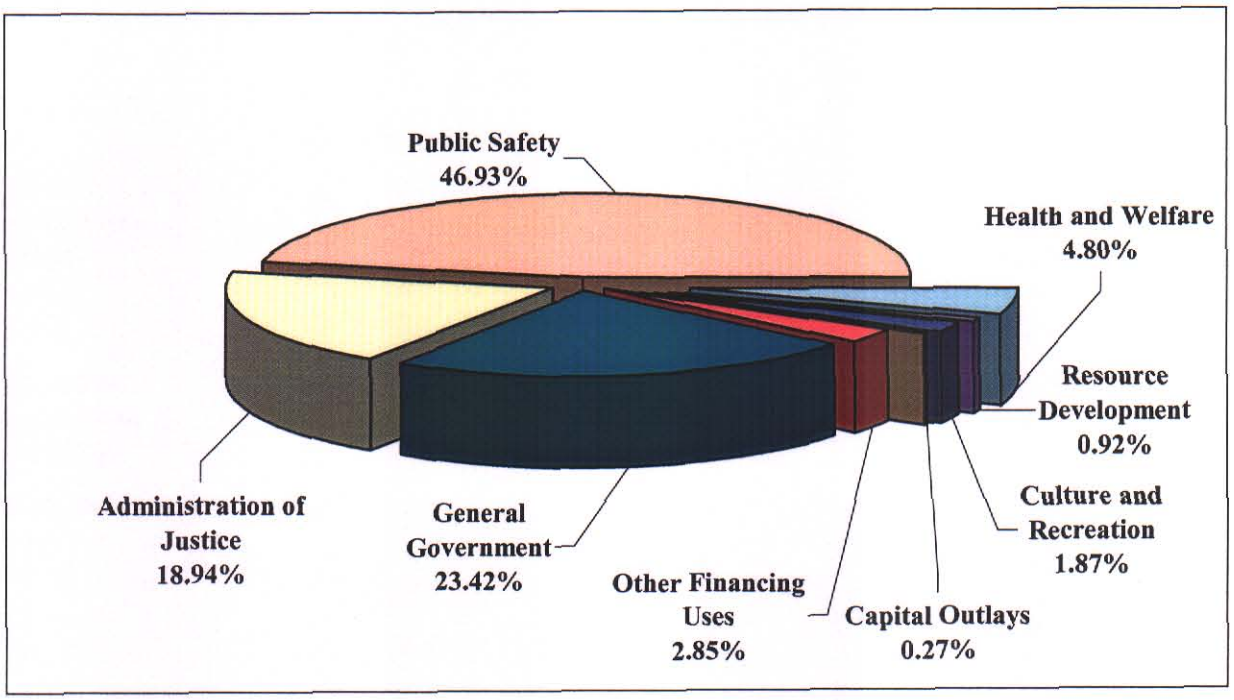
OTHER FINANCING USES

Of the total $888,561 increase in Other Financing Uses, $644,000 represents possible grant matches that will have to be transferred to grants. There was also an increase in the transfer to the Health and Life Fund to account for projected premium increases for County employees. These two increases were offset by various grant matches such as the Nutrition program match, which was decreased as requested.

GENERAL FUND TYPE
OPERATING BUDGET COMPARISON
WITH FY 2001 ACTUALS

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

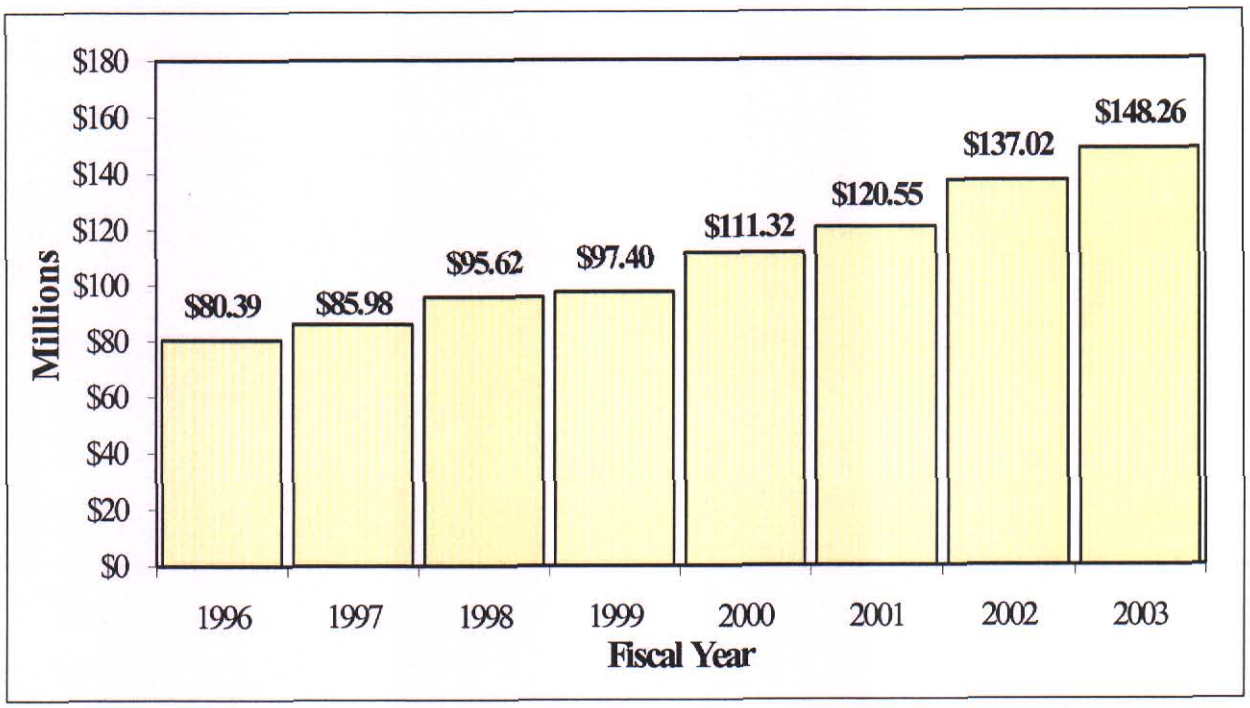
Fiscal Year 2003 Budget
Appropriations (Uses) – General Fund Type - $148,261,112



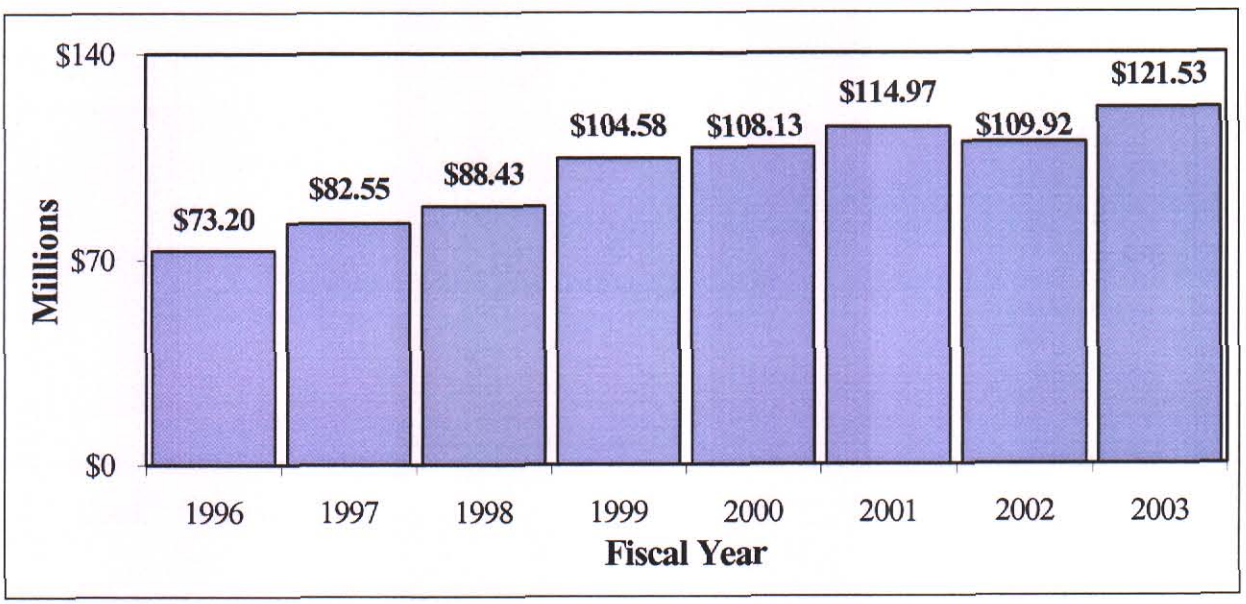
GENERAL FUND TYPE
OPERATING BUDGET COMPARISON
WITH FY 2001 ACTUALS

The following tables provide information regarding the General Fund Type overall budget, and actual revenues/expenditures since 1996.

General Fund Type – Budget Trends



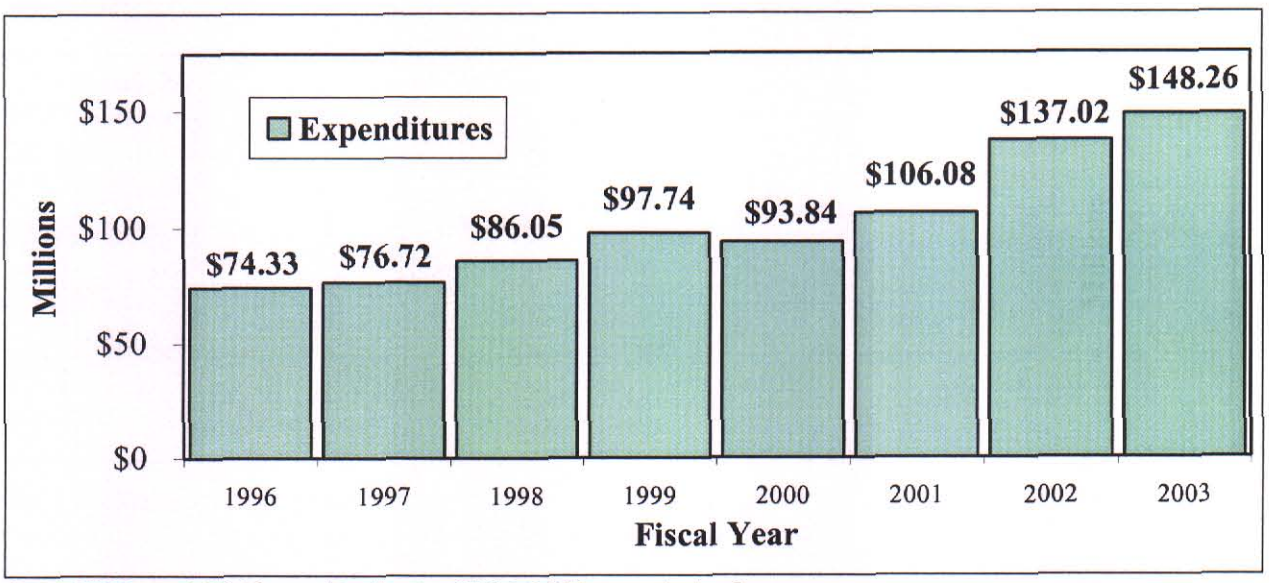
General Fund Type-Revenue Trends



***Fiscal Year 2002 and 2003 are Budgets, 1996-2001 are Actuals**

GENERAL FUND TYPE
OPERATING BUDGET COMPARISON
WITH FY 2001 ACTUALS

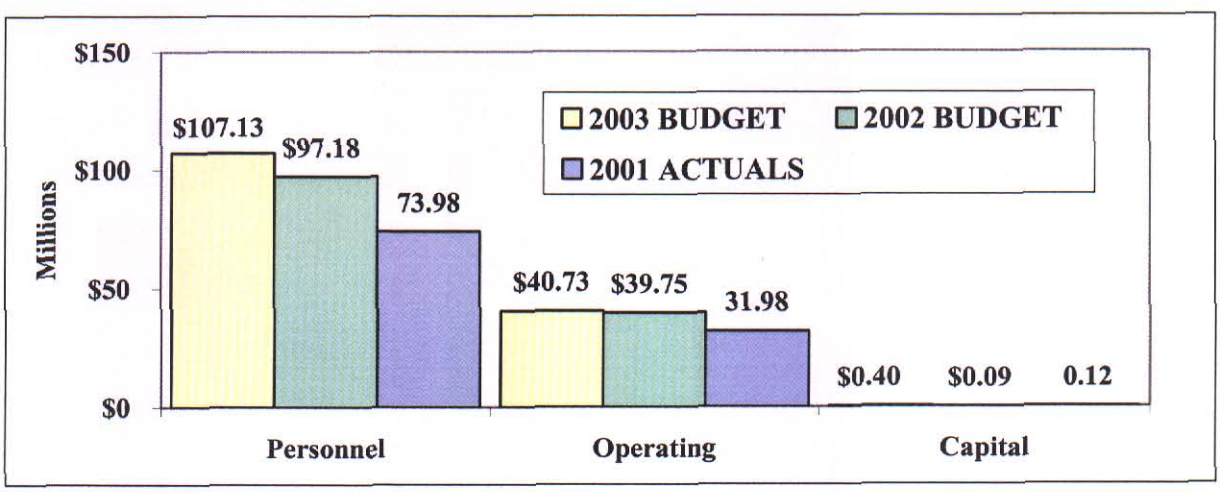
Expenditures (Uses):
General Fund Type – Expenditure Trends



*FY 2002 and 2003 are Budgets, 1996-2001 are Actuals

SUMMARY FOR FISCAL YEAR 2003
BY CHARACTER

	FY 2001 Actuals	OPERATING BUDGETS FY 2002	OPERATING BUDGETS FY 2003	Changes Amount	Changes %
Character					
Personnel	$73,980,365	$97,180,050	$107,126,572	$9,946,522	10.24%
Operating	31,983,611	39,751,810	40,734,540	982,730	2.47%
Capital	119,280	86,105	400,000	313,895	364.55%
Total Budgets and Actuals	$106,083,256	$137,017,965	$148,261,112	$11,243,147	8.21%



GENERAL GOVERNMENT

FISCAL YEAR 2003 OPERATING BUDGET SUMMARY GENERAL FUND TYPE GENERAL GOVERNMENT WITH COMPARATIVE BUDGETS BY DEPARTMENT

Page No.	Department	2001 Actuals	2002 Budget	2003 Budget	Percent Change
94	Commissioner Precinct No. 1	$101,059	$130,439	$123,769	-5.11%
96	Commissioner Precinct No. 2	112,293	141,454	138,485	-2.10%
98	Commissioner Precinct No. 3	132,730	151,106	158,600	4.96%
100	Commissioner Precinct No. 4	91,192	108,602	106,832	-1.63%
102	Commissioners Court Services Office	-	181,012	74,713	-58.72%
104	Communications Center	181,120	253,432	252,261	-0.46%
106	Community Services	-	-	97,033	100.00%
108	County Auditor	2,082,437	2,497,095	2,490,486	-0.27%
112	County Clerk	1,233,982	1,365,891	1,378,345	0.91%
114	County Clerk Criminal Fee Collections	225,977	254,940	259,684	1.86%
116	County Judge	378,792	363,140	290,767	-19.93%
119	County Solid Waste Disposal	364,710	576,562	579,899	0.58%
120	District Clerk	2,538,970	2,925,028	2,822,728	-3.50%
122	Domestic Relations Office	651,441	911,871	916,347	0.49%
124	Elections	507,785	747,025	720,954	-3.49%
126	Facilities Management	2,119,963	2,314,945	2,282,845	-1.39%
128	General and Administrative Account	(2,331,773)	9,697,757	13,507,213	39.28%
129	Grant Matches	3,701,747	3,350,982	4,232,543	26.31%
130	Human Resources	337,140	539,366	595,760	10.46%
133	Information Technology Department	3,887,850	4,558,183	4,891,651	7.32%
136	Landmark Building Maintenance	83,171	87,775	89,310	1.75%
137	Parking Garage Maint. and Operations	103,406	118,612	127,421	7.43%
138	Purchasing	813,670	1,081,170	1,071,220	-0.92%
142	Risk Pool Board Operations	4,240	5,000	8,800	76.00%
144	Tax Office	1,900,857	2,096,647	2,144,486	2.28%
148	Tax Office Renovations		15,403		-100.00%
	Totals	$19,222,759	$34,473,437	$39,362,152	14.18%

FISCAL YEAR 2003 OPERATING BUDGET SUMMARY BY CHARACTER-GENERAL FUND TYPE GENERAL GOVERNMENT

Character	2001 Actuals	2002 Budget	2003 Budget	Percent Change
Personnel	$13,057,596	$18,863,085	$22,095,881	17.14%
Operating	6,094,876	15,610,352	16,866,271	8.05%
Capital	70,287		400,000	100.00%
Totals	$19,222,759	$34,473,437	$39,362,152	14.18%

COMMISSIONER PRECINCT NO. 1

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 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.

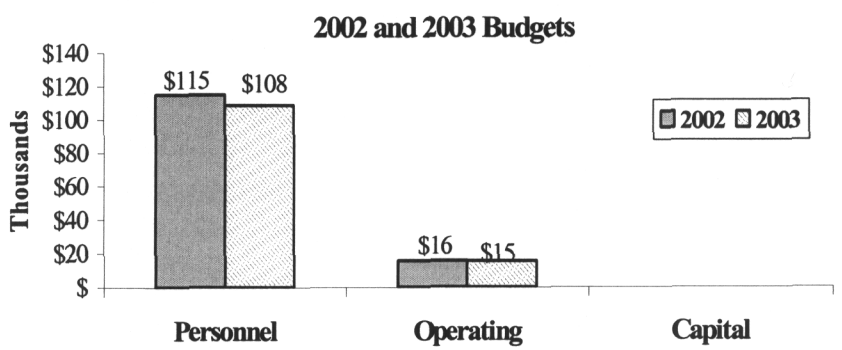
Goal 3: To support effort for consolidation whenever possible.

Objective 1: To work as a team with other members of Commissioners Court on order to, not only, represent individual precincts, but the County as a whole.

Objective 2: To maintain an "open door" policy to the public.

FINANCIAL TRENDS

Category	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$86,304	$114,888	$108,369	-5.67%
Operating	14,755	15,551	15,400	-0.97%
Capital				
	$101,059	$130,439	$123,769	-5.11%



COMMISSIONER PRECINCT NO. 1

WORK PROGRAM TRENDS

Department Activity	2001 Estimated	2002 Estimated	2003 Projected
Agenda items sponsored	75	77	80
Calls received	1,452	1,496	1,540
Referrals made to departments	49	50	52
Committees/boards on which Commissioners serves	16	16	17
Letters/memos written	261	269	277
Speeches/presentations given	106	109	112
Meetings/functions attended	302	311	320
Constitutent contacts made	343	353	364
Pieces of mail received	3,280	3,378	3,480

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	2	3	3
Part-time employees			
Totals	2	3	3

AUTHORIZED POSITIONS DETAIL

Commissioners Court			
Administrative 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.

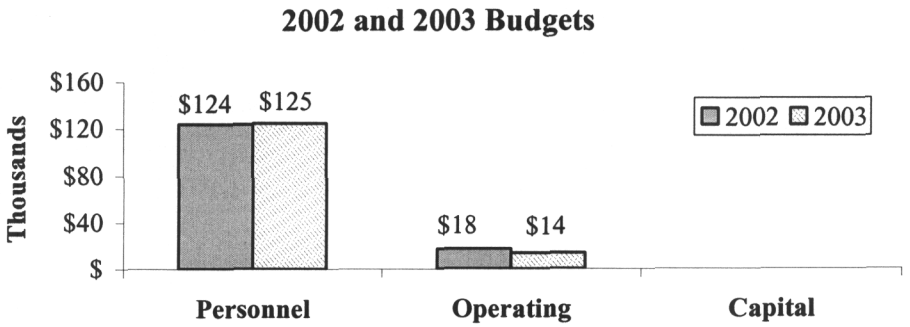
Goal 3: To support effort for consolidation whenever possible.

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.

FINANCIAL TRENDS

Category	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$99,554	$123,933	$124,685	0.61%
Operating	12,739	17,521	13,800	-21.24%
Capital				
	$112,293	$141,454	$138,485	-2.10%



COMMISSIONER PRECINCT NO. 2

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not Available	

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	**2001**	**2002**	**2003**
Full-time employees	3	3	3
Part-time employees			
Totals	3	3	3

AUTHORIZED POSITIONS DETAIL

Commissioners Court Admin. Assistant	2	County Commissioner	1

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.

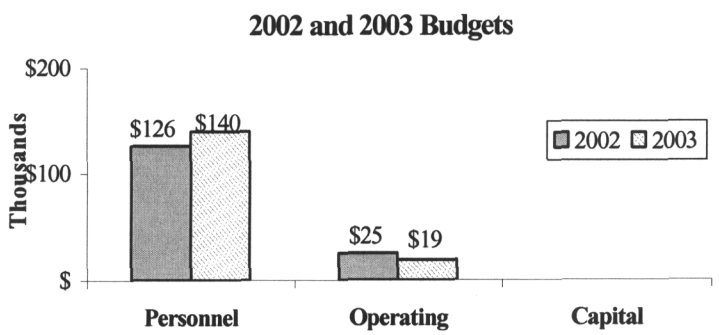
Goal 3: To support effort for consolidation whenever possible.

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 to the public.

FINANCIAL TRENDS

Category	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$116,626	$126,095	$139,700	10.79%
Operating	16,104	25,011	18,900	-24.43%
Capital				
	$132,730	$151,106	$158,600	4.96%



COMMISSIONER PRECINCT NO. 3

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not Available	

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	**2001**	**2002**	**2003**
Full-time employees	3	3	3
Part-time employees			
Totals	3	3	3

AUTHORIZED POSITIONS DETAIL

Commissioners Court Admin. Assistants	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 provide friendly, prompt service to the residents and employees of El Paso County.

Goal 2: To be ever vigilant against waste and needless spending of tax funds.

Goal 3: To maintain awareness of constituents needs and wants.

Objective 1: To maintain an "open door" policy to the public.

Objective 2: To communicate regularly with the public and employees in order to serve their needs more efficiently and effectively.

Objective 3: Represent fairly the Community of El Paso County.

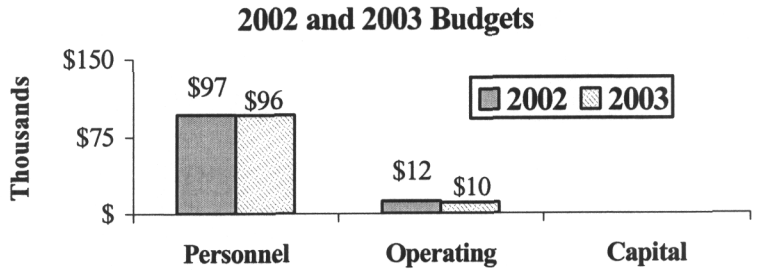
HIGHLIGHTS

- First time water services provided to 146 families / 584 beneficiaries in the Upper Valley, Ponderosa Community (Connections to all residents were made on schedule.)
- Installed water and sewer yard line connections that provided first time services to 84 families / 336 beneficiaries in the Canutillo area.
- In cooperation with the County Community Development Director, assistance is being provided to the Vinton Village.

FINANCIAL TRENDS

Category	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$80,986	$96,681	$96,457	-0.23%
Operating	10,206	11,921	10,375	-12.97%
Capital				
	$91,192	$108,602	$106,832	-1.63%

COMMISSIONER PRECINCT NO. 4



WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Agenda items sponsored	50	52	55
Telephone calls received	5,071	5,223	7,271
Committees/boards served	26	27	37
Special projects	32	33	41
Letters/memos written	223	230	280
Speeches/presentations	36	37	42
Meeting/functions	506	521	650
Constituent contracts	2,062	2,124	5,800
Mail received	4,262	4,390	6,400
Constituent problems	108	111	230
Courthouse tours	18	19	20

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	2	2	2
Part-time employees			
Totals	2	2	2

AUTHORIZED POSITIONS DETAIL

Commissioners Court Admin. Asssistant	1	County Commissioner	1

COMMISSIONERS COURT SERVICES OFFICE

MISSION STATEMENT

To provide communications, management support and administrative oversight to assigned department and community organizations to enable these groups to meet The Court's vision, mission and goals for El Paso County Government.

DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Commissioners Court Services Office assists the court in communicating its interests to the public. Duties include issuing of 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. The Commissioners Court Services Office monitors compliance with Commissioners Court policies and procedures, develops strategic partnerships with community organizations and manages county contracts with external organizations.

GOALS AND OBJECTIVES

Goal 1: To provide high quality services to customers and constituents.

Goal 2: To improve the way County government does business.

Goal 3: To invest in the workforce.

Objective 1: To provide high quality public service by providing professional information about programs and services available to constituents.

Objective 2: To establish a contract management function to ensure that all contractors perform to the stipulations of the contract.

Objective 3: To develop high level planning functions to identify state, federal and private funding and to increase funds for programs and services.

Objective 4: To encourage employee initiative and responsibility by informing employees about County projects through Internet newsletters.

HIGHLIGHTS

- Provided timely intranet information to employees on important court initiatives.
- Responded to weekly pres inquiries to promote a positive image of county government.
- Updated promotional brochures for the Domestic Relations Office (DRO), the Veterans office and Child Welfare.
- Promoted positive County events such as our *Strong Families, Strong Future* efforts.
- Represented the Court on important community efforts such as The Border Children's Hospital Task Force, The CARE Coalition, Hispanic of Excellence and the Casey Community Building Initiative.

HIGHLIGHTS CONTINUED

- Participation in several Community Strategic Partnerships resulted in the successful awarding of two grants: (a) The Robert Wood Johnson Foundation granted funds for a long term care planning for the elderly and (b) The County was awarded a multiyear grant for a Border Children's Mental Health Collaborative as a result of the advocacy by the Child Welfare Treatments Issues Group.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel		$157,712	$65,413	-58.52%
Operating		23,300	9,300	-60.09%
Capital				
		$181,012	$74,713	-58.72%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Contract Management	N/A	7	7
Fund Development (grants)	N/A	8	8
Program Monitoring	N/A	7	7
Community Partnership	N/A	5	5
Departmental Brochures	N/A	5	6
Intranet Employee Newsletters	N/A	50	50
Press Releases	N/A	70	75

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees		3	1
Part-time employees			
Totals		3	1

AUTHORIZED POSITIONS DETAIL

Media Relations Coordinator 1

See Personnel changes for this department in Appendix A.

Two positions previously under the Commissioners Court Services Office, namely the Administrative Coordinator and the Special Projects Coordinator were moved to different departments and not deleted overall. The Administrative Coordinator became the head of the Community Services Department, which will serve as the intermediary department between the Commissioners Court and the General Assistance, Veterans Assistance, and Law Library, to name a few. The Special Projects Coordinator was moved to the Planning and Development Department to better suit her duties and responsibilities.

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 service 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 along with other small key systems at locations from Vinton to Fabens. The duties of the Communications Department switchboard operator and senior clerk include providing County related information to County employees and the public, and billing to County departments for local and long distance communication service. All of the responsibilities mentioned above are handled by a staff of five County employees. The communications technicians are on call twenty-four hours a day 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 install key systems at remote locations, thus increasing the capability of communications in the County.

Objective 3: Reduce line charges.

HIGHLIGHTS

- In February of 2002, an additional intelligent peripheral equipment module was installed on the PBX located at 500 E. San Antonio. This was necessary due to the continue growth of County Government and should be able to accommodate any more expansion for at least two years.

- The Communications Department assisted in hosting the CHIP registration drive that allowed families to register their children for health insurance benefits.

- Over $75,000 was refunded to the County by Southwestern Bell. This refund was obtained through a negotiation in the reduction in cost of our telephone bills.

COMMUNICATIONS CENTER

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$147,004	$216,237	$215,991	-0.11%
Operating	34,116	37,195	36,270	-2.49%
Capital				
	$181,120	$253,432	$252,261	-0.46%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Employees	4	4	5
Telephones on main switch	1,389	1,527	1,595
Trunks on main switch	115	115	115
Telephones on jail annex switch	200	220	226
Trunks on annex Switch	24	24	24
Automated attendants	7	18	20

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	4	5	5
Part-time employees			
Totals	4	5	5

AUTHORIZED POSITIONS DETAIL

Communication Technician II	2	Senior Clerk I	1
Communications Director	1	Switch Oper/Clerical Asst.	1

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 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 human resources by on-going training of all personnel.

Goal 4: To development strategic partnerships with community organizations in order to expand County resources and promote County Programs and services.

Objective 1: To provide timely review of all applications for service and the subsequent eligibility.

Objective 2: To make accessible to the community all resources available to support, nurture and enlighten people in our County.

Objective 3: To systematically process all contracts through Commissioners Court with all appropriate legal and fiscal review.

Objective 4: To achieve maximum compliance with the terms and conditions of all contracts by or with the County.

Objective 5: To promote participation in all available internal training opportunities, especially the training that helps utilize existing technology resources.

Objective 6: To coordinate with social service agencies serving seniors, children and families in general to ensure an understanding of available County services for effective referrals.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel			$91,333	100.00%
Operating			5,700	100.00%
Capital				
			$97,033	100.00%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Number of meetings held		Not Available	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees			1
Part-time employees			
Totals	-	-	1

AUTHORIZED POSITIONS DETAIL

Administrative Coordinator 1

See personnel changes for this department in Appendix A.

This position was previously under the Commissioners Court Services Office. It was moved to Community Services as the head of the Department, which will serve as the intermediary department between the Commissioners Court and the General Assistance, Veterans Assistance, and Law Library, to name a few.

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 Country 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 the 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: Assist with the development to the budget, continually monitor revenues and expenditure trends and work with various County offices in the development of various financial plans.

Objective 2: 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 departments.

Objective 3: Further develop audit programs that are designed to safeguard the assets of the County and further strengthen internal controls.

Objective 4: Minimize idle cash on hand in an effort to further maximize investment earnings for the County.

Objective 5: Make every effort to produce accurate, timely and meaningful financial reports on the results of operations of the County.

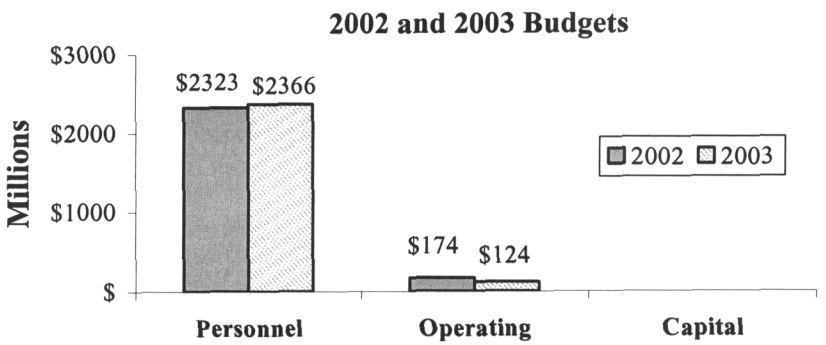
Objective 6: Review procedures on a regular basis in an effort to identify opportunities to automate payment and receipting processing.

HIGHLIGHTS

- Continued to develop new interface programs for the County financial software, which resulted in further reduction of data entry inputs, which resulted in greater accuracy and efficiency.
- Exceeded the County's financial goal of maintaining undesignated general fund balance reserves (17.16%) Goal 5-15%.
- Implemented changes in the budget process by allowing department to key budget requests directly into financial system

FINANCIAL TRENDS

Category	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$1,980,519	$2,323,122	$2,366,419	1.83%
Operating	101,918	173,973	124,067	-40.23%
Capital				
	$2,082,437	$2,497,095	$2,490,486	-0.27%



WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Actuals	2003 Projected
Number of Payroll Transactions			
Checks Issued	13,661	21,713	14,730
Direct Deposits Advices	45,900	51,940	58,922
Accounts Payable Transactions			
Checks Issued	31,794	35,583	39,823
Financial Reports Issued			
Interim Monthly Reports	12	12	12
Quarterly Reports	4	4	4
Annual Reports	4	3	4

Continued on next page.

WORK PROGRAM TRENDS-CONTINUED

Department Activity	2001 Actuals	2002 Actuals	2003 Projected
Budget Changes	29	30	26
Financial Position:			
Fund Balance Goal Achieved (5-15%)	18.96%	17.16%	10.30%
Training:			
Auditor Staff Development	39	47	50
County Departmental Training	3	3	4
Audits Conducted	200	276	360
Financial Software Activity:			
Application Upgrades	1	1	1
New Interfaces Written	3	2	2
Documents Scanned (pages)	N/A	131,134	314,722
Grants administered	127	169	190

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	47	50	51
Part-time employees	3	3	1
Totals	50	53	52

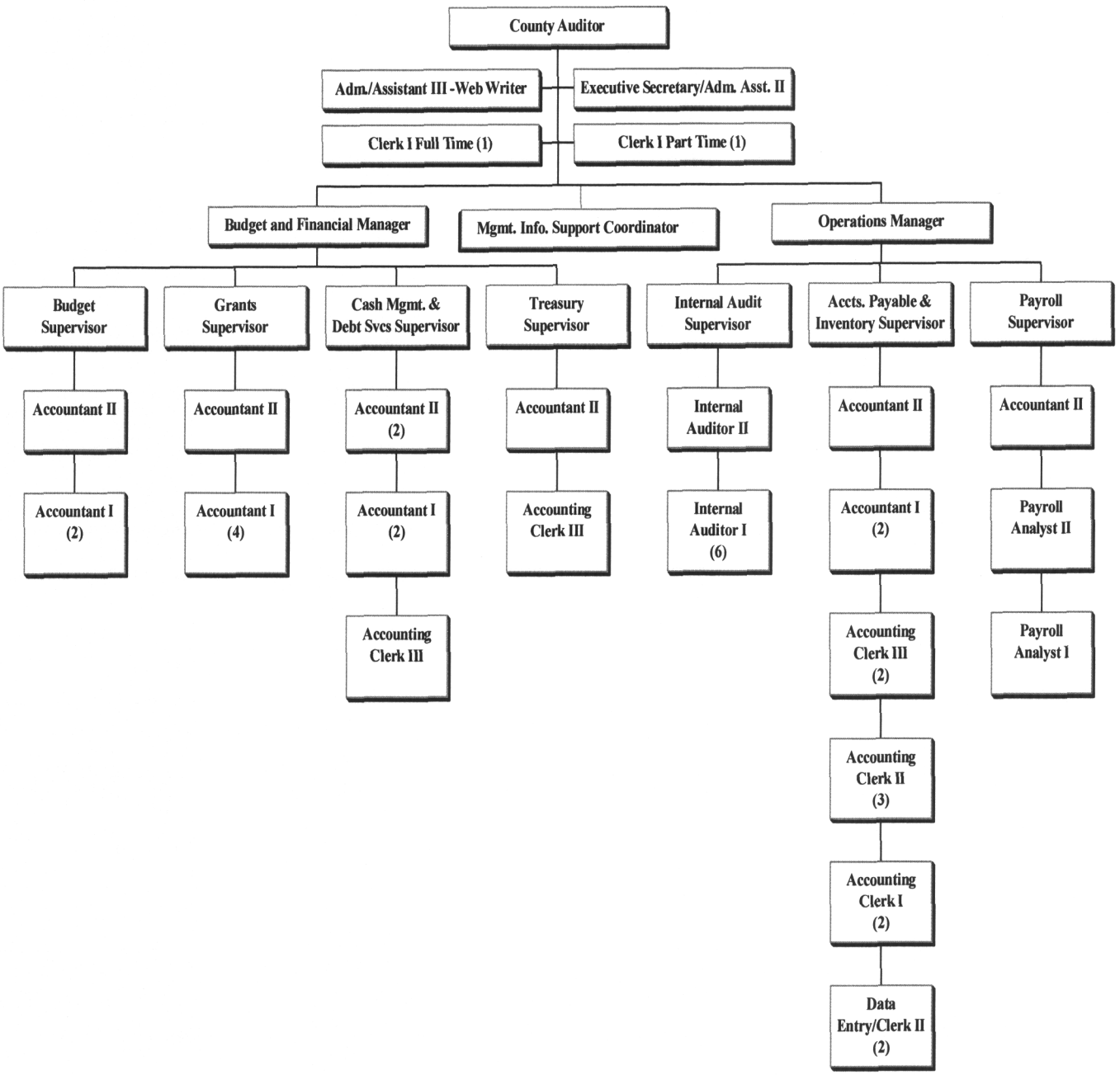
AUTHORIZED POSITIONS DETAIL

Accountant I	10	Data Entry Clerk II	2
Accountant II	6	Exec. Secretary/Adm. Assistant II	1
Accounting Clerk I	2	Grants 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 Mgmt. And Debt Service Super.	1	Payroll Analyst I	1
Clerk (Part-time)	1	Payroll Analyst II	1
Clerk I	1	Payroll Supervisor	1
County Auditor	1	Treasury Supervisor	1

See personnel Changes for this department in Appendix A.

Beginning in fiscal year 2003, Commissioners approved deleting one part time Clerk I and converting another part time Clerk I to a full time position to better suit the needs of the department.

DEPARTMENTAL ORGANIZATION



COUNTY CLERK

MISSION STATEMENT

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

DEPARTMENT DESCRIPTION AND RESPONSIBILITES

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 time for customers requests, and reduce long lines and customer waiting.

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 staffing availability.

Goal 4: To reduce the time to process a County Court at law case jacket and its documents from initial filing to case closure. To improve service and reduce waiting time to the public and other agencies in processing disposition requests (NCIS, handgun requests, background checks for INS, DPS, law enforcement and other law and legal agencies.)

Goal 5: To improve money 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 processing time a document spends from its initial filing by introducing scanning and bar coding of documents and jackets.

Objective 3: 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 4: To reduce the time to process a County Court at Law case jacket by introducing electronic filing and department organization, i.e., the addition of more court clerks.

Objective 5: To improve money management by integrating more financial institutions and diverse investment strategies into the clerk's investment plans and policies.

COUNTY CLERK

FINANCIAL TRENDS

Category	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$1,173,292	$1,285,556	$1,304,809	1.50%
Operating	60,690	80,335	73,536	-8.46%
Capital				
	$1,233,982	$1,365,891	$1,378,345	0.91%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Probate			
Investments	161	167	165
Avg. monthly balance	$3,275,000	$323,000	$4,000,000
Total Probate Cases	2,133	1,827	2,418
Vital Statistics	17,233		
Birth registrations		17,238	17,300
Death registrations	4,427	4,428	4,500
Marriage licenses	7,674	7,674	7,000
Customers	68,040	75,652	80,000
Certified Copies Issued	113,163	108,468	120,000
Civil/Criminal department			
New Misdemeanor cases	18,616	20,164	21,000
Disposed	18,042	20,268	18,500
Dismissals	7,755	10,395	8,700
Pending	6,974	7,407	7,400
Deeds	96,067	100,218	101,966
Revenues			
Interest Income	$4,152	$4,277	$4,405
Filings and Recordings	$1,069,401	$1,101,483	$1,134,528
Vital Statistics	$796,605	$820,503	$845,118
Other Clerk Fees	$556,965	$573,674	$590,884
Licenses and Permits	$87,794	$90,428	$93,141
Court Costs	$1,180,678	$1,216,098	$1,252,581
Miscellaneous Fees	$226,891	$233,698	$240,709
Disbursements			
County Attorney Commissions	$38,452	$39,606	$40,794
County Clerk Records Mgmt.	$539,814	$556,008	$572,689
Courthouse Security	$122,794	$126,478	$130,272
General Fund	$2,797,659	$2,881,589	$2,968,037
Library Fund	$85,295	$87,854	$90,489
Records Mgmt. And Preservatio	$12,875	$13,261	$13,659
Alternative Dispute Resolution	$24,460	$25,194	$25,950
State of Texas	$301,139	$310,173	$319,478

COUNTY CLERK CRIMINAL FEE COLLECTIONS

MISSION STATEMENT

To collect court costs, fines and attorney fees assessed by the El Paso County Courts and Justice of the Peace Courts in a timely and efficient manner.

DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The County Clerk Criminal Fee Collection department was created in fiscal year 1998 to collect Court costs, fines, and fees assessed by the Judges in County Courts as quickly as possible. Personnel in this department are responsible for inputting all court costs, fines and fees assessed by the County Courts, and keep detailed records in accordance with the guidelines approved by the County Auditor. Personnel are responsible for working directly with defendants to determine their ability to pay, scheduling indigence hearings in case of defaults of payments plans and issuing failure to appear warrants on defendants who do not report to hearings. The department is also responsible for collecting all moneys due on Justice and Peace Court cases referred to this department, and monies due on County Courts at Law and Criminal Court at Law cases.

GOALS AND OBJECTIVES

Goal 1: To increase the revenue to the County by ensuring that fines and Court costs assessed by the Courts are collected in the time frame established by the Courts.

Goal 2: To collect monies due to El Paso County as quickly and efficiently as possible, in order to bring more revenue to the county and in the process fewer repeat offenders.

Objective 1: To continue working directly with defendants to determine their ability to pay.

Objective 2: To follow-up on the individual cases in order to enforce these payments. Only 8% of assessments become warrants and 7% community service or jail time.

Objective 3: To inform the public of the duties and procedures of the department.

Objective 4: Use the local media to make the public aware of the County's persistence in collecting on past due judgments and the consequences of failing to pay.

HIGHLIGHTS

- The Collections Department is anticipating collections in excess of $3,000,000 for the fiscal year 2003. In January 2000, the Collections Department started assessing a $2 administrative fee on all payments collected for the County Courts. The amounts collected for this fee in 2003 will exceed $32,000. Our requested operating expenses of $18,225 can be paid with the monies collected for this fee.

FINANCIAL TRENDS

Category	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$211,277	$236,965	$241,459	1.90%
Operating	14,700	17,975	18,225	1.39%
Capital			-	
	$225,977	$254,940	$259,684	1.86%

COUNTY CLERK CRIMINAL FEE COLLECTIONS

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Total dollars assessed	$3,416,157	$3,518,642	$3,624,201
Collections			
County Court Costs and Fees	$2,144,411	$2,208,743	$2,275,006
State Court Costs	$355,938	$366,616	$377,615
Disbursements			
General Fund	$2,052,093	$2,113,656	$2,177,065
Courthouse Security	$12,748	$13,130	$13,524
Records Mngt. & preservation	$79,569	$81,956	$84,415
State of Texas	$355,938	$366,616	$377,615

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	8	9	9
Part-time employees			
Totals	8	9	9

AUTHORIZED POSITION DETAIL

Clerk III	1	Senior Clerk II	1
Collections Clerk	5	Supervisor	1
Collections Manager	1		

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, bonds 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 4: 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.

GOALS AND OBJECTIVES (CONTINUED)

Objective 9: Maintain oversight and monitoring of Project Arriba.

Objective 10: Begin comprehensive training program for all County employees.

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.

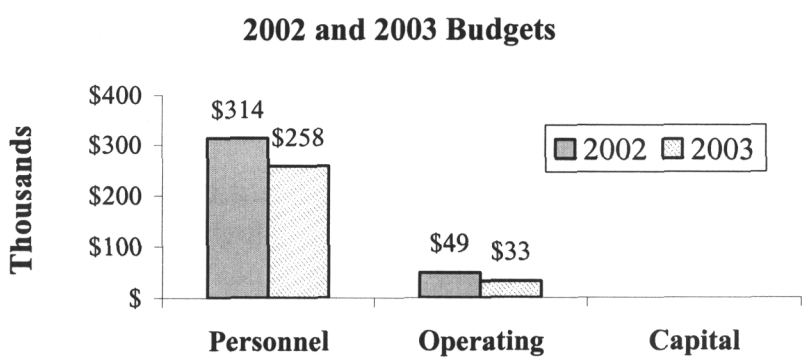
Objective 15: Encourage the work of the county's Parks and Recreation Department.

Objective 16: Increase collaboration and grants through County programs in colonias.

Objective 17: Finalize the re-organization process.

FINANCIAL TRENDS

Category	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$358,619	$314,052	$258,167	-17.79%
Operating	20,173	49,088	32,600	-33.59%
Capital				
	$378,792	$363,140	$290,767	-19.93%



WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
	Not Available		

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	6	5	4
Part-time employees			
Totals	6	5	4

AUTHORIZED POSITIONS DETAIL

County Judge	1	Executive Assistant	2
Deputy Chief Administrator	1		

See Personnel Changes for this department in Appendix A.

As mentioned in the Resource Development Section, one employee, the Director of Policy Implementation was moved from the County Judges Office to the Planning and Development Department to better meet her responsibilities.

COUNTY SOLID WASTE DISPOSAL

MISSION STATEMENT

To provide safe citizen 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 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 OBJECTIVE

Goal 1: To operate safe and properly maintained trash collection stations to support the needs of the citizens of El Paso County.

Objective 1: To seek alternative operating routes, such as outsourcing through contracted services.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$148,099	$159,237	$159,574	0.21%
Operating	216,611	417,325	420,325	0.72%
Capital				
	$364,710	$576,562	579,899	0.58%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not Available	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	6	6	6
Part-time employees			
Totals	6	6	6

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, Adoptions, 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, the District Attorney, the County Attorney, Adult Probation and the Attorney General Offices.

GOAL AND OBJECTIVE

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

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

HIGHLIGHTS

- The District Clerk's Office has implemented a new family section, which will enable the judiciary to process and litigate family law cases on a more expedient manner.
- The scanning of paperwork was introduced in the District Clerk's Office and the system is now accessible to any department in the County. The scanning makes it possible for the courts to view any imaged document through the use of Bench View, enabling the Courts to expedite cases.
- The District Clerk now has the authority to collect a filing fee for all Administrative Writs filed by the Attorney General, thus generating revenue for the County.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$1,680,053	$1,979,023	$1,954,939	-1.22%
Operating	855,001	946,005	867,789	-8.27%
Capital	3,916			
	$2,538,970	$2,925,028	$2,822,728	-3.50%

DISTRICT CLERK

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Collections			
Interest Income	$2,842	$2,927	$3,015
Fines and Court Costs	$3,789,988	$3,903,688	$4,020,798
Miscellenous	$115,484	$118,949	$122,517
Disbursements			
General Fund	$2,325,553	$2,395,320	$2,467,179
State	$91,314	$94,053	$96,875
Law Library Fund	$291,537	$300,283	$309,292
Records Mngt. & preservation	$44,530	$45,866	$47,242
Coirthouse Security	$44,484	$45,819	$47,193
Sheriff	$565,192	$582,148	$599,612
County Attorney Commission	$63,559	$65,466	$67,430
Texas Judicial Fund	$287,010	$295,620	$304,489
Juror Donations	$738	$760	$783
Fees Refundable	$11,816	$12,170	$12,536
Alternative Dispute Resolution	$83,580	$86,087	$88,670
Juror summons	$64,000	$65,920	$67,898

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	**2001**	**2002**	**2003**
Full-time employees	61	65	66
Part-time employees	6	3	4
Totals	67	68	70

AUTHORIZED POSITION DETAIL

Accounting Clerk I	1	Court Clerk	21
Accounting Clerk III	1	Data Entry	1
Accounting Supervisor	1	District Clerk	1
Administrative Assistant I	1	Expungement Clerk	1
Assistant Jury Coordinator	1	Files Supervisor	1
Asst. Supervisor (Counter Clerks)	1	Grand Jury Coordinator	1
Chief Deputy	1	Jury Coordinator	1
Clerk (Part Time)	2	Office Amin./Support Mgr.	1
Clerk I	6	Receptionist	1
Clerk IV	15	Senior Clerk II	2
Clerk IV (Part Time)	2	Supervisor	5
Computer System Supp. Analyst	1	Supervisor (Archives)	1

See Personnel Changes for this department in Appendix A.

Beginning in fiscal year 2003, one full time position, Counter Clerk Supervisor, and one part time position, Counter Clerk, were added to the District Clerk departmental staff, to meet the growing needs of the department.

DOMESTIC RELATIONS OFFICE

MISSION STATEMENT

The mission of the Domestic Relations Office is 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 and 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 DRO is made up of three divisions. These divisions and their duties is as follows: (a) The Child Support Payments Division is 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 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 employers.

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 to the custodial parents as set forth in the court order.

Objective 2: To protect El Paso persons whose child support orders are included in the State Case Registry.

Objective 3: To resolve as many cases as possible without court hearings.

Objective 4: To resolve the maximum proportion of cases involving children without adversarial proceedings.

HIGHLIGHTS

- The DRO has entered into many contracts with the office of the Attorney General to provide better service to our community and to increase revenue: (a) The State Case Registry contract allows the DRO to provide timely updates to the state of Texas regarding the disposition of family law cases, (b) The Customer Service Contract allows the DRO to provide timely information to the El Paso Community regarding the status of cases and child support payments. (c) The DRO has contracted with the Office of the Attorney General to provide community supervision for those placed on probation by the Child Support Master.

HIGHLIGHTS (CONTINUED)

- The Family Law Information Center will provide information to the general public regarding rights and responsibilities in Texas Family Law. The FLIC is especially interested in those cases involving children. The purpose of the FLIC is to educate members of the public about family laws, the most common form of law in most person's lives.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$607,372	$859,131	$870,912	1.35%
Operating	44,069	52,740	45,435	-16.08%
Capital				
	$651,441	$911,871	$916,347	0.49%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Child Support			
Payments Processed		$25,910,912	$26,688,239
Records Processed		76,000	78,280
Number of Cases Monitored		300	309
Number of Cases on Probation		181	186
Dispute Intervention			
Revenues		$81,419	$83,862
Cases Handled		267	275
Collections	$2,984,707	$3,074,248	$3,166,476
Disbursements	$2,984,454	$3,073,988	$3,166,207

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	20	23	23
Part-time employees		1	1
Totals	20	24	24

AUTHORIZED POSITIONS DETAIL

Accounting Clerk III (Part time)	1	Senior Clerk II	1
Child Family Court Svcs	1	Paralegal	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 entities 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.

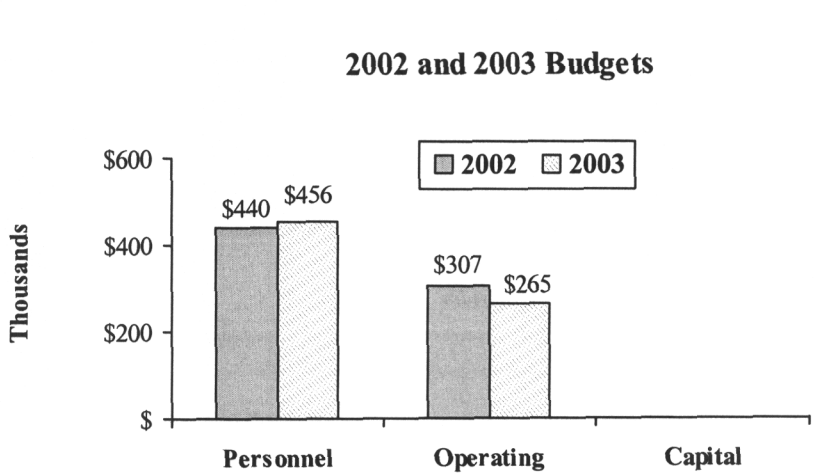
Goal 2: To ensure timely, accurate and honest elections.

Objective 1: To provide well trained and law knowledgeable clerks to serve the voters.

Objective 2: To provide Countywide touch screens on Election Day.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$336,187	$440,351	$456,157	3.59%
Operating	171,598	306,674	264,797	-13.66%
Capital				
	$507,785	$747,025	$720,954	-3.49%



WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Actuals	2003 Projected
Voter applications received/day	N/A	200	250
Campaign forms distributed	N/A	92	92
Campaign forms returned	N/A	70	70

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
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 only to Rushfair and Zaragosa Tax Offices, Canutillo and Fabens Nutrition Centers, and Sparks and Montana Vista Community Centers, Road and Bridges and Purchasing Warehouses, and the Fabens Library. In addition, the Department oversees the Landmark Building in a caretaker capacity.

GOALS AND OBJECTIVES

Goal 1: To provide a clean environment for County employees and the public who visit our facilities.

Goal 2: To resolve cleaning complaints and special requests for cleaning in a timely manner.

Objective 1: To provide in-house and contract maintenance services in support of departments housed in our facilities and extend the useful life of the equipment and systems.

Objective 2: To continue performing preventive maintenance on all equipment in order to preserve and extend its useful life

Objective 3: To train new employees in the proper use of all supplies within two weeks of employment.

FINANCIAL TRENDS

Category	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$907,041	$953,700	$969,456	1.65%
Operating	1,212,922	1,361,245	1,313,389	-3.52%
Capital				
	$2,119,963	$2,314,945	$2,282,845	-1.39%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Primary facilities serviced	12	16	16
Gross square footage of facilities	751,306	762,106	762,106
Number of maintenance mechanics	10	10	10
Approximate square footage serviced	75,130	76,210	76,210

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	**2001**	**2002**	**2003**
Full-time employees	35	35	35
Part-time employees	1	1	1
Totals	36	36	36

AUTHORIZED POSITIONS DETAIL

Administrative Assistant II	1	Electronics Specialist HUAC	1
Assistant Facilities Manager	1	Facilites Manager	1
Custodian Foreman	1	Maintenance Mechanic I	6
Custodian I	19	Maintenance Mechanic II	3
Custodian I (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. This included legal contingencies, liability and property insurance, postage, Central Appraisal District expenses, and miscellaneous administrative expenses.

FINANCIAL TRENDS

Category	2001 Actuals*	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	($5,155,076)	$4,166,897	$7,183,043	72.38%
Operating	2,793,623	5,530,860	5,924,170	7.11%
Capital	29,680		400,000	100.00%
	($2,331,773)	$9,697,757	$13,507,213	39.28%

*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. This adjustment included accrual for vested benefits, an adjustment for the prior year reversal and accrual of current year contingent liabilities, and change in reserve for inventory.

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not Applicable	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
		Not Applicable	
Full-time employees			
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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$3,701,747	$3,350,982	$4,232,543	26.31%
Capital				
	$3,701,747	$3,350,982	$4,232,543	26.31%

WORK PROGRAM TRENDS

Department Activity	2001 Estimated	2002 Estimated	2003 Projected
Number of grants which county matching funds are budgeted separately from their related departments	19	19	19
Number of grants which county matching funds are budgeted under the department they relate to*	4	6	6
Total number of grants partially or fully funded from County funds	23	25	25

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

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

Not Applicable

HUMAN RESOURCES

MISSION STATEMENT

The mission of the Human Resources Department is to act, in partnership with County departments, in recruiting and retaining a competitive, qualified, motivated and diverse workforce while providing 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: Provide the tools and be the conduit for all County departments in recruiting and hiring qualified and diverse candidates.

Goal 2: To respond equitably to the needs of the department 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' exposure to financial losses and protect its physical assets through the administration of a comprehensive risk management program.

Goal 5: To provide a safe work environment for County employees by reducing the frequency and severity or 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: 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: 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 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 present losses.

GOALS AND OBJECTIVES (CONTINUED)

Objective 5: To conduct safety training to County employees and to create and implement an Accident Prevention Plan.

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.

HIGHLIGHTS

- The Human Resources conducted wage and salary re-grades for FY2001-2002, resulting in review of 796 employee classifications and 92 new positions.
- Orientation: Now extended to full day. 125 participants. Average attendance per session is 40.
- Personnel job descriptions, job applications and postings available on line.
- Training: Sexual Harassment Prevention, Spanish Language Classes, Leadership Development Classes, Customer Service Classes.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$311,683	$455,262	$517,550	13.68%
Operating	25,457	84,104	78,210	-7.01%
Capital				
	$337,140	$539,366	$595,760	10.46%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Employment & Civil Service:			
Positions Posted	311	320	381
Applications Received	6,026	6,207	8,316
Tests Administered	812	836	1,261

Continued on next page.

WORK PROGRAM TRENDS-CONTINUED

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Terminations	206	212	226
Promotions	175	180	189
Grievances Filed Civil Service	11	1	5
Positions reclassified	22	8	13
New Positions	7	5	10
Risk Management			
Training presentations	15	40	70
Insurance Billing & Pmts	36	18	30
Safety inpections	22	30	50
Insurance claims managed	1,952	580	1,000
New Reported Claims	422	145	250
Training Section			
Training Presentations	N/A	5	34
Award/Certificate Presentations	N/A	125	1510
Training Participants	N/A	283	890

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	8	10	12
Part-time employees	1		0
Totals	9	10	12

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	Workers Compensation C	1
Workers Compensation Claims Specialist	1		

See Personnel Changes for this department in Appendix A.

Two new positions were added to this department for fiscal year 2003. The Workers Compensation Claim Specialist was added to act as an intermediary between the County and the County's vendor. The Administrative Assistant was added to help the department as a whole, whether it be in risk management, training and benefits or employment.

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 of El Paso 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 customer's 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.

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, 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.

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.

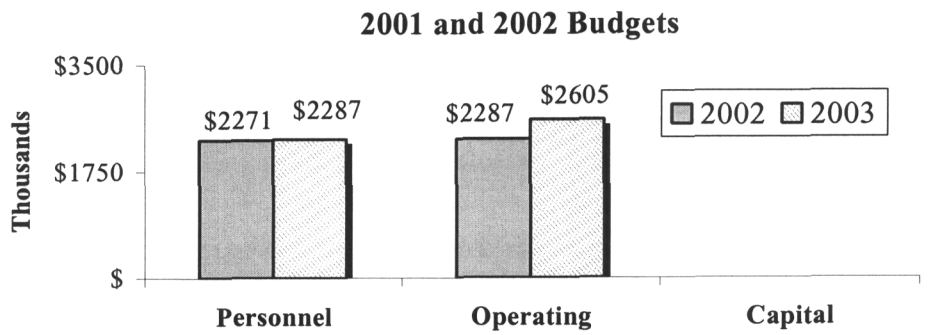
INFORMATION TECHNOLOGY DEPARTMENT

HIGHLIGHTS

- Additional scanning stations, with the respective scanning software, were implemented in the Records Management Department. This has a cost savings of four man-hours a day.
- Implemented a County Library Network, a Card Catalog System, and Internet access for County Library patrons.
- Installed version 4.5 of the OTG Imaging Software.
- Completed the move from the Microsoft NT4.0 platform to Windows 2000 platform on County servers. Some of the freed servers will be used for Disaster Recovery in the event of a failure of any other production server.
- Installed Internet access at the Fabens County Library.

FINANCIAL TRENDS

Category	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$2,040,473	$2,270,948	$2,287,132	0.71%
Operating	1,812,776	2,287,235	2,604,519	13.87%
Capital	34,601		-	
	$3,887,850	$4,558,183	$4,891,651	7.32%



WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Help Desk Calls	5,875	6,051	6,233
Applications Support	545	561	578
Pages Printed	252,525	260,101	267,904
Batch Jobs Processed	18,000	18,540	19,096
Transactions (CICS)	70,000,000	72,100,000	74,263,000

INFORMATION TECHNOLOGY DEPARTMENT

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Local area networks (LAN)	46	47	49
Wide area nework (WAN)	1	1	1
IP terminal addresses	4,282	5	5
IP address	2,500	2,575	2,652
Paychecks printed	160,000	164,800	169,744
Vendor checks printed	56,000	57,680	59,410
Payroll advice's	10,000	10,300	10,609
Training Hours	1,826	1,881	1,937
Web Sites	1	1	1

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	38	38	39
Part-time employees	2	1	1
Totals	40	39	40

AUTHORIZED POSITION DETAIL

Web Master	1	Help Desk/Training Specialist	1
Administrative Assistant II	1	Internet/Intranet Apps. Mgr	1
Applications Program Analyst I	1	Inventory Control Analyst	1
Applications Systems Analyst II	1	LAN Support II	1
Chief Info. Technology Officer	1	LAN Support III	1
Client/Server Prog. I	1	Mainframe Programmer II	2
Client/Server Prog. II	1	Mainframe Programmer III	1
Client/Server Prog. III	2	Mainframe Prog. III (Part Time)	1
Computer Operations Supervisor	1	Network Administrator	1
Computer Operator I	1	Network Administrator Sr.	2
Computer Operator III	1	Network Planning Manager	1
Customer Service Mgr.	1	Office Admin/Support Mgr.	1
Data Control Clerk I	1	PC Maint. Tech. II	1
Director of Info. Technology	1	PC Maint. Tech III	5
Help Desk Support	1	Project Lead Bus Systems	1
Help Desk Support Sr.	1	Writer 1-WEB	2

See Personnel Changes for this department in Appendix A.

The overall addition of one position is actually the result of re-structuring: The deletion of one Accounting Clerk III and Network Administrator and the addition of a Server Programmer III, Webmaster, and Webmaster I; and the deletion of a temporary Programmer III and the conversion to part time status. All these changes were done to better suit the actual duties of these employees.

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.

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$83,171	$87,775	$89,310	1.75%
Capital				
	$83,171	$87,775	$89,310	1.75%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not Applicable	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
		Not Applicable	
Full-time employees			
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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$103,406	$118,612	$127,421	7.43%
Capital				
	$103,406	$118,612	$127,421	7.43%

WORK PROGRAM TRENDS

	2001 Actuals	2002 Estimated	2003 Projected
Daily parking fees	$226,416	$228,943	$235,811
Monthly parking fees	$257,367	$289,055	$297,727

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	**2001**	**2002**	**2003**
Full-time employees		Not Applicable	
Part-time employees			

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.

Goal 6: To ensure that the County of El Paso strictly adheres to all County laws and State of Texas purchasing Statues.

Objective 1: Maintain a high standard of efficiency and professionalism in the supervision of the competitive bidding and proposal process.

Objective 2: Decrease response time in the procurement process.

Objective 3: 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.

GOALS AND OBJECTIVES (CONTINUED)

Objective 4: 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: 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: 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: 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: 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.

HIGHLIGHTS

- The Purchasing Department facilitated the RFP's and RFQ's for three (3) phases of the Ascarate Park Improvement Plan, as well as the River Park Trail Project.
- The Purchasing Department has also facilitated the RFP's and RFQ's for consultants for the privatization of the Ascarate Golf Course.
- The Purchasing Department aided the County Judge's Office in preparing and supplying community events for the County's "Strong Families, Strong Future" program.
- The Purchasing Department aided in the supervision of the construction and furnishings of the 4th, 5th, and 7th floors of the County Courthouse at a savings of approximately $1.4 million.
- Purchasing is participating on both the County of El Paso Building Committee and Equipment Committee in reviewing County equipment and space needs and help find the most cost-effective solutions.
- Purchasing is converting all land, building, and road information to an electronic format in order to maintain a cost database as required by GASB 34. Purchasing brought on line FAACS in June 2001 in order to maintain for the County of El Paso all property and depreciation information as mandated by GASB 34.
- The Purchasing Agent and his assistant are currently representing the County in all proposals for sale of the Landmark Building, and are developing business plan to address the shortage of office space in the County Building by creating a family services building.
- The Purchasing Department solicited proposals for an automated time and attendance system, a bank depository and sub-depository, an external auditor service, and financial advisor.

HIGHLIGHTS (CONTINUED)

- The Purchasing Department solicited proposals and helped negotiate long distance services for the County of El Paso.
- The Purchasing Department is currently involved in the evaluation and negotiation of travel cards for the County of El Paso.
- The Purchasing Department researched, developed specifications, and purchased the evidence presentation systems for the District and County Courts of the County of El Paso.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$603,438	$728,193	$790,420	8.55%
Operating	208,142	352,977	280,800	-20.45%
Capital	2,090			
	$813,670	$1,081,170	$1,071,220	-0.92%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Competitive bids & proposals	114	117	121
Vendors maintained on file	20,271	20,879	21,506
Pieces of mail processed	603,202	621,298	639,937
Requisitions processed	22,344	23,014	23,705
Direct payments to vendors	1,169	1,204	1,240
Commodities on file	53,128	54,722	56,363
Departments on file (ADPICS)	112	115	119
Control & inventory items	50,553	52,070	53,632
Copies processed	2,282,309	2,350,778	2,421,302
County Forms printed in house	1,585,155	1,632,710	1,681,691
Formal training	112	115	119

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	18	19	22
Part-time employees		1	
Totals	18	20	22

AUTHORIZED POSITIONS DETAIL

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		

See Personnel Changes for this department in Appendix A.

Two positions were added to the staffing table of the Purchasing Department, a Central Supply Clerk and a Print/Mail Operator. The Central Supply Clerk was added to help with the implementation requirements of GASB 34 to track depreciation and useful life spans for all inventory items, and a Print / Mail Operator was added to help meet the needs of growing department needs.

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: Out-reach to other departments outside the Courthouse building using a third party representative.

Objective 3: Conduct an in-house employee survey to conduct a co-payment analysis.

Objective 4: Continue educational training for Board members.

HIGHLIGHTS

- Implemented an employee benefits newsletter in English and Spanish.
- Web site accessible to all employees listing physician's provider list.
- E-mail communication to all employees.
- Revised by–laws for Board of Trustees of the Risk Pool.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$4,240	$5,000	$8,800	76.00%
Capital				
	$4,240	$5,000	$8,800	76.00%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not Available	

RISK POOL BOARD OPERATIONS

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	**2001**	**2002**	**2003**
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITIONS DETAIL

Not Applicable

TAX OFFICE

MISSION STATEMENT

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

DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

Article VIII, Section 14, of the Texas Constitution provides for the Office of the County Tax Assessor-Collector. With a staff of 71, the basic duties of the County Tax Assessor-Collector can be consolidated under the following four (4) categories: (1) Assessing and collecting property taxes, (2) Titling and registering motor vehicles, (3) Collecting beer and wine fees, liquor licenses, occupational taxes, hotel/motel taxes, and special vehicle inventory taxes, and (4) Maintaining accountability of all funds.

GOALS AND OBJECTIVES

Goal 1: To provide prompt, efficient and courteous service to our customers at all County tax branch offices and privately owned 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 fully automate functions vital to the operation of the County Tax Assessor-Collector's Office such as the accounting system, mail in registration tracking system, and the disabled person applications imaging system. This will result in significant improvement in data availability, response time, and efficiency.

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 contracted offices in order to provide good customer service.

Goal 5: To maintain and continually update the County Tax-Assessor-Collector's Web page on the Internet which will provide important information to interested citizens about the vehicle titling and registration process, property information and taxes, and other services. Citizens will have the ability to print required forms, as well as to link agencies such as the Texas Department of Transportation, Texas Comptroller of Public Accounts, Central Appraisal District, and the City of El Paso.

Goal 6: To secure the safety of our staff during working hours through armed guard and/or electronic security system, as well as ensure the safety of our customers by having at least two staff persons at each branch office certified in CPR and First Aid. The Office of the County Tax Assessor-Collector shall take preventive measures and shall be prepared for the unexpected.

Goal 7: To review implementation policies and procedures to improve the organization and to better serve our customers.

Goal 8: To review implementation and enhancement of performance measures.

Objective 1: Maintain a high standard of professionalism and efficiency in the day-to-day operations of the County Tax Assessor-Collector.

Objective 2: Provide a working environment, which is conducive to both personal and professional growth for the dedicated staff of the County Tax Assessor-Collector.

GOALS AND OBJECTIVES (CONTINUED)

Objective 3: Continue to work on finalizing the Scofflaw Interlocal agreement with the City of El Paso and the Texas Department of Transportation by integrating all outstanding warrants into our Registration and Titling System (RTS). At the time of registration, if a registrant has an outstanding warrant, the RTS system would flag and alert the Auto Title Clerk. If the registrant is unable to provide proof of payment of the outstanding warrant at the time of registration, the Auto Title Clerk will issue a rejection form, and the registrant must go to the City of El Paso's Municipal courts for clearance.

Objective 4: To continue to aggressively pursue all avenues through law enforcement and the judiciary system in order to reduce the number of violators and increase revenues for both the State and the County.

Objective 5: To open and strategically locate another branch office somewhere in the Socorro/Lower Valley Area in order to provide service to residents of Socorro, San Elizario, Clint, Fabens, and as far as Tornillo.

HIGHLIGHTS

- El Paso County went out for bid in order to obtain a cost-effective County wide Electronic Check Conversion System whereby paper checks are converted into electronic transactions at Point-of-Sale. The bids returned were not cost-efficient and were therefore rejected. According to the experts in the industry, the Electronic Check Conversion Systems are now more cost-efficient than before. The industry has undergone technological improvements to not only the equipment, but the software, too. Therefore, it is the goal of the County Tax Assessor-Collector to attempt going out for bid again, along with other county departments, in order to save time and money in eliminating the requirement to deposit checks and collect insufficient fund checks. We anticipate the cost being covered through County's general fund, due to the fact that it would be a Countywide improvement.

- Opening of the Rushfair and the Zaragosa Branch offices.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$1,693,386	$1,855,102	$1,893,896	2.09%
Operating	207,471	241,545	250,590	3.74%
Capital				
	$1,900,857	$2,096,647	$2,144,486	2.28%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Public Information and Trng:			
Telephone calls received	60,914	61,547	63,393
No. of incoming mail sorted & dist.	88,771	89,694	92,384
Property Tax Collection:			
Transactions processed in person	2,174	2,197	2,262
Ad Valorem Taxes:			
Vehicle inventory receipts processed	4,968	5,020	5,170
Motor Vehicle Registration:			
Mail-in registrants	66,877	68,636	70,695
Walk-in registrants	378,972	388,940	400,608
Motor Title Transfers:			
Title transfers	139,984	136,920	141,027
Dealer transfers (waiting)	8,058	8,142	8,386
Dealer transfers (drop off)	12,755	12,887	13,273
Administrative hearings	526	532	547
Returned checks processed	446	488	502
Other:			
Beer & wine licenses processed	1,332	1,346	1,386
Hotel/motel taxes processed	452	458	471
Occupational licenses processed	222	235	238
Liquor licenses processed	300	310	319
Collections			
Interest Income N.O.W. Acct.	$75,095	$77,348	$79,668
Fees	$9,107,276	$9,380,494	$9,661,909
County Funds	$64,690,282	$66,630,990	$68,629,920
State Funds	$75,138,178	$77,392,323	$79,714,093
Disbursements			
To County Treasury N.O.W Acct.	$75,095	$77,348	$79,668
Fees of Office	$9,107,276	$9,380,494	$9,661,909
Funds of Office	$64,690,282	$66,630,990	$68,629,920
Other Remmitances	$75,138,178	$77,392,323	$79,714,093

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	62	64	64
Part-time employees	5	7	7
Totals	67	71	71

AUTHORIZED POSITIONS DETAIL

Accounting Clerk I	2	Chief Deputy	1
Accounting Clerk II	2	Comp. Systems Support Analyst	1
Accounting Clerk III	2	Inventory Control Clerk	1
Accounting Manager	1	License Clerk	1
Administrative Assistant I	1	Motor Vehicle & Title Director	1
Administrative Assistant II	1	Office Manager	3
Administrative Assistant III	1	Receptionist	1
Assistant Office Manager	5	Records Management Technician	1
Auto Title Clerk I	10	Supply Inventory Clerk	1
Auto Title Clerk I (Part Time)	7	Tax Assessor/Collector	1
Auto Tilte Clerk II	21	Vehicle Inv. Tax Supervisor	1
Auto Title Clerk III	5		

See Personnel Changes for this department in Appendix A.

The County Tax Office was re-structured for fiscal year 2003, resulting in the addition two new Auto Title Clerk I's positions and one new Records Management Technician. These were simply title changes and re-grades to reflect the actual responsibilities of these individuals. No overall increase in total personnel took place.

TAX OFFICE RENOVATIONS

DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

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

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating		$15,403		-100.00%
Capital				
		$15,403		-100.00%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not Applicable	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
		Not Applicable	
Full-time employees			
Part-time employees			
Totals			

AUTHORIZED POSITIONS DETAIL

Not Applicable

ADMINISTRATION OF JUSTICE

FISCAL YEAR 2003 OPERATING BUDGET SUMMARY
GENERAL FUND TYPE ADMINISTRATION OF JUSTICE
WITH COMPARATIVE BUDGETS BY DEPARTMENT

Page No.	Department	2001 Actuals	2002 Budget	2003 Budget	Percent Change
151	6th Administrative Judicial District	$55,995	$60,971	$64,907	6.46%
153	8th Court of Appeals	19,162	19,164	19,164	
155	34th District Court	165,579	181,234	178,547	-1.48%
156	41st District Court	164,027	177,698	176,299	-0.79%
157	65th District Court	195,178	241,001	265,875	10.32%
158	120th District Court	202,848	223,071	214,783	-3.72%
159	168th District Court	171,642	191,950	179,983	-6.23%
160	171st District Court	158,299	168,383	163,317	-3.01%
161	205th District Court	174,457	175,118	172,272	-1.63%
162	210th District Court	163,776	171,518	171,929	0.24%
163	243rd District Court	158,066	186,636	173,369	-7.11%
164	327th District Court	210,951	200,742	190,449	-5.13%
165	346th District Court	166,644	178,352	175,766	-1.45%
166	383rd District Court	142,288	177,972	229,767	29.10%
167	384th District Court	158,200	173,295	171,765	-0.88%
168	388th District Court	149,709	173,816	223,592	28.64%
169	409th District Court	159,089	172,425	169,712	-1.57%
170	Associate CPS Court	293,950	320,555	310,997	-2.98%
171	Associate Family Court 1	258,509	297,934	285,842	-4.06%
172	Associate Family Court 2	290,541	322,296	316,668	-1.75%
173	Associate Family Court 3	2,620	305,716	293,986	-3.84%
174	Council of Judges Administration	3,125,906	3,885,232	3,923,042	0.97%
176	County Attorney	2,601,790	3,147,719	3,218,831	2.26%
182	County Attorney Bond Forfeitures	219,886	234,470	234,874	0.17%
184	County Attorney RETGH Legal	334,404	372,992	404,165	8.36%
187	County Attorney Teen Court Coordinator	36,819	63,393	63,716	0.51%
189	County Court at Law Administration	428,818	526,865	505,539	-4.05%
191	County Court at Law Judges	927,390	931,238	931,994	0.08%
192	County Court at Law No. 1	147,170	171,474	168,822	-1.55%
193	County Court at Law No. 2	154,891	167,869	164,264	-2.15%
194	County Court at Law No. 3	162,165	182,270	171,042	-6.16%
195	County Court at Law No. 4	157,867	164,354	162,591	-1.07%
196	County Court at Law No. 5	163,760	183,348	176,372	-3.80%
197	County Court at Law No. 6	166,366	181,354	177,277	-2.25%
198	County Court at Law No. 7	161,939	168,723	170,806	1.23%
199	County Criminal Court at Law No. 1		144,065	165,131	14.62%
201	County Criminal Court at Law No. 2		145,775	165,131	13.28%
203	County Criminal Magistrate Judges		265,373	266,283	0.34%
204	Criminal Law Magistrate I	272,714	289,973	286,395	-1.23%
205	District Attorney	5,444,667	6,799,947	6,990,627	2.80%
207	District Judges Salary Supplement	163,202	163,996	164,568	0.35%

FISCAL YEAR 2003 OPERATING BUDGET SUMMARY GENERAL FUND TYPE ADMINISTRATION OF JUSTICE WITH COMPARATIVE BUDGETS BY DEPARTMENT

Page No.	Department	2001 Actuals	2002 Budget	2003 Budget	Percent Change
208	Impact Court	128,785	172,505	168,552	-2.29%
209	Justice of the Peace No. 1	$171,564	$187,519	$191,487	2.12%
211	Justice of the Peace No. 2	173,915	192,295	195,314	1.57%
213	Justice of the Peace No. 3	170,534	197,913	200,724	1.42%
215	Justice of the Peace No. 4	184,736	214,782	218,810	1.88%
217	Justice of the Peace No. 5	126,103	147,932	149,228	0.88%
219	Justice of the Peace No. 6	312,242	355,096	358,013	0.82%
221	Justice of the Peace No. 7	229,932	276,720	286,415	3.50%
223	Juvenile Court Referee	281,019	301,997	300,985	-0.34%
224	Probate Court	449,316	506,748	514,231	1.48%
226	Probate Court Special Travel	3,666			
227	Public Defender	2,087,727	2,699,531	2,719,095	0.72%
229	Tax Court	84,100	112,784	112,096	-0.61%
	Totals	$22,534,923	$27,676,099	$28,075,409	1.44%

FISCAL YEAR 2003 OPERATING BUDGET SUMMARY BY CHARACTER-GENERAL FUND TYPE ADMINISTRATION OF JUSTICE

Character	2001 Actuals	2002 Budget	2003 Budget	Percent Change
Personnel	$18,939,294	$22,847,648	$23,553,964	3.09%
Operating	3,593,695	4,815,951	4,521,445	-6.12%
Capital	1,934	12,500		-100.00%
Totals	$22,534,923	$27,676,099	$28,075,409	1.44%

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 OBJECTIVES

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

Objectives: The 6th 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.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$55,995	$60,971	$64,907	6.46%
Capital				
	$55,995	$60,971	$64,907	6.46%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
District Courts (22)			
Civil and Juvenile Cases			
Cases pending from prior year	19,832	20,427	21,040
Cases added	26,507	27,302	28,121
Cases disposed	24,884	25,631	26,399
Cases pending year end	21,455	22,099	22,762
Criminal Cases			
Cases pending from prior year	12,280	12,648	13,028
Cases added	9,993	10,293	10,602
Cases disposed	9,259	9,537	9,823
Cases pending year end	13,014	13,404	13,807
County Courts (36)			
Civil and Juvenile Cases			
Cases pending from prior year	3,505	3,610	3,718
Cases added	3,769	3,882	3,999
Cases disposed	3,344	3,444	3,548
Cases pending year end	3,930	4,048	4,169
Criminal Cases			
Cases pending from prior year	33,442	34,445	35,479
Cases added	30,023	30,924	31,851
Cases disposed	28,360	29,211	30,087
Cases pending year end	35,105	36,158	37,243

*Source Texas Judicial System Annual Report

6TH ADMINISTRATIVE JUDICIAL DISTRICT

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	**2001**	**2002**	**2003**
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.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$19,162	$19,164	$19,164	
Operating				
Capital				
	$19,162	$19,164	$19,164	

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
4 Justices			
Civil and Juvenile Cases			
Cases pending from prior year	214	220	227
Cases added	251	259	266
Cases disposed	256	264	272
Cases pending year end	209	215	222
Criminal Cases			
Cases pending from prior year	311	320	330
Cases added	285	294	302
Cases disposed	303	312	321
Cases pending year end	293	302	311
Avg. time between filing & Disposition (in months)			
Civil and Juvenile Cases	9.6	9.89	10.18
Criminal Cases	13.9	14.32	14.75

WORK PROGRAM TRENDS-Continued

	2001 Actuals	2002 Estimated	2003 Projected
Avg. percent of cases filed but not yet disposed for more than 24 months			
Civil and Juvenile Cases	0.98	1.01	1.04
Criminal Cases	3.04	3.13	3.23
Avg. time between submission & Disposition (in months)			
Civil and Juvenile Cases	2.4	2.5	2.5
Criminal Cases	3.1	3.2	3.3
Avg. percent of cases under submission for more than 12 months			
Civil and Juvenile Cases	3.75	3.9	4.0
Criminal Cases	7.87	8.1	8.3
Clearance Rate			
Civil and Juvenile Cases	101.99	105.05	108.20
Criminal Cases	106.32	109.51	112.79

*Source Texas Judicial System Annual Report

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	**2001**	**2002**	**2003**
Full-time employees	4	4	4
Part-time employees			
Totals	4	4	4

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$156,130	$164,918	$163,947	-0.59%
Operating	9,449	16,316	14,600	-10.52%
Capital				
	$165,579	$181,234	$178,547	-1.48%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the Council of Judges Administration.

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
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		

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 OBECTIVE

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$154,067	$165,872	$164,999	-0.53%
Operating	9,960	11,826	11,300	-4.45%
Capital				
	$164,027	$177,698	$176,299	-0.79%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the Council of Judges Administration.

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$180,897	$217,301	$249,575	14.85%
Operating	14,281	23,700	16,300	-31.22%
Capital				
	$195,178	$241,001	$265,875	10.32%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the Council of Judges Administration.

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	4	5	6
Part-time employees			
Totals	4	5	6

AUTHORIZED POSITION DETAIL

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

See Personnel Changes for this department in Appendix A.

During fiscal year 2002, the 65th District Court was approved for one additional Legal Secretary III transferred from the 327th District Court and for one additional Case Manager beginning fiscal year 2003 to help with increasing number of family cases such as divorce and child custody.

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.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$192,882	$203,561	$203,083	-0.23%
Operating	9,966	19,510	11,700	-40.03%
Capital				
	$202,848	$223,071	$214,783	-3.72%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the Council of Judges Administration.

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	4	4	4
Part-time employees			
Totals	4	4	4

AUTHORIZED POSITION DETAIL

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$157,221	$169,690	$163,733	-3.51%
Operating	14,421	22,260	16,250	-27.00%
Capital				
	$171,642	$191,950	$179,983	-6.23%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the Council of Judges Administration.

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$151,163	$153,523	$152,817	-0.46%
Operating	7,136	14,860	10,500	-29.34%
Capital				
	$158,299	$168,383	$163,317	-3.01%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the Council of Judges Administration.

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
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		

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$163,382	$159,143	$159,072	-0.04%
Operating	11,075	15,975	13,200	-17.37%
Capital				
	$174,457	$175,118	$172,272	-1.63%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the Council of Judges Administration.

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
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		

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$154,374	$158,018	$158,529	0.32%
Operating	9,402	13,500	13,400	-0.74%
Capital				
	$163,776	$171,518	$171,929	0.24%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the Council of Judges Administration.

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	2001	2002	2003
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		

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$150,077	$166,826	$161,269	-3.33%
Operating	7,989	19,810	12,100	-38.92%
Capital				
	$158,066	$186,636	$173,369	-7.11%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the Council of Judges Administration.

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	2001	2002	2003
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		

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.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$195,729	$177,726	$177,199	-0.30%
Operating	15,222	23,016	13,250	-42.43%
Capital				
	$210,951	$200,742	$190,449	-5.13%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the Council of Judges Administration.

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	4	4	3
Part-time employees			
Totals	4	4	3

AUTHORIZED POSITION DETAIL

Bailiff	1	Court Coordinator	1
Certified Court Reporter	1		

See Personnel Changes for this department in Appendix A.

During the 2002 fiscal year, Commissioners Court approved transferring a Legal Secretary III position from the 327th District Court into the 65th District Court to meet their growing needs.

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$154,712	$163,327	$162,416	-0.56%
Operating	11,932	15,025	13,350	-11.15%
Capital				
	$166,644	$178,352	$175,766	-1.45%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the Council of Judges Administration.

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
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		

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.

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$133,423	$160,722	$217,217	35.15%
Operating	8,865	17,250	12,550	-27.25%
Capital				
	$142,288	$177,972	$229,767	29.10%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the Council of Judges Administration.

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	3	3	5
Part-time employees			
Totals	3	3	5

AUTHORIZED POSITION DETAIL

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

See personnel changes for this department in Appendix A.

Two additional positions, a Case Manager and a Data Entry Clerk II were added to this department beginning in fiscal year 2003 to meet the growing number of cases.

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$149,857	$158,295	$158,915	0.39%
Operating	8,343	15,000	12,850	-14.33%
Capital				
	$158,200	$173,295	$171,765	-0.88%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the Council of Judges Administration.

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
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		

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$137,192	$155,576	$211,392	35.88%
Operating	12,065	18,240	12,200	-33.11%
Capital	452			
	$149,709	$173,816	$223,592	28.64%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the Council of Judges Administration.

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	2001	2002	2003
Full-time employees	3	3	5
Part-time employees			
Totals	3	3	5

AUTHORIZED POSITION DETAIL

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

See personnel changes for this department in Appendix A.

Two additional positions, a Case Manager and Data Entry Clerk II as approved by Commissioners Court were added for fiscal year 2003 to help alleviate the growing needs of this Court.

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$146,511	$158,775	$158,362	-0.26%
Operating	12,578	13,650	11,350	-16.85%
Capital				
	$159,089	$172,425	$169,712	-1.57%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the Council of Judges Administration.

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
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		

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$258,429	$278,855	$278,397	-0.16%
Operating	35,521	41,700	32,600	-21.82%
Capital				
	$293,950	$320,555	$310,997	-2.98%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the County Court of Law Administration.

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	2001	2002	2003
Full-time employees	4	4	4
Part-time employees		1	1
Totals	4	5	5

AUTHORIZED POSITION DETAIL

Admin. Assistant I, Part-Time	1	Court Coordinator	1
Bailiff	1	Master	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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$248,394	$276,134	$273,722	-0.87%
Operating	10,115	21,800	12,120	-44.40%
Capital				
	$258,509	$297,934	$285,842	-4.06%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the Council of Judges Administration.

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	4	4	4
Part-time employees			
Totals	4	4	4

AUTHORIZED POSITION DETAIL

Bailiff	1	Court Coordinator	1
Certified Court Reporter	1	Master	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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$276,925	$306,696	$305,198	-0.49%
Operating	13,616	15,600	11,470	-26.47%
Capital				
	$290,541	$322,296	$316,668	-1.75%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the Council of Judges Administration.

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
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	Master	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.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$2,133	$266,991	$281,786	5.54%
Operating	487	38,725	12,200	-68.50%
Capital				
	$2,620	$305,716	$293,986	-3.84%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the Council of Judges Administration.

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees		4	4
Part-time employees			1
Totals		4	5

AUTHORIZED POSITION DETAIL

Baliff	1	Data Entry Clerk II, part-time	1
Certified Court Reporter	1	Master	1
Court Coordinator	1		

See Personnel Changes for this department in Appendix A.

Beginning in fiscal year 2003, a part time Data Entry Clerk II was added to meet the growing number of cases in this Court.

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$730,008	$959,159	$1,055,552	10.05%
Operating	2,395,509	2,913,573	2,867,490	-1.58%
Capital	389	12,500		-100.00%
	$3,125,906	$3,885,232	$3,923,042	0.97%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
District Courts			
Civil Docket			
Cases from prior year	12,864	13,250	13,647
New cases	19,518	20,104	20,707
Adjustments	1	1	1
Cases disposed	18,601	19,159	19,734
Cases pending end of year	13,782	14,195	14,621
Criminal Docket			
Cases from prior year	8,469	8,723	8,985
New cases	7,523	7,749	7,981
Adjustments	(1)	(1)	(1)
Cases disposed	6,800	7,004	7,214
Cases pending end of year	9,191	9,467	9,751

Continued on next page.

WORK PROGRAM TRENDS-CONTINUED

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
District Courts			
Juvenile Docket			
Cases from prior year	530	546	562
New cases	2,387	2,459	2,532
Adjustments	34	35	36
Cases disposed	1,977	2,036	2,097
Cases pending end of year	974	1,003	1,033

*Source Texas Judicial System Annual Report

Revenue-District Court			
District Courts revenue	$4,064,924	$4,186,872	$4,312,478
Disbursed to County	$3,440,521	$3,543,737	$3,650,049
Disbursed to State	$624,403	$643,135	$662,429
Percentage to County	85%	85%	85%

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	**2001**	**2002**	**2003**
Full-time employees	16	20	22
Part-time employees			
Totals	16	20	22

AUTHORIZED POSITION DETAIL

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/ Coordinator	1
Bailiff	3	Office Admin./Support Mgr.	1
First Asst. Coun. Judges Administrator	1		

See Personnel Changes for this department in Appendix A.

Two additional positions, an Assistant Council of Judges Administrative Support Manager and a Bailiff were added for fiscal year 2003 to support the needs of the County and District Courts.

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 provide oversight to insure cases and other legal matters are effectively handled in each unit.

Objective 2: To oversee the administration of the entire office to insure efficient and effective operations.

Objective 3: To provide legal advice to the County department directors, elected officials, committee members and board members in the administration of County business.

Objective 4: To provide all staff with appropriate training in a cost effective manner.

Objective 5: To provide efficient, timely, and reliable legal services by maintaining databases and using technological resources.

Objective 6: To provide competent information and referrals and initial contact with the public.

GOALS AND OBJECTIVES CONTINUED

Objective 7: To provide equipment, supplies, and technological adequacy in order to properly perform duties and to be responsive to the human resource needs of our employees.

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.

HIGHLIGHTS

- During FY 2001-2002, the County Attorney successfully provided quality legal services to County Officials and employees. These services were provided through representation in litigation and delivery of opinions and contracts.
- This year the General Counsel reduced a large backlog of requests for legal opinions, bringing it current, in addition to finalizing 98% of contracts received.
- In the area of juvenile crime, the Teen Court expanded the number of teens served and established permanent facilities in the Socorro Independent School District. Law enforcement expanded the number to include school district police departments. The juvenile unit prosecuted more cases referred by federal agencies.
- The County Attorney created an Elder Protection Unit devoted to seeking court orders for the protection of the elderly who are abused, exploited, or neglected.
- This year, the County Attorney successfully facilitated awareness of new dating violence legislation by hosting dating violence conferences for both teen boys and girls in the El Paso community. The County Attorney is committed to the abused and neglected children in the County.
- The office is a leader in the El Paso CARE Coalition, which will be putting on a conference to educate the community regarding the needs of local child –placing agencies in providing quality foster care.
- Information regarding various collateral support agencies that assist abused and neglected children will be available. A senior attorney has been assigned the task of establishing a unit to aggressively tackle Deceptive Business Practices, and the Environmental Unit has expanded its prevention program.
- The office focused on expanding services to the community by providing training for governmental employees and presenting information and training seminars for the public.
- The Theft by check Unit is now handling 4,500 cases per month.
- The Mental Health Unit spearheaded a Memorandum of Understanding among the components of the criminal justice and mental health systems, which implements a process of jail diversion for mentally ill criminal offenders.

HIGHLIGHTS CONTINUED

- The Civil Unit has taken over most of the Worker's Compensation litigation, saving the County the cost of outside counsel. The County Attorney's Office is preparing for the 2003 Texas Legislative Session and is an active proponent of the Border Health Institute, prevailing wage rate legislation, access to capital issues, and the mental health measures.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$2,491,924	$2,946,359	$3,033,921	2.97%
Operating	109,933	201,360	184,910	-8.17%
Capital*	(67)			
	$2,601,790	$3,147,719	$3,218,831	2.26%

*Credit represents reimbursement of a prior year expenditure.

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Office admin/IT/reception			
Avg. cost of adm cost/case	$10	$10	$11
Avg. cost of office admin/matter	$24	$25	$26
Avg. cost per meeting/hearing	$135	$139	$143
Avg. no. of hours/meeting/hearing	2	2	2
No. of staff/attorneys trained	3	3	3
Cost of trng per per staff/attorney	$1,500	$1,545	$1,591
Avg. cost of training per staff	$2	$2	$2
Criminal Unit/Theft by Check			
No. of groups participated in	17	18	18
No. of activities, mtgs, or seminars	30	31	32
Avg. no of hrs/meeting etc.	3	3	4
No. of NSF check screened	40,842	42,067	43,329
No. of NSF checks accepted	39,961	41,160	42,395
Rate of acceptance	98%	98%	98%
Avg. cost per check accepted	$1	$1	$1
Total collection of court awards	$1,302,919	$1,342,007	$1,382,267
Criminal Unit/Environmental Protection			
No. of groups participated in	153	158	162
Avg. cost per group	$176	$181	$187
No. of trainings held	36	37	38
No. of people trained	753	776	799
No. of people trained/session	21	22	22
No. of cases referred	173	178	184
No. of cases accepted	117	121	124
Rate of acceptance	68%	70%	72%
No. of cases with positive outcomes	84	87	89
Rate of successful outcomes	72%	74%	76%

Continued on next page.

WORK PROGRAM TRENDS-CONTINUED

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Criminal Unit/Environmental Protection			
Avg. cost per case screened	68	70	72
Avg. cost per case accepted/handled	$267	$275	$283
Total collection of court awards	$75,311	$77,570	$79,897
Deceptive Business Practice			
No. of cases screened	236	243	250
No. of cases accepted	71	73	75
Rate of acceptance	30%	31%	32%
No. of cases with positive outcomes	46	47	49
Rate of successful outcomes	65%	67%	69%
Avg. cost per case screened	$23	$24	$24
Avg. cost per case accepted/handled	$285	$293	$302
Total collection of court awards	$31,404	$32,346	$33,317
Investigator Unit			
No. of leads submitted	694	715	736
No. of leads resolved	694	715	736
Rate of resolutions	100%	100%	100%
Civil litigation unit			
No. of new cases referred	219	226	232
No. of cases accepted	219	226	232
Rate of acceptance	100%	100%	100%
Total no. of cases handled	406	418	431
No. of cases finalized	182	187	193
Rate of completion/resolution	45%	46%	48%
Cost per case handled	$995	$1,025	$1,056
No. of cases closed in 12 months	173	178	184
No. of cases closed within 12 months of receipt	114	117	121
Rate of completion within 12 months	70%	72%	74%
Child protective services			
Avg. cost of staff training	195	201	207
Avg. cost of attorney training	539	555	572
No. of cases referred	146	150	155
No. of cases accepted	146	150	155
Rate of acceptance	100%	100%	100%
No. of cases with positive outcomes	146	150	155
Rate of completion with positive outcom	100%	100%	100%
Avg. cost per case screened	$76	$78	$81
Avg. cost per case handled	$2,804	$2,888	$2,974
No. of community training held	10	10	11
No. of people in community trained	496	511	526
Cost per person in community	$5	$5	$5

Continued on next page.

WORK PROGRAM TRENDS-CONTINUED

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Child protective services			
No. of community groups participated in	29	30	31
No. of hours spent on community groups	60	61	63
Avg. no. of hours spent per group	2	2	2
Juvenile Unit			
No. of cases finalized	612	630	649
Rate of completion	100%	100%	100%
Avg cost per case screened	$99	$102	$105
Avg. cost per case handled	$195	$201	$207
Avg. cost per staff trained	$119	$123	$126
Avg. cost per attorney trained	$647	$666	$686
Mental Health			
No. of cases referred	546	562	579
No. of cases accepted	546	562	579
Rate of acceptance	100%	100%	100%
Rate of successful outcomes	100%	100%	100%
Avg. cost per case screened	$81	$83	$86
Avg. cost per case handled	$81	$83	$86
Avg. cost per staff trained	$250	$258	$265
Avg. cost per attorney trained	$1,500	$1,545	$1,591
No. of community trainings held	20	21	300
No. of people trained	397	409	300
Avg. cost per community person trained	$32	$33	$34
No. of groups participated in	120	124	127
Avg. cost per attendance	$288	$297	$306
Avg. cost per staff trained	$250	$258	$265
Avg. cost per attorney trained	$1,500	$1,545	$1,591
General Counsel Unit			
No. of contracts completed	457	471	485
Rate of completion	98%	100%	100%
Avg. cost of salaries per contract	$252	$260	$267
No. of opinions completed	282	290	299
Cost per opinion	$292	$301	$310
No. of attorney hours spent on legistlative activities	208	214	221
Avg. cost per attorney hr on legistlative activities	$38	$39	$40
Avg. cost of consultation for water,property and land use	$44	$45	$47
Elder Protection Unit			
No. of cases referred	5	5	5
No. of cases accepted	5	5	5
Rate of acceptance	100%	100%	100%
No. of cases with positive outcomes	5	5	5
Rate of successful outcomes	100%	100%	100%

Continued on next page.

WORK PROGRAM TRENDS-CONTINUED

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Family Violence Unit			
No. of cases screened	1,338	859	885
No. of cases accepted	784	571	588
Rate of acceptance	59%	66%	66%
Degree of applicant satisfaction	59%	66%	66%
No. of cases successful	784	571	588
Rate of success	100%	100%	100%
Cost per case screened	N/A	$91.32	$94.06
No of cases resolved within 12 months	574	455	469
Percentage resolved within 12 months	73%	80%	80%

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	**2001**	**2002**	**2003**
Full-time employees	48	55	59
Part-time employees			
Totals	48	55	59

AUTHORIZED POSITION DETAIL

Chief Investigator	1	Lan Support III	1
Collections Analyst	1	Legal Secretary I	9
Collections Clerk	4	Legal Secretary II	8
County Attorney	1	Office Admin/Support Mgr.	1
Division/Unit Chief Atty.	5	Office Coordinator	1
Ex. Secretary/Admin Asst.	1	Paralegal I	3
First Asst. County Atty/		Receptionist	2
Administrator	1	Trial Attorney	2
Investigator	2	Senior Trial Attorney	14
Lan Support II	1	Trial Team Chief Atty.	1

See Personnel Changes for this department on Appendix A.

During fiscal year 2002, three positions, a Legal Secretary III, Paralegal I, and a Senior Trial Attorney were added for the newly created Elder Protection Unit. Beginning fiscal year 2003, one position was added, mainly to cover for a grant position that was transferred to this department.

COUNTY ATTORNEY BOND FORFEITURES

DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This Department is a division of the County Attorney's office established for the specific purpose of obtaining final judgements on forfeitures for all surety and personal recognizable bonds and collecting on all such judgements.

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: Maximize amount of restitution and fees collected.

Objective 3: Maximize amount of restitution and fees recovered.

Objective 4: To maintain databases currently, accurately and complete.

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 maximize the number of people so that they will properly perform their government duties.

Objective 8: To provide training in a cost efficient manner.

Objective 9: To participate in community activities, boards and groups.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$219,886	$225,920	$226,874	0.42%
Operating		8,550	8,000	-6.43%
Capital				
	$219,886	$234,470	$234,874	0.17%

COUNTY ATTORNEY BOND FORFEITURES

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Actuals	2003 Projected
No. of cases referred	1,690	1,301	1,340
No. of cases accepted	1,606	1,236	1,273
Rate of acceptance	95%	95%	95%
No. of cases closed	1,485	1,236	1,273
Rate of closure	92%	100%	100%
Cost per case screened	$1.15	$1.49	$1.53
Cost per case accepted/handled	$123	$159	$164
No. of cases successful	1,238	N/A	1,312
Rate of successful closures	77%	N/A	100%
Amount of bail bonds referred	$3,828,469	$3,637,988	$3,747,128
Amount of judgement awarded	$1,515,205	$1,776,425	$1,829,718
Rate of successful judgements	40%	49%	49%
Amount of judgements collected	$1,552,781	$1,033,260	$1,064,258
Rate of collection	100%	58%	100%

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	6	6	6
Part-time employees			
Totals	6	6	6

AUTHORIZED POSITIONS DETAIL

Bond Forfeiture Coord. CA/Investigator	1	Legal Secretary I	1
Collection Clerk	2	Senior Trial Attorney	2

COUNTY ATTORNEY RETGH LEGAL

DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This department is a division of the County Attorney's office established to assume responsibility for providing legal representation to the El Paso County Hospital District Board of Managers and general legal advice to the hospital administration at standing hospital committee meetings. This department drafts and reviews all legal claims brought against the Hospital or Board of Managers and monitors all litigation involving the Hospital. It further responds to all EEOC complaints brought against the Hospital and reviews internal employee grievances. Upon request, the department will provide written legal opinions and assist in drafting hospital policies and procedures.

GOALS AND OBJECTIVES

Goal 1: To provide quality legal advice 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 assist the hospital staff in making life and death decisions that require immediate access to legal counsel.

Goal 4: To provide legal training to the maximum number of people so that they might better perform their governmental duties, and to provide it in a cost efficient manner.

Goal 5: 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 resources.

Objective 1: To effectively complete opinions, minimize their preparation costs, and complete on time.

Objective 2: To effectively complete all contracts, minimize their preparation costs, and complete on time.

Objective 3: To effectively resolve all cases, minimize costs of prosecution, and complete all cases within 12 months.

Objective 4: To maximize the amount of billings subject to collection.

Objective 5: To maximize the percentage of valid collections recovered.

Objective 6: To enforce the Public Information Act, and to assist with the legislative agenda.

Objective 7: To maintain current, accurate and complete databases.

Objective 8: To provide all staff with appropriate training and continuing legal education in a cost effective manner.

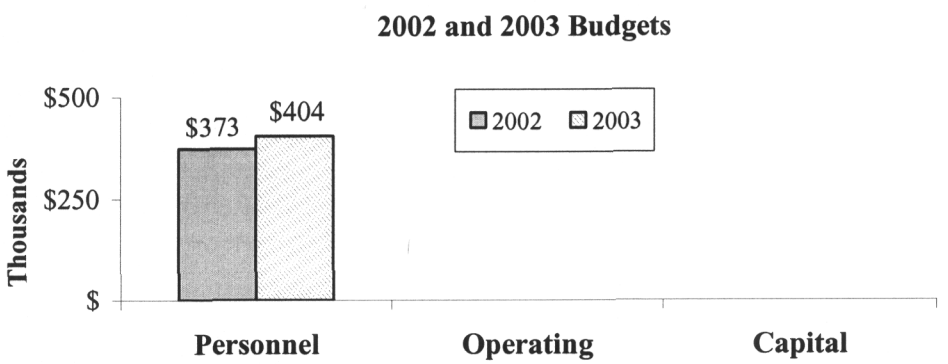
Objective 9: To participate in community activities, boards, and groups.

HIGHLIGHTS

- The Thomason Hospital Unit assisted in the adoption of an apprenticeship program and the establishment of interim prevailing wage rates for the Hospital District.

FINANCIAL TRENDS

Category	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$330,316	$372,992	$404,165	8.36%
Operating	3,866			
Capital	222			
	$334,404	$372,992	$404,165	8.36%



WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Hospital District Legal Unit			
Litigation			
Number of Cases Handled	31	32	33
Cases and claims resolved during year	17	18	18
Percentage of cases and claims closed in fiscal year	55%	55%	55%
Average cost per cases defended	$296.81	$173.18	$173.18
Opinions			
Opinions Requested	403	415	428
Opinions Provided	172	177	182
% of Opinions finalized in fiscal year	43%	43%	43%
Cost per opinion issued	$336	$346	$356
Contracts			
Contract Work Requested	210	216	350
Contracts Written and reviewed	121	125	210
Average Cost per Contract	$415	$433	$442
% of contracts completed	58%	58%	60%
Training			
No. of training sessions	1	1	1
No. of people trained	30	31	32

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	6	6	6
Part-time employees	1		
Totals	7	6	6

AUTHORIZED POSITION DETAIL

Chief Legal Officer	1	Office Manager	1
Collections Specialist	1	Senior Trial Attorney	2
Legal Secretary I	1		

See Personnel Changes for this department in Appendix A.

During fiscal year 2002, the Collection Analyst position was re-titled to Collection Specialist to better match job responsibilities.

COUNTY ATTORNEY TEEN COURT COORDINATOR

DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This index was set up to capture the expenses billed and fully reimbursed by the Socorro Independent School District. This department will provide the following services: coordinate the special project program, prevention and public education strategies targeting underage drinking and provide assistance to schools, courts, law enforcement, and other outside agencies.

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 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 identify cases effectively through screening, to effectively resolve cases handled, to minimize screening costs, and resolve all cases within 12 months.

Objective 2: To maintain database current, accurate, and complete.

Objective 3: To provide all staff with appropriate training and continuing legal education in a cost effective manner.

Objective 4: To participate in community activities, boards, and groups.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$35,723	$42,363	$42,686	0.76%
Operating	1,096	21,030	21,030	
Capital				
	$36,819	$63,393	$63,716	0.51%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Teen Court			
Cases screened	32	33	34
Cases accepted	32	33	34
Rate of acceptance	100%	100%	100%
Cost per case	$186	$180	$175
Legal Training			
No. of training sessions	2	2	2
No. of people trained	324	334	344
Cost of training/person	$12	$12	$12

COUNTY ATTORNEY TEEN COURT COORDINATOR

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	**2001**	**2002**	**2003**
Full-time employees	1	1	1
Part-time employees			
Totals	1	1	1

AUTHORIZED POSITION DETAIL

Teen Court Coordinator	1

COUNTY COURT AT LAW ADMINISTRATION

DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The County Courts 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.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$417,562	$506,179	$491,482	-2.90%
Operating	11,256	20,686	14,057	-32.05%
Capital				
	$428,818	$526,865	$505,539	-4.05%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Civil Docket			
Begining cases pending	887	914	941
New cases	1,554	1,601	1,649
Total cases	2,441	2,514	2,590
Cases disposed	1,276	1,314	1,354
Ending unresolved cases	1,165	1,200	1,236
Clearance rate	52%	52%	52%
Criminal Docket			
Begining cases pending	21,837	22,492	23,167
New cases	20,248	20,855	21,481
Total cases	42,085	43,348	44,648
Cases disposed	18,354	18,905	19,472
Ending unresolved cases	23,731	24,443	25,176
Clearance rate	44%	44%	44%

*Source Texas Judicial System Annual Report

Revenue-County Courts			
County Courts revenue	$4,405,574	$4,537,741	$4,673,873
Disbursed to County	$4,000,764	$4,120,787	$4,244,411
Disbursed to State	$404,810	$416,954	$429,463
Percentage to County	91%	91%	91%

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	**2001**	**2002**	**2003**
Full-time employees	15	17	17
Part-time employees			
Totals	15	17	17

COUNTY COURT AT LAW ADMINISTRATION

AUTHORIZED POSITION DETAIL

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
Date Entry Clerk I	3	Sr. Caseworker	1

COUNTY COURT AT LAW JUDGES

DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The salaries and fringe benefits of the seven County Criminal Court at Law Judges are funded separately from their individual Courts through this index.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$927,390	$931,238	$931,994	0.08%
Operating				
Capital				
	$927,390	$931,238	$931,994	0.08%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the County Court at Law Administration.

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	9	7	7
Part-time employees			
Totals	9	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.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$142,242	$157,679	$157,272	-0.26%
Operating	4,928	13,795	11,550	-16.27%
Capital				
	$147,170	$171,474	$168,822	-1.55%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the County Court at Law Administration.

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
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. 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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$146,176	$152,294	$153,214	0.60%
Operating	8,715	15,575	11,050	-29.05%
Capital				
	$154,891	$167,869	$164,264	-2.15%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the County Court at Law Administration.

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
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. 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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$148,745	$158,654	$157,992	-0.42%
Operating	13,420	23,616	13,050	-44.74%
Capital				
	$162,165	$182,270	$171,042	-6.16%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the County Court at Law Administration.

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
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. 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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$149,725	$150,854	$151,341	0.32%
Operating	8,101	13,500	11,250	-16.67%
Capital	41			
	$157,867	$164,354	$162,591	-1.07%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the County Court at Law Administration.

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
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. 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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$155,018	$166,248	$164,522	-1.04%
Operating	8,742	17,100	11,850	-30.70%
Capital				
	$163,760	$183,348	$176,372	-3.80%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the County Court at Law Administration.

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$154,315	$164,198	$164,827	0.38%
Operating	11,154	17,156	12,450	-27.43%
Capital	897			
	$166,366	$181,354	$177,277	-2.25%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the County Court at Law Administration.

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	2001	2002	2003
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. 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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$152,316	$156,773	$158,331	0.99%
Operating	9,623	11,950	12,475	4.39%
Capital				
	$161,939	$168,723	$170,806	1.23%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the County Court at Law Administration.

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
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 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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel		$103,746	$152,331	46.83%
Operating		40,319	12,800	-68.25%
Capital				
		$144,065	$165,131	14.62%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the County Court at Law Administration.

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees		3	3
Part-time employees			
Totals		3	3

COUNTY CRIMINAL COURT AT LAW NO. 1

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel		$103,746	$152,331	46.83%
Operating		42,029	12,800	-69.54%
Capital				
		$145,775	$165,131	13.28%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the County Court at Law Administration.

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees		3	3
Part-time employees			
Totals		3	3

COUNTY CRIMINAL COURT AT LAW NO. 2

AUTHORIZED POSITION DETAIL			
Certified Court Reporter	1	Bailiff	1
Court Coordinator	1		

COUNTY CRIMINAL MAGISTRATE JUDGES

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		$265,373	$266,283	0.34%
Operating				
Capital				
		$265,373	$266,283	0.34%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the Counci of Judges Administration.

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees		2	2
Part-time employees			
Totals		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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$267,460	$279,848	$280,025	0.06%
Operating	5,254	10,125	6,370	-37.09%
Capital				
	$272,714	$289,973	$286,395	-1.23%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the Council of Judges Administration.

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	5	5	5
Part-time employees			
Totals	5	5	5

AUTHORIZED POSITION DETAIL

Caseworker	1	Criminal Law Magistrate	1
Senior Caseworker	1	Court Administration Assistant	1
Certified Court Reporter	1		

See Personnel Changes for this department in Appendix A.

Beginning in fiscal year 2003, a Caseworker position was re-graded and re-titled to a Senior Caseworker to better match job responsibilities.

DISTRICT ATTORNEY

MISSION STATEMENT

The mission of the District Attorney's Office for the 34th 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 34th 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 34th 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 34th 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).

HIGHLIGHTS

- The District Attorney and the Southwest Border Prosecutors recouped two million dollars for the County of El Paso, as federal reimbursement for area drug cases.
- The District Attorney participants in pre-trial diversion (PTD) user funded program that provides rehabilitation alternatives to lesser offenders.
- The District Attorney and law enforcement established the "Maria Alert" to notify community about missing and possibly abducted children.
- The District Attorney and law enforcement establish VINE as a telephone hotline for use by victims and law enforcement.
- The District Attorney and 243rd District Court institutes participation in novel rehabilitative drug court, allowing non–violent drug offenders the option of Court supervised efforts to become drug free and avoid penalties.
- The District Attorney implemented Court school for young people who will come into contact with the courtroom as potential victims or witness.
- District Attorney and Crime Victims' Rights Council established the First Annual Crime Victims Memorial Walk, as a meaningful way to honor victims of crime.

DISTRICT ATTORNEY

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$5,036,434	$6,230,802	$6,439,385	3.35%
Operating	408,233	569,145	551,242	-3.15%
Capital				
	$5,444,667	$6,799,947	$6,990,627	2.80%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
	Not Available		

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	106	124	128
Part-time employees			
Totals	106	124	128

AUTHORIZED POSITION DETAIL

Accounting Clerk III	1	Legal Secretary II	3
Asst. Program Director	1	Office Admin/Support Mgr.	1
Chief Investigator (DA)	1	Paralegal	3
Clerk I	3	Program Director	1
Clerk II	5	Receptionist	2
Clerk III	5	Senior Trial Attorney	17
Comp. System Support Analyst	1	Service Coordinator	2
Deputy Chief Investigator (DA)	1	Special Project Director III	1
District Attorney	1	Supervisor Felonies	1
Division/Unit Chief Atty.	4	Supervisor Intake	2
Executive Secretary/Admin. Assist.	1	Supervisor Misdemeanors	1
First Assistant	1	Trial Attorney	33
Investigator (DA)	14	Trial Team Chief Atty.	13
Legal Secretary I	9		

See Personnel Changes for this department in Appendix A.

Four additional positions were added to the District Attorney's office, one during fiscal year 2002, and the other three beginning fiscal year 2003 to help support the growing caseload.

DISTRICT JUDGES SALARY SUPPLEMENT

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$163,202	$163,996	$164,568	0.35%
Operating				
Capital				
	$163,202	$163,996	$164,568	0.35%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the Council of Judges Administration.

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	15	15	15
Part-time employees			
Totals	15	15	15

AUTHORIZED POSITION DETAIL

District Judge	15

IMPACT COURT

DEPARTMENT DESCRIPTION AND RESPONSBILITIES

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$121,287	$157,945	$160,652	1.71%
Operating	7,498	14,560	7,900	-45.74%
Capital				
	$128,785	$172,505	$168,552	-2.29%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the Council of Judges Administration.

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	4	3	3
Part-time employees			
Totals	4	3	3

AUTHORIZED POSITION DETAIL

Asistant Court Coordinator/Bailiff	1	Court Coordinator	1
Certified Court Reporter	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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$149,026	$154,270	$154,872	0.39%
Operating	22,538	33,249	36,615	10.12%
Capital				
	$171,564	$187,519	$191,487	2.12%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Cases Filed			
Traffic	995	1,025	1,056
Non-Traffic	917	945	973
Small claims suits	238	245	252
Forcible entry and detainer	702	723	745
Other civil suits	97	100	103
Cases Disposed			
Traffic	936	964	993
Non-Traffic	622	641	660
Small claims suits	74	76	79
Forcible entry and detainer	334	344	354
Other civil suits	13	13	14
Cases Appealed			
Traffic	3	3	3
Non-Traffic	1	1	1
Forcible entry and detainer	2	2	2

Source: Texas Judicial System Annual Report

Continued on next page.

WORK PROGRAM TRENDS-CONTINUED

Department Activity	2001 Actuals	2002 Actuals	2003 Projected
Revenue			
Total revenue generated	$180,528	$209,623	$215,912
Paid to the County	$107,354	$175,870	$181,146
Paid to the State	$73,174	$33,753	$34,766
Percentage retained in County	59%	84%	84%

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	4	4	4
Part-time employees	1		
Totals	5	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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$153,201	$165,822	$166,879	0.64%
Operating	20,714	26,473	28,435	7.41%
Capital				
	$173,915	$192,295	$195,314	1.57%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Cases Filed			
Traffic	6,678	6,878	7,085
Non-Traffic	2,912	2,999	3,089
Small claims suits	210	216	223
Forcible entry and detainer	867	893	920
Other civil suits	90	93	95
Cases Disposed			
Traffic	5,548	5,714	5,886
Non-Traffic	1,021	1,052	1,083
Small claims suits	189	195	201
Forcible entry and detainer	729	751	773
Other civil suits	84	87	89
Cases Appealed			
Traffic	48	49	51
Non-Traffic	3	3	3
Small claims suits	5	5	5
Forcible entry and detainer	11	11	12
Other civil suits	2	2	2

Source: Texas Judicial System Annual Report

Continued on next page.

WORK PROGRAM TRENDS-CONTINUED

Department Activity	2001 Actuals	2002 Actuals	2003 Projected
Revenue			
Total revenue generated	$521,750	$465,303	$479,262
Paid to the County	$221,238	$332,243	$342,210
Paid to the State	$300,511	$133,060	$137,052
Percentage retained in County	42%	71%	71%

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	5	5	5
Part-time employees			
Totals	5	5	5

AUTHORIZED POSITION DETAIL

Admin. Assistant II.	1	Senior Clerk I	2
Justice of the Peace	1	Senior Clerk II	1

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.

FINANCIAL TRENDS

Category	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$166,945	$189,917	$193,335	1.80%
Operating	3,589	7,996	7,389	-7.59%
Capital				
	$170,534	$197,913	$200,724	1.42%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Cases Filed			
Traffic	5,172	5,327	5,487
Non-Traffic	2,021	2,082	2,144
Small claims suits	262	270	278
Forcible entry and detainer	334	344	354
Other civil suits	351	362	372
Cases Disposed			
Traffic	3,121	3,215	3,311
Non-Traffic	1,039	1,070	1,102
Small claims suits	35	36	37
Forcible entry and detainer	47	48	50
Other civil suits	7	7	7

Continued on next page.

WORK PROGRAM TRENDS-CONTINUED

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Cases Appealed			
Traffic	6	6	6
Non-Traffic	1	1	1
Miscellaneous			
Examining Trials	1	1	1
Inquests	2	2	2
Source: Texas Judicial System Annual Report			
Revenue*			
Total revenue generated	$393,636	$500,161	$515,166
Paid to the County	$154,460	$362,934	$373,822
Paid to the State	$239,176	$137,227	$141,344
Percentage retained for County	39%	73%	73%
*Fiscal year 2002 actuals used.			

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	**2001**	**2002**	**2003**
Full-time employees	6	6	6
Part-time employees			
Totals	6	6	6

AUTHORIZED POSITION DETAIL

Admin. Assistant II	1	Senior Clerk I	3
Justice of the Peace	1	Senior Clerk II	1

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$153,651	$179,387	$180,613	0.68%
Operating	31,085	35,395	38,197	7.92%
Capital				
	$184,736	$214,782	$218,810	1.88%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Cases Filed			
Traffic	5,774	5,947	6,126
Non-Traffic	863	889	916
Small claims suits	226	233	240
Forcible entry and detainer	1,353	1,394	1,435
Other civil suits	91	94	97
Cases Disposed			
Traffic	3,703	3,814	3,929
Non-Traffic	461	475	489
Small claims suits	26	27	28
Forcible entry and detainer	552	569	586
Other civil suits	18	19	19
Cases Appealed			
Traffic	1	1	1
Small claims suits	1	1	1
Forcible entry and detainer	7	7	7

Source: Texas Judicial System Annual Report

Continued on next page.

WORK PROGRAM TRENDS-CONTINUED

Department Activity	2001 Actuals	2002 Actuals	2003 Projected
Revenue			
Total revenue generated	$318,327	$409,856	$422,151.21
Paid to the County	$142,215	$287,389	$296,011
Paid to the State	$176,112	$122,466	$126,140
Percentage retained in County	45%	70%	70%

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	5	5	5
Part-time employees		1	1
Totals	5	6	6

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	2		

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 filling 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.

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$99,166	$116,133	$115,587	-0.47%
Operating	26,937	31,799	33,641	5.79%
Capital				
	$126,103	$147,932	$149,228	0.88%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Cases Filed			
Traffic	5,358	5,519	5,684
Non-Traffic	178	183	189
Forcible entry and detainer	583	600	619
Other civil suits	184	190	195

Continued on next page.

WORK PROGRAM TRENDS-CONTINUED

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Cases Disposed			
Traffic	3,375	3,476	3,581
Non-Traffic	132	136	140
Forcible entry and detainer	394	406	418
Other civil suits	96	99	102
Cases Appealed			
Traffic	2	2	2
Forcible entry and detainer	1	1	1
Other civil suits	2	2	2
Source: Texas Judicial System Annual Report			
Revenue*			
Total revenue generated	$346,461	$302,899	$311,986
Paid to the County	$156,272	$214,254	$220,682
Paid to the State	$190,189	$88,645	$91,304
Percentage retained in County	45%	71%	71%
No. of claims processed	6,541	6,737	6,939
No. of payments received	2,789	2,873	2,959
*Fiscal year 2002 actuals.			

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	**2001**	**2002**	**2003**
Full-time employees	3	3	3
Part-time employees		1	1
Totals	3	4	4

AUTHORIZED POSITION DETAIL

Admin. Assistant II	1	Senior Clerk II	1
Justice of the Peace	1	Senior Clerk I, part-time	1

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 filling 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.

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$270,210	$304,965	$308,413	1.13%
Operating	42,032	50,131	49,600	-1.06%
Capital				
	$312,242	$355,096	$358,013	0.82%

JUSTICE OF THE PEACE NO. 6

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Cases Filed			
Traffic	19,951	20,550	21,166
Non-Traffic	4,242	4,369	4,500
Small claims suits	161	166	171
Forcible entry and detainer	101	104	107
Other civil suits	44	45	47
Cases Disposed			
Traffic	15,991	16,471	16,965
Non-Traffic	3,322	3,422	3,524
Small claims suits	56	58	59
Forcible entry and detainer	55	57	58
Other civil suits	22	23	23
Cases Appealed			
Traffic	79	81	84
Non-Traffic	3	3	3
Miscellaneous			
Examining Trials	509	524	540

Source: Texas Judicial System Annual Report

Revenue*			
Total revenue generated	$1,692,622	$1,918,770	$1,976,333
Paid to the County	$555,125	$1,329,083	$1,368,956
Paid to the State	$1,137,497	$589,687	$607,377
Percentage retained in County	33%	69%	69%

*Fiscal year 2002 actuals used.

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	**2001**	**2002**	**2003**
Full-time employees	10	10	10
Part-time employees			
Totals	10	10	10

AUTHORIZED POSITION DETAIL

Admin. Assistant II	1	Senior Clerk I	7
Justice of the Peace	1	Senior Clerk II	1

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 filling 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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$187,825	$214,140	$219,681	2.59%
Operating	42,107	62,580	66,734	6.64%
Capital				
	$229,932	$276,720	$286,415	3.50%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Cases Filed			
Traffic	7,455	7,679	7,909
Non-Traffic	1,996	2,056	2,118
Small claims suits	26	27	28

Continued on next page.

WORK PROGRAM TRENDS-CONTINUED

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Cases Filed			
Forcible entry and detainer	74	76	79
Other civil suits	118	122	125
Cases Disposed			
Traffic	4,432	4,565	4,702
Non-Traffic	1,118	1,152	1,186
Forcible entry and detainer	10	10	11
Other civil suits	10	10	11
Cases Appealed			
Traffic	13	13	14
Non-Traffic	3	3	3
Miscellaneous			
Examining Trials	34	35	36

Source: Texas Judicial System Annual Report

Revenue*			
Total revenue generated	$708,984	$626,116	$644,899
Paid to the County	$166,385	$486,482	$501,076
Paid to the State	$542,599	$139,634	$143,823
Percentage retained by County	23%	78%	78%

*Fiscal year 2002 actuals used.

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	**2001**	**2002**	**2003**
Full-time employees	6	7	7
Part-time employees			
Totals	6	7	7

AUTHORIZED POSITION DETAIL

Admin. Assistant II	1	Senior Clerk I	5
Justice of the Peace	1		

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 327TH 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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$272,769	$289,747	$290,135	0.13%
Operating	8,250	12,250	10,850	-11.43%
Capital				
	$281,019	$301,997	$300,985	-0.34%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected

Work program trends are shown under the Council of Judges Administration.

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	5	5	5
Part-time employees			
Totals	5	5	5

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 an to increase the efficiency of this Court through automation used for preparing and tracking cases on the docket.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$421,588	$475,156	$483,331	1.72%
Operating	27,728	31,592	30,900	-2.19%
Capital				
	$449,316	$506,748	$514,231	1.48%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Probate Court			
Cases filed	1,702	1,753	1,806
Hearings held	3,558	3,665	3,775
Mental Health			
Cases filed	409	421	434
Hearings held	854	880	906
Revenue			
Total revenue generated	$374,071	$385,293	$396,852
Total paid to the County	$305,290	$314,449	$323,882
Total paid to the State	$68,781	$70,844	$72,969
Percentage retained by County	82%	82%	82%

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	7	8	8
Part-time employees			
Totals	7	8	8

AUTHORIZED POSITION DETAIL

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	1	Probate Judge	1

PROBATE COURT –SPECIAL TRAVEL

DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Special 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 accounts. The Court oversees the transactions of all business related proceedings of deceased persons, and assesses guardianship and child welfare cases. This budgetary line item is provided for by law and utilized for the travel and training of the probate judge and has been set up as a special revenue account beginning in fiscal year 2002.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$3,666			
Capital				
	$3,666			

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
	Not Available		

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

Not Applicable

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 unindicted 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.

HIGHLIGHTS

- The Public Defender office is working to make a significant impact on crime in our community, as well as, in the lives of those individuals that are at risk of becoming clients. We work to resolve all of our clients' pending charges as quickly as possible, regardless of whether the individual's ultimate destination upon resolution of the charges is home, the State penitentiary, or somewhere in between. One of the other services we provide the community is keeping the jail population down by moving cases through the Court system quickly, without sacrificing our clients' rights and the quality of the legal services. Another contribution to the community is our social services unit. Our Public Defender Outreach Program (PDOP) and Siblings programs assist young adult clients and our clients' siblings in becoming productive, law-abiding citizens. During the past year, the Public Defender's office has greatly reduced the cost of justice to taxpayers, handling six capital murder cases. The Public Defender's office joined other equal justice advocates in securing the passage of the Fair Defense Act, setting indigent defense standards.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$2,014,511	$2,574,776	$2,603,882	1.13%
Operating	73,216	124,755	115,213	-7.65%
Capital				
	$2,087,727	$2,699,531	$2,719,095	0.72%

PUBLIC DEFENDER

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Felony Cases:			
Opened	2,998	3,088	3,181
Closed	2,514	2,589	2,667
Felony Appeals:			
Opened	17	18	18
Misdemeanor Cases			
Opened	2,952	3,041	3,132
Closed	3,138	3,232	3,329
Misdemeanor Appeals			
Opened	3	3	3
Juvenile Felony Cases:			
Opened	212	218	225
Closed	186	192	197
Juvenile Misdemeanor Cases:			
Opened	188	194	199
Closed	164	169	174
Juvenile Felony Appeals			
Opened	7	7	7

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	34	42	42
Part-time employees	3	3	3
Totals	37	45	45

AUTHORIZED POSITION DETAIL

Administrator	1	Legal Secretary I	2
Administrative Assistant II	1	Legal Secretary III	1
Chief Investigator	1	Office Admin/Support Mgr.	1
Data Entry I	1	Public Defender	1
Data Entry I, Part-time	1	Receptionist, Part-time	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	4	Trial Chief Attorney	3

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$78,022	$105,856	$106,696	0.79%
Operating	6,078	6,928	5,400	-22.06%
Capital				
	$84,100	$112,784	$112,096	-0.61%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
	Not Available		

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	2	2	2
Part-time employees			
Totals	2	2	2

AUTHORIZED POSITION DETAIL

Certified Court Reporter	1	Court Coordinator	1

THE COUNTY OF EL PASO
TEXAS

PUBLIC SAFETY

FISCAL YEAR 2003 OPERATING BUDGET SUMMARY
GENERAL FUND TYPE PUBLIC SAFETY
WITH COMPARATIVE BUDGETS BY DEPARTMENTS

Page No.	Department	2001 Actuals	2002 Budget	2003 Budget	Percent Change
232	Ambulance Services	$353,280	$353,280	$353,280	
234	Constable Precinct No. 1	42,259	51,608	52,348	1.43%
236	Constable Precinct No. 2	40,929	48,528	49,796	2.61%
238	Constable Precinct No. 3	40,329	49,738	50,654	1.84%
240	Constable Precinct No. 4	38,705	42,116	43,507	3.30%
242	Constable Precinct No. 5	37,138	42,438	44,406	4.64%
244	Constable Precinct No. 6	41,324	43,438	49,166	13.19%
246	Constable Precinct No. 7	41,525	49,096	52,120	6.16%
248	County Sheriff-Courthouse Security	535,809	608,627	651,330	7.02%
250	County Sheriff-Detention Facility	16,138,781	19,091,674	21,210,903	11.10%
253	County Sheriff-Jail Annex	13,772,969	16,746,504	18,873,115	12.70%
255	County Sheriff-Law Enforcement	15,352,411	16,544,684	17,662,283	6.76%
262	Emergency Management	49,937	54,694	54,694	
264	Juvenile Probation	7,500,279	8,710,833	9,871,592	13.33%
270	West Texas Community Supervision and Corrections	483,600	552,985	552,730	-0.05%
	Totals	$54,469,275	$62,990,243	$69,571,924	10.45%

FISCAL YEAR 2003 OPERATING BUDGET SUMMARY BY CHARACTER-GENERAL FUND TYPE PUBLIC SAFETY

Character	2001 Actuals	2002 Budget	2003 Budget	Percent Change
Personnel	$44,509,781	$51,764,030	$57,722,891	11.51%
Operating	9,923,119	11,160,608	11,849,033	6.17%
Capital	36,375	65,605		-100.00%
Totals	$54,469,275	$62,990,243	$69,571,924	10.45%

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: Maintain strategic placement of stations.

Objective 2: Continue utilizing an ambulance management system called "System Status Management" to minimize response time by posting ambulance units according to critical zones.

Objective 3: Continual clinical education through critical incident stress debriefing, employer assistance program, and specialized management training.

HIGHLIGHTS

- Life ambulance has purchased sufficient automated external difibulators so that every ambulance is so equipped.
- Life administration, operations and life EMS Academy have now been consolidated in one location at 5720 Trowbridge Suite B.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$353,280	$353,280	$353,280	
Capital				
	$353,280	$353,280	$353,280	

AMBULANCE SERVICES

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Actuals	2003 Projected
Number of station	5	5	5
Number of 24 hour units	5	5	5
Average response times:			
Upper Valley	5.6 min.	5.8 min.	6.5 min.
Lower Valley	8.8 min.	9.06 min	8.9 min.
Level of service provided*			
	Paramedic	Paramedic	Paramedic
Number of calls	5,081	6,772	6,975
Cost per call	$67.93	$52.16	$53.72
Cost per capita	$0.57	$0.52	$0.54

* ALS= Advanced Life Support

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
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 Countywide 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.

Objective 4: To employ deputy constables to perform assigned duties and functions, thus ensuring continuing department operations.

HIGHLIGHTS

- Increase in revenue of 33.64% over fiscal year 2001 revenue.
- Successful start of C.A.R.E. Program (Constable Awareness of Residential Elderly), and A.S.A.P Program (Absent Student Assistance Program) currently helping Coronado High School to have the highest attendance rate in its history of 97%.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$36,292	$44,298	$44,345	0.11%
Operating	5,967	7,310	8,003	9.48%
Capital				
	$42,259	$51,608	$52,348	1.43%

CONSTABLE PRECINCT NO. 1

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Actuals	2003 Projected
FED's evictions	452	841	866
Summons served	180	168	173
Small justice claims	319	434	447
Writs	59	92	95
Subpeonas	11	17	18
Warrants	197	305	314
Absent Student Assist. Program	N/A	51	53
Temporary restraining orders	N/A	1	1
Bailif hours	800	800	824
Training hours	40	40	41
Foreign service	60	70	72
Service hours	2,000	2,000	2,060
Revenue collected	$57,487	$86,279	$88,868

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	1	1	1
Part-time employees			
Totals	1	1	1

AUTHORIZED POSITION DETAIL

Constable	1

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 Countywide 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.

Objective 4: To employ a deputy constable to perform assigned duties and functions thus ensuring continuing operations.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$35,703	$43,478	$44,346	2.00%
Operating	5,226	5,050	5,450	7.92%
Capital				
	$40,929	$48,528	$49,796	2.61%

CONSTABLE PRECINCT NO. 2

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Actuals	2003 Projected
FED's evictions	613	572	589
Summons & subpoenas	557	682	702
Small justice claims	201	192	198
Writs	63	60	62
Warrants	48	19	20
Bailiff's hours	960	1,040	1,071
Record keeping	480	780	803
Training hours	40	52	54
Foreign service citations	7	11	11
Revenue collected	$39,902	$36,615	$37,714

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	1	1	1
Part-time employees			
Totals	1	1	1

AUTHORIZED POSITION DETAIL

Constable	1

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 Countywide 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 through education and training programs.

Objective 2: To increase the quality of performance of the constable of the constable and deputies through education, and training programs.

Objective 3: To maintain a close and positive working relationship with all other law enforcement agencies.

Objective 4: To employ deputy constables to perform assigned duties and functions thus ensuring continuing department personnel.

HIGHLIGHTS

- Constable Hector Bernal, Project Bravo, and Truancy Prevention Specialist, Inc. announced a community service program for students with truancies. The community service will be a good alternative for students and parents instead of fines and/or jail time they might otherwise face.

- Constable Hector Bernal together with Habitat for Humanity of El Paso, Inc. are working to help student and their families to have another source to complete their community service.

- Constable Hector Bernal along with Mr. Victor Flores, County Tax Assessor-Collector, begin the crackdown on drivers of unregistered vehicles.

CONSTABLE PRECINCT NO. 3

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$36,014	$44,188	$44,344	0.35%
Operating	4,315	5,550	6,310	13.69%
Capital				
	$40,329	$49,738	$50,654	1.84%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Small justice claims	279	254	262
Forcible detainers	485	319	329
Warrants	82	77	79
Writs	91	70	72
Summons	10	24	25
Revenue collected*	$37,381	$35,839	$36,914

*Actual FY 2002

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	1	1	1
Part-time employees			
Totals	1	1	1

AUTHORIZED POSITION DETAIL

Constable	1

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 Countywide 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 constables 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 bailiff for the Court while in session, and to process all the documents in the way of civil process for the Court.

Objective 4: To maintain a close and positive working relationship with all other law enforcement agencies.

HIGHLIGHTS

- Took active role to help prevent any injury to children and their parents while walking to school by selecting an elementary or middle school every day and working the cross walks with the crossing guard to control traffic.
- Began working with the neighborhood watch program in precinct number 4 by meeting with block captains while out on nightly patrol.
- Currently working with the Ysleta Independent School District to start the Assisting Student Attendance Program to help the school district control their truancy problem, which has become out of control.
- Secured donated overheads, control boxes, and siren control boxes from the Border Patrol for the precinct and for precinct number 1 resulting in savings to the County.

CONSTABLE PRECINCT NO. 4

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$36,053	$37,066	$38,157	2.94%
Operating	2,652	5,050	5,350	5.94%
Capital				
	$38,705	$42,116	$43,507	3.30%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Actuals	2003 Projected
Citations	308	295	304
FED's	417	320	330
Writ's	143	120	124
Warrant's	4	150	155
Summon's	14	52	54
Subpoenas	4	80	82
Bailiff hours	520	520	536
Adm. Duties hrs.	250	420	433
Training hours	40	200	206
Cross walk duty hours	0	180	185
Traffic/criminal court	0	120	124
Revenue collected	$49,924	$48,065	$49,507

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	1	1	1
Part-time employees			
Totals	1	1	1

AUTHORIZED POSITION DETAIL

Constable	1

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 Countywide 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 deputies through education and training programs.

Objective 3: To maintain a close and positive working relationship with other law enforcement agencies.

Objective 4: To employ a deputy constable to perform the assigned duties and functions, thus ensuring continuing department operations.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$34,091	$36,188	$38,156	5.44%
Operating	3,047	6,250	6,250	
Capital				
	$37,138	$42,438	$44,406	4.64%

CONSTABLE PRECINCT NO. 5

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Actuals	2003 Projected
Citations	N/A	180	185
FED's evictions	N/A	280	288
Writ's of possession	N/A	35	36
Warrant's	N/A	5	5
Summon's	N/A	52	54
Subpoenas	N/A	2	2
Bailif's hours	0	6	6
Adm duties hours	250	300	309
Training hours	40	40	41
Revenue collected	$36,925	$36,297	$37,386

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	1	1	1
Part-time employees			
Totals	1	1	1

AUTHORIZED POSITION DETAIL

Constable	1

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 Countywide 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 deputies through education and training programs.

Objective 3: To maintain a close and positive working relationship with other law enforcement agencies.

Objective 4: To employ a deputy constable to perform the assigned duties and functions, thus ensuring continuing department operations.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$35,362	$36,188	$38,156	5.44%
Operating	5,962	7,250	11,010	51.86%
Capital				
	$41,324	$43,438	$49,166	13.19%

CONSTABLE PRECINCT NO. 6

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Actuals	2003 Projected
Revenue collected	$13,635	$12,380	$12,751

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	1	1	1
Part-time employees			
Totals	1	1	1

AUTHORIZED POSITION DETAIL

Constable	1

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 Countywide 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 deputies through education and training programs.

Objective 3: To maintain a close and positive working relationship with other law enforcement agencies.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$35,202	$43,346	$44,350	2.32%
Operating	6,323	5,750	7,770	35.13%
Capital				
	$41,525	$49,096	$52,120	6.16%

CONSTABLE PRECINCT NO. 7

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Actuals	2003 Projected
Revenue collected	$13,455	$13,962	14,381

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	1	1	1
Part-time employees			
Totals	1	1	1

AUTHORIZED POSITION DETAIL

Constable	1

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	2001 Actuals	2002 Budget	2002 Budget	Percentage Change in Budget
Personnel	$519,007	$588,182	$611,620	3.98%
Operating	14,852	20,445	39,710	94.23%
Capital	1,950			
	$535,809	$608,627	$651,330	7.02%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Persons checked	1,552,261	1,598,829	1,646,794
Arrests	160	165	170
Calls for service	1,464	1,508	1,553

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	13	13	13
Part-time employees			
Totals	13	13	13

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.

HIGHLIGHTS

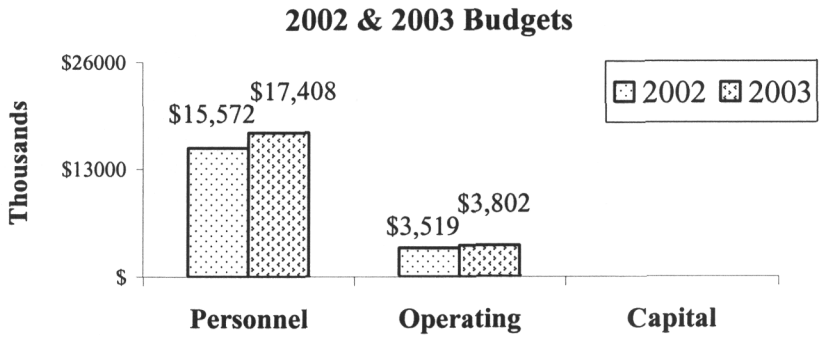
- El Paso County Detention Facility and Jail Annex both passed annual jail inspection and certified as meeting all standards by the Texas Criminal Justice System.

HIGHLIGHTS CONTINUED

- Received accreditation from Commission on Accreditation for Law Enforcement Agencies (CALEA) March 2001. Files rated as flawless by accreditation assessors.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$12,894,324	$15,572,263	$17,408,769	11.79%
Operating	3,216,478	3,519,411	3,802,134	8.03%
Capital	27,979			
	$16,138,781	$19,091,674	$21,210,903	11.10%



WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
No. of people booked	40,500	41,715	42,966
No. of people classified	30,563	31,480	32,424
No. of people released/unclassified	10,407	10,719	11,041
No. of people released/Downtown	33,570	34,577	35,614
No. of people escoreted to court	15,563	16,030	16,511
Daily average classed	878	904	931
No. of meals served	1,200,359	1,236,370	1,273,461
Avg. food costs/plate	$0.50	$0.52	$0.53
Inmates seen by MD	3,548	3,654	3,764
No. of assualts on inmates	128	132	136
No. of assualts on officers	7	7	7
No. of grievances	8	8	8
No. of deaths	1	1	1
No. of S.R.T. call-outs	1	1	1
No. of workers comp claims	53	48	49
Sick leave hours paid	23,013	15,364	15,825
Overtime paid	$922,510	$645,464	$664,828

COUNTY SHERIFF-DETENTION FACILITY

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	**2001**	**2002**	**2003**
Full-time employees	369	367	360
Part-time employees			
Totals	369	367	360

AUTHORIZED POSITION DETAIL

Baker	1	Food Sevice Leader	2
Bookkeeper	1	Food Service Specialist	6
Captain Sheriff	1	Lieutenant (Deputy)	2
Cashier (Sheriff)	5	Lieutenant (Detention)	3
Clerk (Sheriff)	5	Maintenance Technician	9
Computer Support Technician	1	Maintenance Foreman	1
Court Coordinator/Data Entry	8	Procurement and Indency	
Detention Officer	253	Specialist	1
Electronic System Specialist Jail	1	Secretary	1
Floor Control Officer	46	Sergeant (Detention)	11
Food Service Director	1	Supply Clerk Sheriff	1

See Personnel Changes for this department in Appendix A.

During fiscal year 2002, restructuring was approved by the Commissioners Court to reallocate and re-title personnel from the Sheriff Detention Facility to the Jail Annex to meet needs.

COUNTY 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.

GOAL AND OBJECTIVES

Goal: To learn the operations of the new building, overcome the problems associated with the opening of a new facility, and improve efficiency while meeting the Jail Standards Board's requirements.

Objective 1: Place the Administrative Operation sections in charge of updating and maintaining inmate booking dockets and the Judicial Integrated Management System (JIMS) records, with the ultimate responsibility to ensure that the Annex documentation corresponds to that of the downtown facility.

Objective 2: Place the Escort/Transportation Section in charge of transporting the inmates to their various destinations, correctional and mental institutions across the state, court appearances, medical appointments, etc.

Objective 3: Ensure that the Security Force maintains the security and safety of the inmates by working rotating shifts seven days a week, 365 days per year, as well as supervising inmate recreational operations.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$10,512,639	$12,962,751	$14,567,678	12.38%
Operating	3,258,835	3,783,753	4,305,437	13.79%
Capital	1,495			
	$13,772,969	$16,746,504	$18,873,115	12.70%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Avg. daily population	1,065	1,097	1,130
No inmates transported:			
Jail	16,563	17,060	17,572
Medical	403	415	428
Transfers	7,881	8,117	8,361
TDCJ	578	595	613

COUNTY SHERIFF-JAIL ANNEX

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	310	316	328
Part-time employees			
Totals	310	316	328

AUTHORIZED POSITION DETAIL

Baker	2	Food Service Specialist	6
Budget Clerk	2	Forms Reproduction Technician	1
Cabinet Maker	1	Human Resources Clerk	1
Captain Sheriff	1	Lieutenant	5
Cashier	5	Maintenance Foreman	1
Clerk	6	Maintenance Technician	8
Court Coordinator/Data Entry	4	Major	1
Detention Officer	217	Secretary	1
Electronic System Specialist	1	Sergeant	12
Floor Control Officer	47	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 fiscal year 2002, restructuring and re-titling of personnel was approved for this department to meet their operating needs, to include positions transferred from the Detention Facility.

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.

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.

Objective 1: Continue to operate the motor vehicle service section within budget for parts and outside services, while striving to provide higher levels of service.

Objective 2: Increase the number of civil process documents served.

Objective 3: Complete cross training of all clerks in the civil process division.

Objective 4: Replace in-house built incident tracking system with a new commercial off the shelf records management system.

Objective 5: Automate daily reports with a new database application and centrally locate and improve information access.

Objective 6: Complete advanced homicide training for each detective within the section with over two years within the section.

Objective 7: Improve the physical wellness within the section by decreasing the average running time within the crimes against persons division on the Physical Training assessment 1.5 mile run, from 15.5 minutes to 15.0 minutes.

Objective 8: To achieve 100% employment rate in detention and correction officer positions.

Objective 9: Meet or exceed the 2001 national average uniform crime report (UCR) for theft, vehicle theft burglary and arson.

Objective 10: Close all traffic warrants in the warrant database that are over three (3) years old.

Objective 11: Activate the Community Resource Officer program in Fabens using the partnership with the Fabens Independent School District.

Objective 12: Increase activities of crime prevention, increase home surveys by 10%, increase business surveys by 10%, increase victim contacts by 10%, and increase neighborhood watch programs by 100%.

GOALS AND OBJECTIVES CONTINUED

Objective 13: Aggressively target sexually oriented businesses by conducting street level, undercover operations using a division vice unit.

Objective 14: Locate and make operational a new sub station in the Clint, Texas area resulting in a community center that mirrors the project in Fabens, Texas.

Objective 15: Define the matching criteria for all open and closed warrants in the municipal database and sheriff database.

Objective 16: Gain cooperation and authorization from all Justices of the Peace to close warrants on a timely basis.

Objective 17: Solicit the software group to electronically close all identified warrants and generate a list to physically pull the warrant.

Objective 18: Change the primary source of warrant information from the paper warrant to the information contained in JIMS.

Objective 19: Comply with federal requirements noted in the NCIC operating manual governing the confirmation of warrants. (Current policy states: Hit confirmations may be established via electronic records only, if the electronic record is the sole existing record or is never reviewed after the electronic records is created).

HIGHLIGHTS

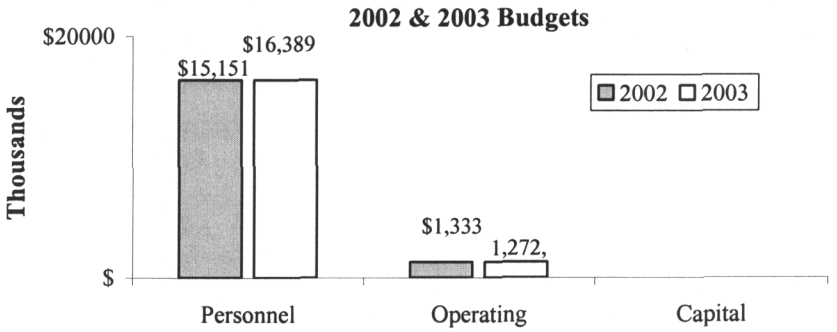
- Achieved a 100% employment in all law enforcement and corrections officer positions.
- During 2001, the Training Academy taught over 118,000 student contract hours and 300 courses of instruction.
- Over 6000 students representing 64 federal and local agencies were trained. Six (6) detention officer and one (1) peace officer (deputy) classes graduated.
- First time pass rates for all detention officer (93%) and peace officers (92%) academies exceeded the state average.
- Following September 11, 2001 attacks, additional training programs were developed to meet the new demands. The Biological and Chemical Defense Course was one of the new courses implemented.
- Initiated recruitment efforts with the U.S. Army recruiters and publications.
- Maintained Sheriff Department's fleet with better efficiency and tracking of downtime.
- Operated within approved budget for automotive parts and outside labor costs.
- Continued preventive maintenance procedures for all vehicles to achieve a greater life for the asset.
- Improved communication with all sections to enable completion of body repairs, recalls, inspections and registration at a satisfactory level.
- Achieve timely inventory updates by conducting weekly physical inventories of parts.
- Decreased fuel costs and outside wrecker costs through daily use of the department's wrecker.
- Increase body shop work completed at the MVSS to reduce costs of body shop repairs.
- Improved on the number of documents prepared daily for service by the clerical staff in the civil process division.
- Increased job related civil training, as well as other law enforcement courses for civil process division personnel. Additionally personnel attended several computer courses.
- Met or exceeded the 2000 national average uniform crime report (UCR) clearance rates for murder, robbery, sexual assaults, and assaults.

HIGHLIGHTS CONTINUED

- Improved registered sex offender tracking by use of a dedicated position in the sex crime units.
- Obtained certification for the juvenile processing centers at both the Montana and Vinton stations.
- Consolidated the FTO Program under the command of the East Montana Station Lieutenant to allow more consistency in the training of newly appointed deputies.
- Consolidation of the Crime Prevention Program, School Resource Officer Program, D.A.R.E. Program, Drug Education Program, and community program were consolidated under the command of the Vinton Station Lieutenant to better facilitate the use of resources and will standardize program content and services offered.
- Initiated training "For Patrol, By Patrol", with shift training days being set up to cover topics identified and designed to improve the performance of the Patrol Division.
- Initiated training for handling of hazardous materials. Tyvek suits were issued to deputies and respirators were placed in the patrol units.
- Graveyard shift personnel assisted CID/Warrants in executing warrants.
- The terrorism tip line became operational in October 2001.
- Code blue emergency response plans in area schools continued. Patrol personnel participated in live training exercises with the students and staff of Coronado High Schools. This exercise involved members of the Sheriff's Department and other area law enforcement, fire and emergency agencies.
- The Community Services Section, in conjunction with County Commissioners Court, participated in National Family Week. Sheriff's Town and a variety of public safety information were made available. Eight deputies and six Explorer scouts gave away 1,100 coloring books, bookmarks, and pencils to children.
- Community Services held a mini-Explorer Academy during the Christmas break. This event involved ten deputies who rotated in transporting the Explorers to and from the Sheriff's academy. Eighteen new explorers were graduated and in-service training was provided to twenty-five veteran explorers.

FINANCIAL TRENDS

Category	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$14,114,568	$15,151,370	$16,389,676	8.17%
Operating	1,237,843	1,333,314	1,272,607	-4.55%
Capital		60,000		-100.00%
	$15,352,411	$16,544,684	$17,662,283	6.76%



WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Interal Affairs Division:			
Citizen complaints	28	29	30
Intra-departmental	161	166	171
Total complaints	189	195	201
No. of complaints sustained	80	82	85
No. of complaints not sustained	45	46	48
No. of compl/handled div level	14	14	15
No. of complaints/resignation	12	12	13
No. of complaints pending	33	34	35
No. of complaints/termination	4	4	4
No. of complaints/no action	1	1	1
Motor Vehicle Service:			
No. of vehicles serviced	202	208	214
No. of services provided	681	701	722
Total service costs	$2,000,007	$2,060,007	$2,121,807
Cost per service	$2,937	$3,025	$3,116
Avg cost per vehicle	$9,901	$10,198	$10,504
Civil process collections:			
Local citations unit	$780,894	$804,321	$828,450
Subpeona Unit	$49,575	$51,062	$52,594
Foreign citations unit	$72,531	$74,707	$76,948
Executions unit	$116,825	$120,330	$123,940
Local citations unit statistics:			
Documents received	20,039	20,640	21,259
Documents served	13,407	13,809	14,223
Documents unserved	4,729	4,871	5,017
Documents pending	1,903	1,960	2,019
Subpeona Unit			
Documents received	19,134	19,708	20,299
Documents served	13,690	14,101	14,524
Documents unserved	4,842	4,987	5,137
Documents pending	602	620	639
Foreign citations unit			
Documents received	1,417	1,460	1,503
Documents served	465	479	493
Documents unserved	177	182	188
Documents pending	775	798	822
Executions unit			
Documents received	41,654	42,904	44,191
Documents served	27,811	28,645	29,505
Documents unserved	10,395	10,707	11,028
Documents pending	3,448	3,551	3,658

Continued on next page.

WORK PROGRAM TRENDS-CONTINUED

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Crimes against persons division:			
New cases	1,955	2,014	2,074
Cases inactivated/closed/cleared	1,789	1,843	1,898
New CPS Cases	237	244	251
CPS cases closed	249	256	264
Interviews	6,806	7,010	7,220
Confessions	142	146	151
Statements taken	887	914	941
Arrests	225	232	239
CAP Clearance rates (persons):			
Murder/ Nat. rate 63%	100%	100%	100%
Sexual assualt/Nat. rate 47%	61%	61%	47%
Robbery/Nat. rate 26%	30%	26%	26%
All assualts/Nat. rate 48%	68%	48%	48%
Crimes against property division			
New cases	2,736	2,818	2,903
Cases inactivated/closed/cleared	2,708	2,789	2,873
Supplements	4,387	4,519	4,654
Statements taken	286	295	303
Confessions	72	74	76
Interviews	3,113	3,206	3,303
Arrests	148	152	157
Warrants executed	85	88	90
CAP Clearance rates (property):			
Burgalary/nat. rates 13%	18%	13%	13%
Arson/nat. rate 16%	12%	12%	12%
Therft (all)/nat. rate 18%	10%	10%	10%
Vehicle theft/nat. rate 14%	17%	14%	14%
Burglary Suppression Team:			
Cases assigned	143	147	152
Cases cleared by arrest	58	60	62
Exceptionally cleared	8	8	8
Juvenile citations	47	48	50
Adults arrested	25	26	27
Victim Services Unit:			
Adult sexual assualt	15	15	16
Arson	13	13	14
Assualt	462	476	490
Burglary of habitation	5	5	5
Child sexual assualt	30	31	32
DUI	1	1	1
Harrassment	60	62	64
Hit & run accidents	1	1	1
Homicides	1	1	1
Stalking	7	7	7

Continued on next page.

WORK PROGRAM TRENDS-CONTINUED

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Victim Services Unit:			
Terrorist threat	38	39	40
Female victims	418	431	443
Male victims	307	316	326
Patrol Division:			
No. of responses to calls	79,768	82,161	84,626
No. of reports generated	8,449	8,702	8,964
Class "C" citations	1,661	1,711	1,762
Traffic citiations	29,364	30,245	31,152
Felony arrests	685	706	727
Misdemeanor arrests	2,456	2,530	2,606
Referrals	643	662	682
Vehicles impounded	669	689	710
Crime Prevention			
School resource officer programs	3,826	3,941	4,059
Drug erradication programs	486	501	516
Crime prevention presentations	434	447	460
Community events	282	290	299
Traffic			
Calls for service	11,925	12,283	12,651
Criminal reports	215	221	228
Follow up reports	133	137	141
Traffic accident reports	133	137	141
Traffic citiations	16	16	17
Citations issued	13,978	14,397	14,829
Arrests	193	199	205
Fleet accidents investigated	41	42	43
Drug Interdiction			
Calls for service	4,486	4,621	4,759
Arrests	104	107	110
Class "C" citations	170	175	180
Currency seized	90,690	93,411	96,213
Marijuana recovered (lbs)	7,338	7,558	7,784
Canine Unit			
Calls for service	1,430	1,473	1,517
Assists	512	527	543
Arrests	21	22	22
Felony assists	46	47	49
Traffic citiations	474	488	503
Class "C" citations	10	10	11
Vehicle searches	113	116	120
Narco searches	329	339	349
Article searches	1	1	1
Persons checked	897	924	952
Demonstrations	8	8	8

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	**2001**	**2002**	**2003**
Full-time employees	269	269	271
Part-time employees			
Totals	269	269	271

AUTHORIZED POSITION DETAIL

Administrative Assistant	1	Garage Supervisor (Sheriff)	1
Administrative Secretary	1	Grant Writer	1
Auto Mechanic	5	Human Resource Assistant	1
Automotive Parts Clerk	1	Human Resource Specialist	1
Bookkeeper Sheriff	5	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 Bookeeper/Cashier	1
Crime Scene Technician	4	Supervisor Clerical (SO)	2
Data Entry Clerk	1	Supply Clerk (Sheriff)	1
Detective	36	Volunteer Coordinator	1
Director-Bits	1		

See Personnel Changes for this department in Appendix A.

Two additional positions, Communications Specialists, as approved by Commissioners Court, were added for fiscal year 2003 to support the needs of the Sheriff's Department.

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.

HIGHLIGHTS

- Trainings conducted: Local Texas State Guard (12 attendees), El Paso Police Officers (68 attendees), U.S. Postal Service (approximately 100 attendees), school faculty and staff (approximately 650 attendees), local senior officials (37 attendees).

- Exercises conducted: April 19, 2002 terrorist attack on a local high school (full scale), May 1, 2002 commercial airliner crash landing on military property (full scale), and May 10, 2002 school shooting at two area schools (functional tabletop).

HIGHLIGHTS CONTINUED

- Assisted Las Cruces/Dona Ana Emergency Management with school shooting exercise May 14, 2002.
- Completed the El Paso Nuclear, Biological and Chemical Weapon of Mass Destruction Terrorism Plan.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$49,937	$54,694	$54,694	
Capital				
	$49,937	$54,694	$54,694	

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Actuals	2003 Projected
Basic plan and annexes revised	5	5	5
Training programs	50	41	42
Tabletop & functional exercises	6	6	6
Training attendance	1,500	1,582	1,629
Hazard analysis reports	4	5	5
Terrorism deliverables	12	12	12
Grant funding	$200,000	$225,000	$231,750

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
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 and provide protection of the public by promoting the concept of consequences for delinquent conduct, as well as providing treatment, training, and rehabilitation that emphasizes accountability and responsibility of both parents/guardians and children for their actions.

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.

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 a supportive and instructive short-term relationship to juveniles in need of companionship, skills, and temporary stabilization through therapeutic mentoring.

Goal 4: To improve the juveniles' levels of functioning in 70% if 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 the Challenge Program in acquiring the skills necessary to refrain from the use of substances to achieve family preservation and unity.

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 an 88% non-recidivism rate after completion of Title IV-E Family Preservation and the residential placement program.

GOALS AND OBJECTIVES CONTINUED

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 improve the juveniles' levels of functioning in 70% of the cases treated.

Objective 6: To enhance program effectiveness by monitoring compliance with aftercare instructions.

Objective 7 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.

HIGHLIGHTS

- Probation Services: The Title IV-E Family Preservation Program has made significant contributions to our department. Twenty-six (26) families were provided services during the past fiscal year. Twenty-three out of the twenty-six families completed the program successfully resulting in a success rate of 88%. The families that successfully completed the program have not been referred to our department for subsequent referrals.

- Special Programs: The Intensive In-Home Services Program continues to impact the mental and emotional health of our families. The program served fifty-one (51) families and 42 successfully completed the program for an 82.4% success rate. This resulted in a considerable reduction in expenses since all of these children were at risk out of home placement. In addition eight therapeutic mentors have been recruited and trained and 22 juveniles have already received services during the first six months of this program.

- The Challenge Program: The program has continued evolution of services through 2001. The year saw an increase in Aftercare services through the designation of an Aftercare Coordinator and Corrections Officers assigned to that unit (Exito. The program acquired two probation officers to work exclusively with the graduates of the program.

- Special program: The Aftercare Program and the Exito Program have become important parts of the overall strategy in the rehabilitation of the juveniles being served.

HIGHLIGHTS CONTINUED

- Special programs continued: One of the crowning achievements of the year was the license to provide Residential Substance Abuse treatment to 20 of the 40 long-term juveniles from the Texas Commission on Alcohol and Drug Abuse (TCADA). The program also increased its' counselors from two to five to increase the amount of therapeutic and counseling services. Ten of our corrections officers, two counselors and one probation officer have been trained in a cognitive skills curriculum by the federal government in order to provide service modules to all of our clients.

- Special Programs: The modules are designed to assist the adolescents in healthy thinking patterns and making good choices. Our short-term program Challenge Attitude Adjustment Program (CAAP) has continued to be utilized by the court and probation services in order to reduce over crowding in detention and to sanction probation violators. Our community tours, presentations and prevention services continue to be in high demand. The program continues to update its technology to improve its' efficiency and has begun to institute protocol to make our physical training safer for our clients and staff (Cooper Institute and WBGT).

- First Time Offender Program/Court Conference Committee: The completion of the bike and hiking trails for Tom May's Park as a community service project. The parent support group established to provide extra assistance to First Offender Program participants member parents who have similar issues of concern. First Time Offender Program participants delivered toys to needy children in El Paso, and FOP officers participated in the Red Ribbon Week by having school presentations, which included job fairs.

- Juvenile Detention: During 2002 the juvenile detention facility met and complied with TJPC maximum rated capacity 20%. The number of services programs and services to detained juveniles increased.

- Juvenile Detention: A Collaboration effort with local service agencies that included the Department of Child Protective and Regulatory Services, Mental Health Services and the El Paso Center of Children resulted in a grant in the amount of $170,000 from the Casey Family Grants Program to facilitate and support formal collaboration among existing public and private agencies to create a system of care to meet the multiple needs of youth that transition from home placement, foster care, homeless, runaways to attain educational, employment and family counseling services.

FINANCIAL TRENDS

Category	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$6,220,526	$7,204,712	$8,453,294	17.33%
Operating	1,277,028	1,506,121	1,418,298	-5.83%
Capital	2,725			
	$7,500,279	$8,710,833	$9,871,592	13.33%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Probation services			
Title IV-E Family Preservation Success Rate	88%	88%	88%
Residential placement success	84%	84%	84%
Non-recidivation rate	88%	88%	88%
Rate not committed to TYC	98%	98%	98%
Special Programs			
Int. in home counseling			
No. of families	46	52	54
No. successful	38	40	41
No. unsuccessful	8	12	12
Success rate	83%	77%	77%
Therapeutic mentoring			
No. juveniles in program	26	46	47
No. successful	11	32	33
No. unsuccessful	1	5	5
No. continued	14	9	9
Success rate	42%	70%	70%
Post Adjudication Boot Camp:			
No. in short term program	75	73	75
Short-term completion rate	89%	97%	100%
No. in long term program	73	73	75
Long term completion rate	92%	92%	100%
TCADA Placements	0	37	38
Non treatment placements	75	36	37
Counseling Services:			
No. in family counseling	73	73	75
No. in Cognitive skills	0	73	75
No. in Seven Challenges	31	25	26
No. in Gray Curriculum	0	19	20
No. in Treatment Curriculum	N/A	37	38
Aftercare Services:			
No. in project Exito	29	41	42
No. of successful completions/Exito	17	32	33
Exito success rate	59%	78%	78%
Delta Academy enrollees	148	507	522
Conference Committees:			
Program completion rate	93%	93%	93%
First Time Offender Program:			
No. of cases processed	405	958	987
Program completion rate	90%	93%	93%

Continued on next page.

WORK PROGRAM TRENDS-CONTINUED

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Juvenile Detention			
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 offerred	12	14	14
No. of staff participating on ACPS	6	10	10
Offense per referral			
Felonies:			
Homicide	6	2	2
Attempted homicide	1	1	1
Sexual assualt	59	54	54
Robbery	31	21	21
Aggravated assualt	237	177	177
Burglary	152	129	129
Theft	27	21	21
Motor vehicle theft	49	26	26
Drug offenses	157	92	92
Weapons violation	22	19	19
Other felony	85	124	124
Class A and B Misdemeanors:			
Weapons violations	17	14	14
Assault	434	403	403
Theft	337	300	300
Drug offenses	406	310	310
Other	469	343	343
Violation of probation	281	283	291
Contempt of magistrate order	2	4	4
Children in need of supervision	1	13	13
Detention hearings	895	737	759
Modification hearings	313	139	143
Petitions filed	1,665	1,715	1,766
No. of staff participating on trng advisory committee	2	3	3
No of staff participating in professional in professional organizations	2	8	8

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	**2001**	**2002**	**2003**
Full-time employees	156	164	165
Part-time employees	43	36	34
Totals	199	200	199

AUTHORIZED POSITION DETAIL

Accountant	1	Intake Technician/Trans. Officer	1
Accounting Clerk I	4	ISP Tracker, part-time	2
Accounting Supervisor	1	Juvenile Corrections Officer	47
Administrative Assistant	2	Juvenile Corrections Officer, part-time	10
Assistant Training Coordinator	1	Juvenile Detention Officer	26
Building Engineer	1	Juvenile Detention Officer, part-time	17
Chief Juvenile Probation Officer	1	Juvenile Detention Officer (Temp On Call)	1
Cook I	4	Juvenile Detention Off. Team Leader	5
Cook II	1	Maintenance Assistant	5
Cook III	1	Maintenance Tech II	1
Cook I, part-time	4	Probation Officer Auditor	1
Counselor	2	Probation Officer	19
Data Entry	1	Probation Officer Technician	1
Deputy Chief of Operations	1	Secretary I	9
Deputy Chief of Probation	1	Secretary/Challenge	1
Detention Administrative Assistant	1	Senior Corrections Officer	1
Director Clerical Services	1	Senior Juvenile Detention Officer	1
Director Detention and Support Services	1	Senior Probation Officer	5
Director of Challenge	1	Senior Secretary	1
Director-Probation Services	1	Title IV E Case Manager	1
Director-Employee Operations	1	Title IV Case Management Assistant	1
Director-Intake & Court Services	1	Tracker	1
Director-Special Programs	1	Training/Research Coordinator	1
General Counsel	1	Transportation Officer	1
Intake Traker	1	Team Leader	4

See Personnel Changes for this department in Appendix A.

During fiscal year 2002, restructuring was approved by the Commissioners Court to combine one part time Intake Technician and one part time Intake Transportation Officer to a full time Tracker-Aftercare to meet current needs.

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, Graffitti 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 judicious use of the personal bond program for the County of El Paso and incarcerated offenders in order to assist in controlling and reducing the jail population at the El Paso County Detention Facilities.

Goal 3: 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: 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 release offenders from the El Paso County Detention Facilities under PR Bond who are qualified by the Court.

GOALS AND OBJECTIVES CONTINUED:

Objective 7: To maintain current caseload levels of offenders released on PR Bond.

Objective 8: To maintain the percentage of successful PR Bond Closures at 60% or higher.

Objective 9: To screen and assess offenders released on PR Bond to determine existence of substance abuse problems.

Objective 10: To enhance the impact of the Graffitii Wipeout program on a county-wide basis, through the involvement of other public agencies and community organizations.

Objective 11: To maintain a level of Graffiti Wipeout services with previous years.

Objective 12: To lower the ratio of Graffiti Wipeout sites cleaned outside the city limits compared to sites within the city limits.

Objective 13: To keep response time from initial call to 48 hours or less.

HIGHLIGHTS

- The department has experienced a substantial increase in the collections of court-ordered restitution during fiscal year 2002. Restitution collections in fiscal year 2002 are projected to be close to $1.5 million, for the first time in the history of the department. The highlight in the pre-trial release program is the release of 738 offenders released for the year, an equivalent amount to the previous year. The Graffitti Wipeout program has the fastest response time on graffiti clean-up requests and a higher ratio of County sites cleaned compared to sites cleaned inside city limits.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$481,374	$547,380	$552,730	0.98%
Capital	2,226	5,605		-100.00%
	$483,600	$552,985	$552,730	-0.05%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Actuals	2003 Projected
Personalized Recognizance Bond Program			
Bond releases	1,568	738	760
Cost per release	$65.53	$81.18	$83.62
Bond closures:			
Successful	927	397	409
Unsuccesful	364	287	296
Success rate	72%	58%	60%
Cost per successful closure	$110.85	$150.90	$155.43
Revocations	1,204	881	907

Continued on next page.

WORK PROGRAM TRENDS-CONTINUED

Department Activity	2001 Actuals	2002 Actuals	2003 Projected
Collection of Court-Ordered Fees			
District court	$998,872	$925,701	$953,472
County courts	$45,561	$35,825	$36,900
Victim restitution	$1,250,981	$1,538,326	$1,584,476
PTD Program fees	$721,189	$692,679	$713,459
Collection of PR Bond Fees	$43,746	$35,329	$36,389
Graffiti Wipe-out			
Number of probationers performing	2,945	2,351	2,422
Number of community service hours	26,325	23,482	24,186
Number of County sites cleaned	9,918	9,461	9,745
Number of sites outside city limits	3,034	3,200	3,296
Number of square feet cleaned	1,500,382	1,600,000	1,648,000
Ratio of total sites cleaned ot sites cleaned outside city limits	1 to 3.3	1 to 3.4	1 to 3.5

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

Not Applicable

HEALTH AND WELFARE

FISCAL YEAR 2003 OPERATING BUDGET SUMMARY GENERAL FUND TYPE HEALTH AND WELFARE WITH COMPARATIVE BUDGETS BY DEPARTMENTS

Page No.	Department	2001 Actuals	2002 Budget	2003 Budget	Percent Change
274	Charities	$65,325	$105,000	$100,000	-4.76%
275	Child Welfare-Legal Fees	834,990	835,000	735,000	-11.98%
276	City-County Health Unit	2,503,285	2,770,370	2,854,378	3.03%
283	County Child Welfare	297,369	370,958	323,825	-12.71%
285	Foster Grandparent Program	4,591	4,900		-100.00%
287	General Assistance	1,076,435	1,115,233	1,192,009	6.88%
289	Life Management	130,316	162,131		-100.00%
292	Medical Examiner	784,905	831,139	828,504	-0.32%
294	Medical Examiner-Maintenance	29,466	41,980	41,750	-0.55%
295	Mental Health	510,180	736,050	909,000	23.50%
296	Project Amistad	24,500	24,500	24,500	
298	Retired Senior Volunteer Program	17,402	17,412		-100.00%
300	Shelter for Battered Women	42,200	38,250	39,398	3.00%
302	Veterans Assistance	63,204	73,104	72,393	-0.97%
	Totals	$6,384,168	$7,126,027	$7,120,757	-0.07%

FISCAL YEAR 2003 OPERATING BUDGET SUMMARY BY CHARACTER-GENERAL FUND TYPE HEALTH AND WELFARE

Character	2001 Actuals	2002 Budget	2003 Budget	Percent Change
Personnel	$931,612	$975,996	$1,044,320	7.00%
Operating	5,452,556	6,150,031	6,076,437	-1.20%
Capital				
Totals	$6,384,168	$7,126,027	$7,120,757	-0.07%

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.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$65,325	$105,000	$100,000	-4.76%
Capital				
	$65,325	$105,000	$100,000	-4.76%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Actuals	2003 Projected
No. of pauper burials	86	115	118
No. of pauper cremations	73	58	60
Total burials & cremations	159	173	178
Total for veterans	18	24	25

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees		Not Applicable	
Part-time employees			
Totals			

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 funding provided by the County of El Paso for the Child Welfare program in regards to legal fees.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$834,990	$835,000	$735,000	-11.98%
Capital				
	$834,990	$835,000	$735,000	-11.98%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not Applicable	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
		Not Applicable	
Full-time employees			
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 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, for 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 and review all 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 implement cost savings through consolidation of services where practical.

Goal 3: To improve coordination and cohesiveness between El Paso health care providers and the health district.

Goal 4: To improve human resources and personnel management to ensure a highly skilled work force is recruited, trained, and retained.

Objective 1: To effectively coordinate with the City Information Services in the installation of Microsoft 2000 in all personnel computers; upgrading remaining 100 computers from Window 95 to Windows 98 and ensuring District's communications networks expand in a cost-effective manner by upgrading memory on remaining 51computers.

Objective 2: To timely complete 90% of the vendor invoice payments to gain early payment discounts and avoid late charges.

Objective 3: To complete 95% of all work order requests and maintenance projects by scheduled completion date.

GOALS AND OBJECTIVES CONTINUED

HEALTH EDUCATION PROGRAM:

Goal 1: To encourage the practice of preventive health by providing health community presentations.

Goal 2: To provide and/or coordinate employee training.

Objective 1: To create awareness of pertinent public health issues through media events.

Objective 2: To provide required safety training for health district employees.

ANIMAL REGULATION AND DISEASE CONTROL:

Goal 1: To regulate, control zoonotic diseases and protect 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% adoption rate for spayed/neutered animals.

COMMUNITY ASSESSMENT:

Goal 1: To coordinate activities to identify lead poisoned children, ensure parent education, and ensure follow up to eliminate lead hazards and reduce in blood-lead levels.

Goal 2: To develop, implement and evaluate an employee safety program, and research new insights and innovative solutions to community health problems.

Objective 1: To ensure that 100% of safety trainings are conducted.

Objective 2: To follow up on 100% of new childhood lead poisoning cases.

Objective 3: To coordinate a 50% completion rate of 2,500 blood-lead level screenings in children.

LABORATORY:

Goal 1: To provide diagnostic services for the detection, control, and prevention of public health diseases and pollutants within the community.

Objective 1: To upgrade from a level B to a level C bioterrorism response laboratory by incorporating new advanced testing procedures.

Objective 2: To maintain the recreational water sampling program to safeguard the general public.

Objective 3: To ensure that frozen desserts sold are bacteriologically safe for consumption.

ENVIRONMENT – AIR QUALITY:

Goal 1: To reduce the number of ambient air quality standard violations for ozone, carbon monoxide and particulate matter to meet federal ambient air quality and visibility by inspecting major and minor industrial facilities, used car lots, automobile body, wood-working and wrought iron paint shops, stage I/II fueling facilities, and collect/analyze gasoline samples for oxygen and Raid Vapor pressure.

GOALS AND OBJECTIVES CONTINUED

ENVIRONMENT – AIR QUALITY CONTINUED:

Goal 2: To reduce nuisance conditions and disease caused or aggravated by pollution through investigating complaints and controlling emissions from responsible sources. Inspect removal projects for compliance with Texas Asbestos Health Protection Act (TAHPA) and National Emission Standards for Hazardous Air Pollutants (NESHAPS) to reduce asbestos exposure for the general public and tradesmen in the construction industry.

Objective 1: To increase inspections of non-major sources by 5% from fiscal year 2002 for 1,045 facilities.

Objective 2: To increase inspections of fueling facilities by 5% based on 391 facilities.

Objective 3: To inspect all assigned Stage I/II facilities on 344 facilities.

Objective 4: To respond to all complaints within 24 hours.

Objective 5: To inspect 75% of top priority asbestos project.

ENVIRONMENTAL – GENERAL VECTOR:

Goal 1: To provide mosquito control activities by monitoring, larvaciding, adulticiding, and educating in El Paso and neighboring community residents to prevent the spread of arbovirus diseases to humans and animals.

Objective 1: To increase the swimming pool water samples for bacteria and coliform counts by 20%.

Objective 2: To increase public facility inspections by 22%.

Objective 3: To increase the number of mosquito light traps set out during the mosquito season by 21%.

Objective 4: To increase adulticiding activities throughout the county by 8%.

Objective 5: To maintain stocking of minnows at current rate in reservoirs and drainage ditches by 15%.

Objective 6: To increase public and civic presentations by 60%.

DENTAL SERVICES:

Goal 1: To provide dental health services to eligible indigent children an adolescents residing in El Paso County by performing dental examinations, establishing treatment plans, rendering services, operative dentistry, exodontias, 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 in second and sixth grade at different school sites, and youths in the juvenile detention centers.

Objective 1: To increase the number of prophies and topical fluoride applications by 5%.

GOALS AND OBJECTIVES CONTINUED

DENTAL SERVICES CONTINUED:

Objective 2: To increase the number of corrective procedures (fillings, extractions, pulpotomies, stainless steel crowns etc.) by 6%.

Objective 3: To increase the number of new and limited examinations by 5%.

Objective 4: To increase the rate of appointments kept to 75%.

Objective 5: To increase dental and oral hygiene education/instruction by 6%.

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 case investigations, counseling, and interview of patients/contacts by 50%.

Objective 3: To increase the number of FP visits by 10%.

Objective 4: To increase the number of STD/HIV/FP screenings in the community by 50%.

WOMEN, INFANT & CHILDREN PROGRAM:

Goal 1: To identify and serve qualified residents of El Paso and Hudspeth Counties needing nutritional supplements.

Goal 2: 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 3: To provide parents with information to improve the 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 35%.

Objective 3: To increase the percentage of WIC clients receiving food vouchers monthly to 92%.

Objective 4: To increase the percentage of breastfed WIC infants, at time of certification to 60%.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$2,503,285	$2,770,370	$2,854,378	3.03%
Capital				
	$2,503,285	$2,770,370	$2,854,378	3.03%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Actuals	2003 Projected
Administration			
Upgrade PC's Novell Netware	n/a	8%	8%
Standarize all work orders	n/a	250	258
% of invoices paid within 30 days	n/a	n/a	90%
Maint. Work orders completed on time	294	422	435
Animal Regulation and Disease control			
% invest. Animal bite within 24 hours	96%	98%	98%
Animal bites reported	2,075	1,703	1,754
% invest. of cruelty/abuse in 24 hours	97%	98%	98%
Cruelty investigations	2,735	1,671	1,721
% of impounded reported strays	70%	74%	70%
No. of complaints stray animals/no contact	14,508	15,553	16,020
% of adopted animals spayed/neutered	75%	100%	100%
Community Assessment Division			
On the job accidents	115	82	84
Employee safety training sessions	421	467	481
Campylobacterosis cases	10	10	10
Lead, childhood elebated blood cases	14	29	30
Laboratory			
Lab tests-bacteriology	8,707	6,826	7,031
Lab tests-water, potable	9,007	9,274	9,552
Lab tests-water, recreational	6,093	6,099	6,282
Lab tests-bioterrorism	-	589	607
Proficiency rating/lab test areas	100%	100%	100%
Environmental Quality Services			
Environmental - Air Quality			
Inspections-Stage II	298	305	314
Inspections-oxy fuels	736	717	739
Inspections-asbestos	n/a	157	162
No. of days exceeded standards	2	1	1
No. of complaints invest w/in 24 hours	100%	100%	100%
Environmental - General			
No. of nuisance complaints	3,185	2,646	2,725
Inspections-public facilities	2,392	1,811	2,209
Swimming pool water samples	664	568	682
Enforcement/court cases	32	28	29
Adult mosquito light traps etc	32	28	29
No. of acres adulticided	214	168,592	182,079
Public presentations	87	47	75
Environmental - On Site Sewage			
Final inspections	918	946	974
Follow up inspections	20	21	21
Complaint investigations	245	252	260

Continued on next page.

WORK PROGRAM TRENDS-CONTINUED

Department Activity	2001 Actuals	2002 Actuals	2003 Projected
Environmental - General			
Environmental - On Site Sewage			
Complaint investigations	245	252	260
Permit aplications	954	983	1,012
Subdivision sewage disposal plans	7	7	7
Registration applications inspections	122	126	129
Dental Clinic			
No. of phophylaxis	1,800	2,275	2,389
No. of topical flouride applications	1,500	1,070	1,124
Corrective procedures	2,500	2,529	2,605
New and limited examinations	3,000	3,168	3,263
Appointments made	4,650	10,443	10,756
Appointments kept	3,500	7,315	7,534
Oral hygiene instructions	1,800	2,162	2,227
Sealants placed	6,500	4,836	4,981
Sexually Transmitted Diseases			
Exams-males	2,589	2,453	2,527
Exams-females	1,680	1,553	1,600
Total STD cases treated	959	1,411	1,453
Total cases investigated	901	1,045	1,076
No. receiving health ed/counseling	11,498	11,155	11,490
Family Planning Visits			
Initial visits	279	265	273
Return visits	426	502	517
Total examinations (FP & STD)	4,976	4,773	4,916
HIV/AIDS			
HIV tests administered	3,693	3,580	3,687
HIV positives identified (health lab)	33	20	21
HIV positives identified (outstide labs)	122	65	67
Total HIV cases investigated	150	85	88
Reported cases of AIDS	110	82	84
Women, Infants, and Children Program			
Monthly average participation	44,762	44,255	45,583
Monthly average peer counseling	1,381	2,340	2,410
Percentage of families receiving nutrition education	99%	98%	98%
Percentage of pregnant women in first trimester when certified	31%	31%	35%
Percentage of families receiving food vouchers	89%	90%	92%
Percentage of "born to WIC" infants breast fed at certification	60%	53%	60%
Percentage of clients with health health care resource	100%	98%	100%

CITY-COUNTY HEALTH UNIT

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	**2001**	**2002**	**2003**
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.

HIGHLIGHTS

- The Child Welfare Board has teamed up with the Border Children's Mental Health Collaborative (BCMHC) to create a single, integrated system of care for all El Paso County Youth with serious emotional disturbances (SED). To achieve this goal, El Paso will pursue three broad strategies aimed at system integration, service integration, and the development of a diverse, culturally competent, community based provided network. The Child Welfare Board has numerous promotional and advertising activities through the year to promote the adoption of children in foster care. The board also provided support for the Rainbow Room, which provides clothing, school supplies and other items to a child at the time he is taken into foster care.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$40,823	$51,808	$61,075	17.89%
Operating	256,546	319,150	262,750	-17.67%
Capital				
	$297,369	$370,958	$323,825	-12.71%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
No. children who received initial clothing voucher	218	147	151
Percentage of children referred and helped	100%	100%	100%

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
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 Corporation 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.

HIGHLIGHTS

- The Foster Grandparent Program currently has 146 active foster grandparents. They serve at 50 volunteer sites in the City and County. Last fiscal year, the foster grandparents contributed 105,306 hours to children with special needs.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$4,591	$4,900		-100.00%
Capital				
	$4,591	$4,900		-100.00%

FOSTER GRANDPARENT PROGRAM

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Volunteer service hours provided	20,220	20,827	21,451
Number of foster grandparents	20	21	21
Number of volunteer sites	7	7	7
Children served	45	46	48

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
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. Its mission is to provide assistance to the economically eligible individuals of El Paso County. General Assistance is an active partner in providing leadership in collaborative efforts with other social service agencies in reclaiming human potential through the creation of opportunities leading to economic self-sufficiency, self worth and a better quality of life for residents 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.

Goal 4: To provide timely, courteous, and compassionate service to applicants seeking assistance for pauper burials.

Objective 1: To process applications for assistance within four working days.

Objective 2: To reduce the number of errors in processing applications.

Objective 3: To secure assistance from other sources for those individuals meeting eligibility criteria.

Objective 4: To process applications for pauper burials within one working day.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$302,838	$346,539	$399,098	15.17%
Operating	773,597	768,694	792,911	3.15%
Capital				
	$1,076,435	$1,115,233	$1,192,009	6.88%

GENERAL ASSISTANCE

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Actuals	2003 Projected
Applications received for assistance	12,341	10,790	11,114
No. of applications approved	7,376	6,437	6,630
No. of referrals received	933	724	746
On site sewage facility assistance	9	14	14

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	10	11	12
Part-time employees			
Totals	10	11	12

AUTHORIZED POSITIONS DETAIL

Accounting Clerk I	1	General Assistance Manager	1
Caseworker	4	Project Coordinator	1
Community Service Aide	4	Senior Caseworker	1

See Personnel Changes for this department in Appendix A.

Beginning in fiscal year 2003, this department fell under the direction of the Community Services Department, therefore the Director for General Assistance was re-titled to General Assistance Manager. Also, one position, the Project Coordinator, was established within the General Assistance Department to better serve the needs of the department.

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 who are required by state law to match the amount provided by the state. The funds allocated from El Paso County will support mental health services provided to the El Paso County Jail Facilities, the El Paso Juvenile Probation Department and the Crisis Helpline. Individuals served within these components will have access to the continuum of care provided by the LMC System.

GOALS AND OBJECTIVES

EARLY CHILDHOOD INTERVENTION PROGRAM:

Goal 1: To increase awareness and provision of ECI Services in the eastside colonia areas.

Goal 2: To ensure that youth detained at the Juvenile Detention Facility have timely and convenient access to screening, assessment and treatment services.

Goal 3: To ensure that youth with mental disorders are appropriately treated and diverted from progressing further into the criminal justice system and that families are supported and assisted in connecting with needed community resources.

Goal 4: To provide an effective and accessible 24 hour/7 day a week Countywide System of telephonic response services to provide crisis counseling, information and referral services and assistance in accessing emergency services, with a total annual performance target of 19,800 calls.

Objective 1: To increase enrollment for ECI services in the eastside colonias by 10%.

Objective 2: To participate in community outreach activities in the eastside colonias.

PSYCHIATRIC EMERGENCY ASSESSMENTS & MOBILE OUTREACH SERVICES:

Goal 1: To assess crisis situations and the need for stabilization and support services and/or screening for voluntary/involuntary hospitalization.

Objective 1: To partner with and provide emergency psychiatric assessments for area hospital emergency rooms/inpatient units, and outreach for community referrals.

GOALS AND OBJECTIVES CONTINUED

Objective 2: To partner with law enforcement agencies when initiating community outreach.

Objective 3: To provide law enforcement agencies with a training reference for mental health issues on a monthly basis.

TRANSPORTATION TO BIG SPRING STATE HOSPITAL:

Goal 1: To safely transport consumers to Big Spring State Hospital due long term needs of the person.

Goal 2: To monitor progress at the hospital and return consumers to El Paso upon stabilization. The liaison program works with Big Spring Hospital to determine progress of El Paso mental health consumers.

Objective 1: To provide long-term residential mental health treatment to those consumers who assessed to need extended care.

Objective 2: To work with Big Spring State Hospital social services to facilitate discharge planning to El Paso or other desired community.

HIGHLIGHTS

- The Early Childhood Intervention Program has increased enrollment by 20% in the past eight months, since fiscal year 2001. The Early Childhood Intervention Program has combined maintenance of effort funds with County funds to create a child-find person for the eastside colonia areas. The most significant area of colonia growth has been in the Montana Vista area where an increase in enrollment of 200% has been achieved in 8 months.

- This crisis mobile outreach unit celebrated its 2nd year anniversary in April 2002. There were over 1,200 assessments and area hospitals and community settings. The operation did not experience any loss of life or injury to either the screener or police officer during operations. All cases were appropriately processed.

- During the year there were scheduling problems with the police department and trainings were not scheduled until after October 2001, but as of May 2002 this training has been made mandatory and at least five police officers from each command center will attend the training sessions held on a monthly basis.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget*	Percentage Change in Budget
Personnel				
Operating	$130,316	$162,131		-100.00%
Capital				
	$130,316	$162,131		-100.00%

*Funding for FY 2003 is pending contract review, but has been budgeted in the General and Administrative account.

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Children from colonias enrolled	97	100	103
No. of individuals assessed	586	604	622
No. of police officers trained	145	149	154

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
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.

Objective 5: Replace the software used to process investigation reports, death certificates and statistics to allow for simplicity and faster input and reading.

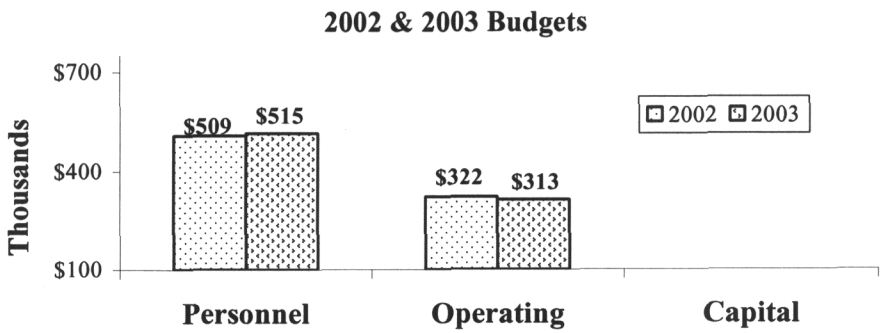
HIGHLIGHTS

- A statistical program has been established in the Medical Examiner computer program to track information.
- A new web site is available with information to assist families who have lost a loved one.
- A mass fatality school was sponsored by our office to better prepare the surrounding agencies in the event of mass casualties.
- A decrease in toxicology expenditures.
- An increase in percentage of cases autopsied.
- A decrease in turn around time for toxicology results.
- A decrease in staff turnover.

MEDICAL EXAMINER

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$527,265	$508,992	$515,554	1.29%
Operating	257,640	322,147	312,950	-2.85%
Capital				
	$784,905	$831,139	$828,504	-0.32%



WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Autopsies	534	550	567
Death certificastes issued	778	801	825
Investigations	2,441	2,514	2,590
Rent revenue	$3,800	$3,914	$4,031
Report , silde, and photo revenue	950	979	1,008
Cremation autorization granted	510	525	541

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	12	11	11
Part-time employees	3	3	3
Totals	15	14	14

AUTHORIZED POSITIONS DETAIL

Adm. Asst II/Med Transcriber	1	Investigator	5
Chief Investigator	1	Investigator, PT	3
Chief Medical Examiner	1	Medical Examiner - Deputy	1
Diener	1	Secretary	1

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$29,466	$41,980	$41,750	-0.55%
Capital				
	$29,466	$41,980	$41,750	-0.55%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not Applicable	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
		Not Applicable	
Full-time employees			
Part-time employees			
Totals			

AUTHORIZED POSITIONS DETAIL

Not Applicable

MENTAL HEALTH

DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The County provides funds 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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$510,180	$736,050	$909,000	23.50%
Capital				
	$510,180	$736,050	$909,000	23.50%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not Applicable	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITION 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. The County provides nominal funding for this project as reflected below.

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.

HIGHLIGHTS

- LULAC Project Amistad, Inc. has been providing social services for the elderly and disabled adults in the El Paso community for more than 25 years. The Representative Payee Services addresses the needs for this very vulnerable population through several services specifically designed to ensure that they do not become the victims of physical or verbal abuse, caretaker or self-neglect and/or self-neglect and /or exploitation.

- Our accomplishments can be measured by the number of clients whose quality of life we have improved. During the past year the representative payee program provided 3,240 units of services for 90 clients. A unit is based on one (1) contact hour for or on behalf of a client. One unit includes assessment, monitoring the clients living environment and physical condition, purchasing goods and /or services, placement, money management, medical transportation and receives no less than three (3) units per month.

- The representative payee services program is a fulfillment of our mission statement. This range of services for the elderly and disabled adults allows us to provide support from the least intrusive to the maximum protection sanctioned by law. We firmly know that through these services we can prevent abuse, neglect and exploitation of the elderly and disabled adults in El Paso County.

PROJECT AMISTAD

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$24,500	$24,500	$24,500	
Capital				
	$24,500	$24,500	$24,500	

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Actuals	2003 Projected
Representative payee services			
Clients served	1,044	1,173	1,208
Units of service provided	3,132	4,692	4,833

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

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. Volunteerism keeps seniors active and healthy.

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.

HIGHLIGHTS

- The Retired Senior Volunteer Program has provided volunteers to County agencies for 18 years. It has volunteers stationed from Fabens to Canutillo. County agencies, which utilize RSVP volunteers include Sheriff's department, R.E. Thomason General Hospital, the S.A.L.T. (Seniors and Law Enforcement Together). Although the contract between RSVP and the County is only for 100 volunteers, RSVP provides 711 volunteers.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$17,402	$17,412		-100.00%
Capital				
	$17,402	$17,412		-100.00%

RETIRED SENIOR VOLUNTEER PROGRAM

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Volunteers	745	767	790
Volunteer sites	25	26	27
Volunteer services hours	130,824	134,749	138,791

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
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.

GOALS AND OBJECTIVES

Goal 1: To offer quality education to batterers by offering 26 group counseling sessions that confront instances of denial, blame, minimizations, justifications and rationalization of behaviors.

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 explore the intents of abusive behavior and the belief system that supports those behaviors.

Objective 2: To understand the connection of painful and negative feelings to beliefs about women's and men's roles.

Objective 3: To identify the function and extent of member's minimizing, denying or blaming.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$42,200	$38,250	$39,398	3.00%
Capital				
	$42,200	$38,250	$39,398	3.00%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Actuals	2003 Projected
Responses to hotline calls	5,447	4,124	4,248
Group counseling hrs provided	10,840	9,932	10,230
Individual counseling hrs provided	1,218	818	843

SHELTER FOR BATTERED WOMEN

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	**2001**	**2002**	**2003**
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 DVA 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 other veteran's, county, state, and federal agencies in order to provide services to veterans and their dependents.

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.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$60,687	$68,657	$68,593	-0.09%
Operating	2,517	4,447	3,800	-14.55%
Capital				
	$63,204	$73,104	$72,393	-0.97%

VETERANS ASSISTANCE

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Actuals	2003 Projected
No. of clients served	542	1,043	1,074
Avg. Time to Serve a Client	2 hrs	2 hrs	2 hrs
% of Satisfied Clients	98%	98%	98%
No. of problem resolved	424	923	951
No. of Claims Processed	112	596	614
No. of Office Visits	283	633	652
No. of Referrals Made	411	1,237	1,274
No. of Clients Actions Completed	536	1,379	1,420
No. of Calls	334	880	906

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	2	2	2
Part-time employees			
Totals	2	2	2

AUTHORIZED POSITION DETAIL

Administrative Assistant I	1	Veterans Service Manager	1

See Personnel Changes for this department in Appendix A.

Beginning fiscal year 2003, this department fell under the direction of the Community Services Department, thus the director position was re-titled to Manager.

THE COUNTY OF EL PASO
TEXAS

RESOURCE DEVELOPMENT

FISCAL YEAR 2003 OPERATING BUDGET SUMMARY
GENERAL FUND TYPE RESOURCE DEVELOPMENT
WITH COMPARATIVE BUDGETS BY DEPARTMENTS

Page No.	Department	2001 Actuals	2002 Budget	2003 Budget	Percent Change
306	Agricultural Co-Op Extension	$356,016	$408,990	$410,178	0.29%
308	Census 2000	860			
309	Economic Development	75,000			
311	Planning and Development	605,258	851,928	948,726	11.36%
	Totals	$1,037,134	$1,260,918	$1,358,904	7.77%

FISCAL YEAR 2003 OPERATING BUDGET SUMMARY BY CHARACTER-GENERAL FUND TYPE RESOURCE DEVELOPMENT

Character	2001 Actuals	2002 Budget	2003 Budget	Percent Change
Personnel	$808,253	$1,041,874	$1,151,947	10.56%
Operating	228,237	219,044	206,957	-5.52%
Capital	644			
Totals	$1,037,134	$1,260,918	$1,358,904	7.77%

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

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.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$233,812	$283,410	$288,248	1.71%
Operating	122,204	125,580	121,930	-2.91%
Capital				
	$356,016	$408,990	$410,178	0.29%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Educational Programs			
Presentations	3,585	3,948	4,066
Participants	94,850	51,101	52,634
Educational Contacts			
Office contacts	2,341	2,394	2,466
Site visits	24,276	36,783	37,886
Telephone inquiries	15,399	10,592	10,910
Newsletters distributed	174,432	169,927	175,025
Media Outreach			
News releases	100	98	101
Radio programs	20	39	40
Television programs	24	82	84
4-H Program Participation			
Organized clubs	958		600
School curriculum	54,554		25,000
Expanded nutrition program	4,370		3,000
Volunteer Development			
Volunteers trained	1,703	1,748	1,800
Clientele served by volunteers	37,285	12,874	13,260
Expanded Nutrition Program			
Homemakers trained	1,409		1,000
Family members reached	5,921		5,000

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 2001	2002	2003
Full-time employees	14	14	14
Part-time employees	1	1	1
Totals	15	15	15

AUTHORIZED POSITION DETAIL

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

DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

During fiscal year 2000 Commissioners Court opted to contribute $50,000 for the 2000 census. This index was set up only to capture the expense out of a separate index, and has been de-funded ever since.

FINANCIAL TRENDS

Category	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$860			
Capital				
	$860			

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not Applicable	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITIONS DETAIL

Not Applicable

ECONOMIC DEVELOPMENT DIVISION

MISSION STATEMENT

To assist in the creation, expansion and retention of jobs for El Paso and increase the tax base through capital investment of industry in the City and County. This program was de-funded in fiscal years 2002 and 2003.

DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Economic Development Division (EDD) is an operating division of the Greater El Paso Chamber of Commerce. Its responsibility is to provide industry recruitment services intended to create jobs and facilitate capital investment in the County of El Paso by facilitating relocation and expansion.

GOAL AND OBJECTIVES

Goal: To work on 35 relocation/expansion projects, creating 8,000 new jobs, absorbing 2 million square feet of manufacturing space and capital investment of $200 million in our community.

Objectives: This mission is accomplished by (1) re-organizing the Industrial Development Division, (2) expanding the Division's Executive Committee to include key representatives from the various public and private sector entities to form a partnership, (3) launching a National Industry Sales Campaign which has as its basis an aggressive calling campaign to recruit new industry into El Paso, and (4) beginning an Industrial Retention and Expansion initiative, focused on working with industries already in our community, assisting them in areas that would create jobs and induce capital investment.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$75,000			
Capital				
	$75,000			

WORK PROGRAM TRENDS

Department Activity	2001 Estimated	2002 Estimated	2003 Projected
Number of companies to visit/host:	107	N/A	N/A
Sales calls	146	N/A	N/A
Active contacts	177	N/A	N/A
Responses to inquiries	956	N/A	N/A

ECONOMIC DEVELOPMENT DIVISION

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	**2001**	**2002**	**2003**
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITIONS DETAIL

Not Applicable

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: Establish a plan for a smooth transition of departments currently under the direct control of Commissioners Court to that of the new management departments.

Objective 2: Incorporate detailed departmental missions, goals, and objectives that coincide with and support the broader countywide direction.

Objective 3: Seek all possible sources of funding that will support community development.

Objective 4: 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 5: To provide first-time potable public water facilities improvement to low-moderate income households through contracted services and local participation.

PLANNING AND DEVELOPMENT

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$574,441	$758,464	$863,699	13.87%
Operating	30,173	93,464	85,027	-9.03%
Capital	644			
	$605,258	$851,928	$948,726	11.36%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Number of Households Serviced			
Water Project (Ponderosa)	142	146	150
Rehabilitation of Properties (Ponderosa)	128	132	136
Water Project (Morning Glory)	104	107	110
Rehabilitation of Properties (Morning Glory)	104	107	110
Water Project (Connington)	21	22	23
Rehabilitation of Properties (Connington)	21	22	23
Water Project (Panorama)	46	47	48

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	10	7	17
Part-time employees			
Totals	10	7	17

AUTHORIZED POSITION DETAIL

Administrative Assistant III	1	Planning Coordinator	1
Construction Specialist	1	Planning & Administrative Technician	1
Database & Research Coord.	1	Planning Coordinator	1
Director/Grant Admin.	1	Project Coordinator	2
Director of Policy Implementation	1	Rural Transit Coordinator	1
Grant & Contract Coord.	2	Sr. Project Engineer	1
Graphics/Plan. Technician	1	Strategic & Econ. Developement Plann	1
Housing Coordinator	1		

See Personnel Changes for this department in Appendix A.

Personnel for this department increased by ten individuals for fiscal year 2003, to include one new Senior Project Engineer to help minimize the cost of outsourcing for plans and specs on projects. The other nine individuals were moved from the Planning and Management Department, Commissioners Court Services Department and County Judges Office to better consolidate the efforts of Planning and Development. Community Development employees remained under the direction of the Planning Director and simply changed indexes.

CULTURE AND RECREATION

FISCAL YEAR 2003 OPERATING BUDGET SUMMARY GENERAL FUND TYPE CULTURE AND RECREATION WITH COMPARATIVE BUDGETS BY DEPARTMENTS

Page No.	Department	2001 Actuals	2002 Budget	2003 Budget	Percent Change
314	Agua Dulce Community Center	$9,049	$36,288	$28,319	-21.96%
315	Ascarate Golf Course	776,629	981,128	906,409	-7.62%
317	Ascarate Regional County Park	833,242	918,217	913,558	-0.51%
319	Canutillo Community Center-Maintenance	789	2,000	2,000	
320	Fabens Community Center	4,369	7,829	7,600	-2.93%
321	Library	208,897	245,212	248,727	1.43%
323	Los Portales	17,975	29,300		-100.00%
325	Montana Vista Community Center	23,181	44,780	28,150	-37.14%
326	Rural Parks	145,085	234,373	219,326	-6.42%
328	San Elizario Center-Maintenance	17,851	22,416	22,028	-1.73%
329	Sparks Community Center	29,489	44,735	41,428	-7.39%
330	Sportspark		567,448		-100.00%
331	Swimming Pools	307,789	357,515	354,421	-0.87%
	Totals	$2,374,345	$3,491,241	$2,771,966	-20.60%

FISCAL YEAR 2003 OPERATING BUDGET SUMMARY BY CHARACTER-GENERAL FUND TYPE CULTURE AND RECREATION

Character	2001 Actuals	2002 Budget	2003 Budget	Percent Change
Personnel	$1,364,588	$1,687,417	$1,557,569	-7.70%
Operating	999,716	1,795,824	1,214,397	-32.38%
Capital	10,041	8,000		-100.00%
Totals	$2,374,345	$3,491,241	$2,771,966	-20.60%

AGUA DULCE COMMUNITY CENTER

DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

The Agua Dulce Community Center has been completed and is currently being used as a workshop for area residents.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$1,501	$17,368	$17,419	0.29%
Operating	6,891	18,920	10,900	-42.39%
Capital	657			
	$9,049	$36,288	$28,319	-21.96%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Projected	2003 Projected
		Not Available	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
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, 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 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 are currently available for daily and tournament play, but up to eighty carts can be accommodated. 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. There are currently 145 monthly cardholders and 77 quarterly cardholders. 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 provided and continue to grow and maintain the best playing condition and continue providing friendly, courteous service in an atmosphere that encourages the game of golf for individuals.

Objective 1: To keep the locker rooms pro-shop cleaned with adequate supplies.

Objective 2: Upgrade equipment, purchase maintenance supplies to ensure trees, shrubs, and ornamental plants are properly maintained.

Objective 3: Ensure golf course is maintained efficiently and effectively.

HIGHLIGHTS

- Addition of mounds and markers on the driving range.
- All twenty-nine fairways were overseeded in different sites.
- Number 2 delta nine tee box was completely redone.
- All sand traps have been upgraded.
- Hosted the 4A District High School Championship.
- Built Chining greens adjacent to driving range.
- Altered number 16/17 tee box and added sod to the same area.
- Improved the irrigation system at the driving range at different sites throughout the fairways.
- Hosted the 40th annual Ascarate Junior Golf Course Tournament.
- Hosted the Ascarate Golf Course Association Eward/Zuluage Golf Tournament.
- Replaced tee markers to all 18 tee boxes.

ASCARATE GOLF COURSE

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$445,784	$473,358	$486,226	2.72%
Operating	328,395	507,770	420,183	-17.25%
Capital	2,450			
	$776,629	$981,128	$906,409	-7.62%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not Available	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	18	20	20
Part-time employees	2		
Totals	20	20	20

AUTHORIZED POSITION DETAIL

Assist. Golf Manager	1	Utility Worker I	12
Cashier/Clk. Golf Course	3	Utility Worker II	2
Golf Course Superintendent	1	Utility Worker III	1

See Personnel Changes for this department in Appendix A.

During fiscal year 2003, Commissioners Court approved restructuring this department to better serve the needs of the department and better fit the actual duties of the employees.

ASCARATE REGIONAL COUNTY PARK

MISSION STATAMENT

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 provide more park facilities to include picnic shelters, vegetation, playground equipment and other park amenities for the Citizens of El Paso.

Goal 2: 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.

Goal 3: 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.

Objective 1: Implement 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: Begin new projects such as semi-private picnic areas, more playground equipment and general up-lift on the park amenities.

Objective 3: To maintain high standards of personnel efficiency and expertise to guarantee maximum staff performance.

HIGHLIGHTS

- Hosted Boy Scout Camp and Girl Scout Camp at the Park.
- Increased the number of special events at the park.
- Improved the irrigation system at the park.
- Developed a plan for adding Christmas lights at the park.
- Expanded cooperative programs with the Fire Training Academy.
- Increased participation of the Parks Board.
- Developed joint programs with the City of El Paso Parks.
- Installed two additional water wells at the park.
- Installed four surface and submergible aerators in the Ascarate Lake.
- Renovated and reconstructed two restrooms to include the concession stand.
- Completed the running trail.

ASCARATE REGIONAL COUNTY PARK

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$438,405	$490,460	$516,040	5.22%
Operating	391,108	427,757	397,518	-7.07%
Capital	3,729			
	$833,242	$918,217	$913,558	-0.51%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not available	

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	2001	2002	2003
Full-time employees	12	21	17
Part-time employees		1	1
Totals	12	22	18

AUTHORIZED POSITION DETAIL

Administrative Asst. I	1	Park Manager Region II	1
Aquatics Manager	1	Park Ranger	1
El Paso County Parks & Rec. Dir.	1	Park Ranger, part-time	1
Executive Secretary/Admin. Asst.	1	Secretary	1
Facilities Mechanic	1	Utility Worker I	3
Maintenance Foreman	1	Utility Worker II	2
Maintenance Welder	1	Utility Worker III	2

See Personnel Changes for this department on Appendix A.

Beginning fiscal year 2003, the Commissioners Court did not re-allocate funding for utility workers who were on a temporary basis during fiscal year 2002, thus the decrease in personnel.

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.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$789	$2,000	$2,000	
Capital				
	$789	$2,000	$2,000	

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimate	2003 Projected
		Not Available	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITIONS DETAIL

Not Applicable

FABENS COMMUNITY CENTER

DEPARTMENT DESCRIPTION AND RESPONSIBILTIES

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.

GOAL AND OBJECTIVES

Goal: To enhance the quality of life in the Fabens community.

Objective 1: Provide nutritious meals and facilitate the delivery of health education to area residents.

Objective 2: Facilitate the interactions between Fabens residents and program providers.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$4,369	$7,829	$7,600	-2.93%
Capital				
	$4,369	$7,829	$7,600	-2.93%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not Available	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
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: 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 2: Promote library usage by children and parents in order to provide recreational, instructional, educational and professional guidance to both age groups.

Goal 3: To increase library resources by purchasing more books, and promoting the use of online databases in order to offer the public current and updated materials and replace outdated materials.

Objective 1: Implement and successfully adapt library operations to an automated system from 0 to 2 workstations and educating the public in its use.

Objective 2: To increase outreach programs by providing programs in-house, as well as, in the community, toward a target of 5 types of programs such as Story Hour, Story Time, Summer Reading Program, Dia de los Ninos/Dia de Los Libros, and Dr. Seuss.

Objective 3: To abide by the Texas State Library guidelines by providing at least one item of library materials per capita for a population of 87,659.

HIGHLIGHTS

- The El Paso County Library received a Telecommunications Infrastructure Fund grant in the amount of $29,401 to install a T-1 line, offer internet access and purchased one computer. The Library also received a Library and Service Technology Act (LSTA) grant from the Texas State Library through El Paso Area Libraries (EPAL) for 11 computers, a server and automation software to automate the Library. The Reading Club, Story Time, Story Hour, Halloween Fest, National Library Week, and Dia de Los Ninos/Dia de Los Libros, and Dr. Seuss.

LIBRARY

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$186,206	$197,780	$199,793	1.02%
Operating	22,691	47,432	48,934	3.17%
Capital				
	$208,897	$245,212	$248,727	1.43%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Actuals	2003 Projected
Library materials available to the public	26,900	27,847	27,707
Items catalogued and processed	849	1,079	1,111
Reference transactions	2,338	2,738	2,820
Registered borrowers	3,954	4,418	4,551
Patrons using library	38,243	40,713	41,934
Story hour programs	3,093	2,599	2,677
Summer reading program	361	564	372
Interlibrary loan	27	22	23
Income tax forms	238	315	245
Circulation statistics	57,439	70,853	72,979
Notices sent for overdue materials	617	585	603
Items discarded	326	52	54
Fines collected	$2,311	$2,650	$2,730

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	5	5	5
Part-time employees	2	2	2
Totals	7	7	7

AUTHORIZED POSITION DETAIL

Assistant Library Director	1	County Library Manager	1
Clerk I	2	Senior Clerk I	1
Clerk, part-time	2		

See Personnel Changes for this department in Appendix A.

Beginning fiscal year 2003, the County Library will fall under the direction of the Community Services Department, thus the change from Library Director to Library Manager.

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 to 2:00 pm 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.

HIGHLIGHTS

- Development of a walking tour brochure, which identifies seventeen historical sites within walking distance.
- Development of a veterans exhibit.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget*	Percentage Change in Budget
Personnel				
Operating	$17,975	$29,300		-100.00%
Capital				
	$17,975	$29,300		-100.00%

*For fiscal year 2003, funding for this program was appropriated under the Coliseum Special Revenue Fund.

LOS PORTALES

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
No. of visitors	4,799	4,943	5,091
Countries represented	31	32	33
States represented	45	46	48
SEG/HS voulunteer hrs	1,339	1,379	1,421

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

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.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$23,181	$36,780	$28,150	-23.46%
Capital		8,000		-100.00%
	$23,181	$44,780	$28,150	-37.14%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not Available	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees		Not Applicable	
Part-time employees			
Totals			

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 better rural park facilities where service groups can utilize the facilities to provide organized sport leagues that involve area youths in activities.

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.

Goal 3: To provide a safe and properly maintained park system to support the ever growing needs of the Citizens of El Paso 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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$109,340	$123,973	$124,326	0.28%
Operating	35,745	110,400	95,000	-13.95%
Capital				
	$145,085	$234,373	$219,326	-6.42%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not Available	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	5	5	5
Part-time employees			
Totals	5	5	5

AUTHORIZED POSITION DETAIL

Truck Driver	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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$17,851	$21,916	$21,528	-1.77%
Operating		500	500	
Capital				
	$17,851	$22,416	$22,028	-1.73%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not Available	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	1	1	1
Part-time employees			
Totals	1	1	1

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.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$29,489	$44,735	$41,428	-7.39%
Capital				
	$29,489	$44,735	$41,428	-7.39%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not Available	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

Not Applicable

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.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating		$567,448		-100.00%
Capital				
		$567,448		-100.00%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not Available	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees		5	
Part-time employees			
Totals		5	

AUTHORIZED POSITION DETAIL

Concession Mgr. Sportspark	1	Sportspark Asst. Director/Youth	1
Office Manager	1	Sportspark Foreman/groundskeeper	1
Sportspark Assistance Director	1		

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 implement aggressive rental and program service at all pools.

Objective 1: To increase rentals, company rentals, and picnics.

Objective 2: To increase participation of the lifeguard and learn to swim training programs.

Objective 3: To maintain swimming pools.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$165,502	$202,533	$192,237	-5.08%
Operating	139,082	154,982	162,184	4.65%
Capital	3,205			
	$307,789	$357,515	$354,421	-0.87%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not Available	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	1	1	1
Part-time employees			
Totals	1	1	1

AUTHORIZED POSITION DETAIL

Pool Maintenance Operator	1

SPECIAL REVENUE FUNDS

SPECIAL REVENUE FUND TYPE
OPERATING BUDGET COMPARISON
WITH FY 2001 ACTUALS

CHANGES IN OPERATING BUDGETS BETWEEN FISCAL YEARS

INTERGOVERNMENTAL REVENUES

This revenue source experienced a $159,000 increase mainly for a new fund set up for the Elections Department, which will be used to pay for contracted expenses associated with each election, such as payroll and operating expenses.

CHARGES FOR SERVICES

The overall increase in the Charges for Services line item is due to various reasons. One major reason for the increase is the Sportspark facility previously budgeted in the General fund and now set up as a new Special Revenue account. Also, increased revenues are anticipated for extra auto registration fees and auto sales tax next fiscal year, based on historical trends.

	FY 2001 Actuals	OPERATING BUDGETS		CHANGES	
		Total Budget FY 2002	Total Budget FY 2003	AMOUNT	%
Revenues (Sources):					
Taxes	$1,936,230	$1,900,000	$1,900,000		
Intergovernmental	157,354	140,064	299,064	$159,000	113.52%
Charges for Services	10,368,207	8,498,704	10,315,594	1,816,890	21.38%
Fines and Forfeits	7,430	5,000	6,000	1,000	20.00%
Interest	426,120	245,003	183,253	(61,750)	-25.20%
Miscellaneous Revenues	577,577	301,435	943,502	642,067	213.00%
Other Financing Sources	45,803	7,672		(7,672)	-100.00%
Total Revenues and Other Financing Sources	13,518,721	11,097,878	13,647,413	2,549,535	22.97%
Beginning Fund Balances	7,274,815	9,474,613	12,903,574	3,428,961	36.19%
Total Available Resources	$20,793,536	$20,572,491	$26,550,987	$5,978,496	29.06%

FINES AND FORFEITS

The line item for Fines and Forfeits increased only slightly from $5,000 to $6,000 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.

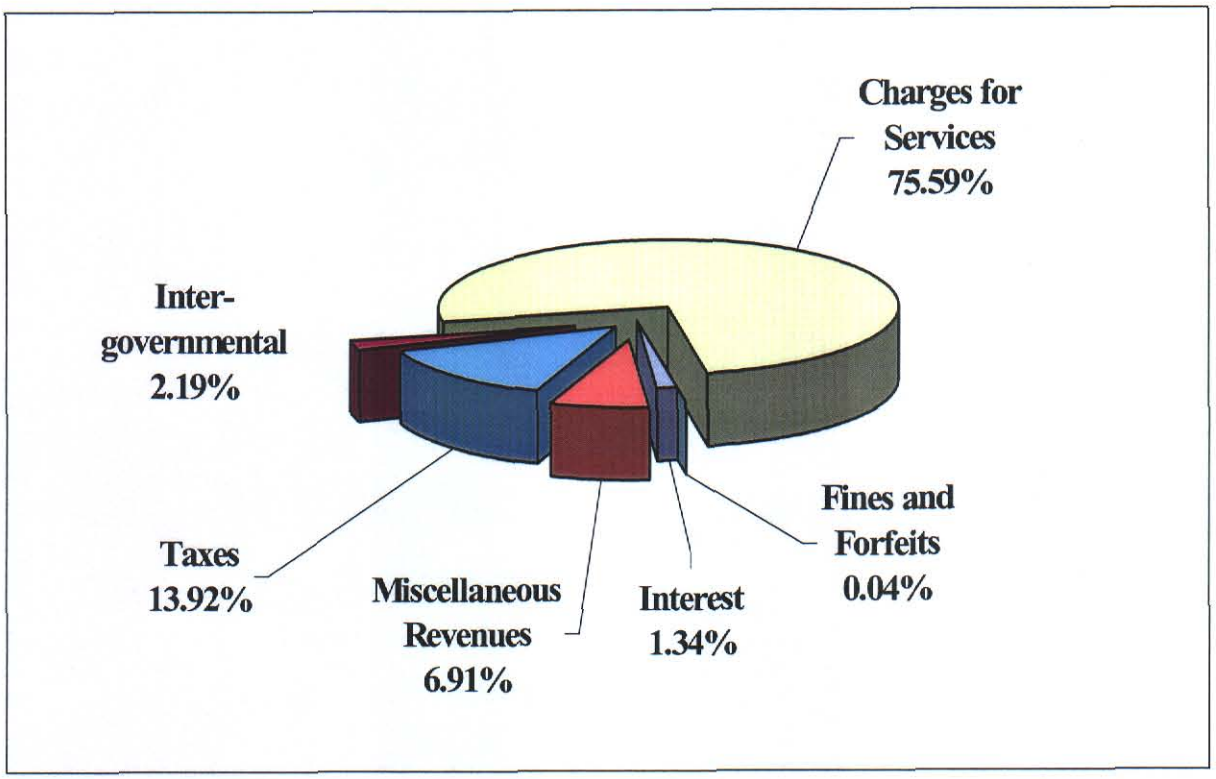
MISCELLANEOUS REVENUES AND OTHER FINANCING SOURCES

Lastly, Miscellaneous Revenues and Other Financing Sources were budgeted at an increase of $642,067 and a decrease of $7,672, respectively. The increase in Miscellaneous revenues is mainly attributable to higher projected revenues from Sportspark revenues, such as phone commissions. The decrease in Other Financing Sources is due to not budgeting the one time transfer into the County Attorney Supplement account for operating costs.

SPECIAL REVENUE FUND TYPE
OPERATING BUDGET COMPARISON
WITH FY 2001 ACTUALS

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 2003 Budget
Revenues (Sources) –Special Revenue Fund Type - $13,647,413



SPECIAL REVENUE FUND TYPE
OPERATING BUDGET COMPARISON
WITH FY 2001 ACTUALS

CHANGES IN OPERATING BUDGETS BETWEEN FISCAL YEARS

GENERAL GOVERNMENT

The increase in appropriations for the General Government program for fiscal year 2003 is to account for operations of the new Election Services and Tax Office Discretionary funds.

ADMINISTRATION OF JUSTICE

The main reason for the increase of $113,259 under Administration of Justice is for additional operating needs for the District Attorney Drug Forfeiture account and the Probate Judiciary Support account.

	FY 2001 Actuals	OPERATING BUDGETS		CHANGES	
		Total Budget FY 2002	Total Budget FY 2003	Amount	%
Appropriations/Expenditures (Uses):					
General Government	$1,993,415	$2,801,065	$2,999,912	$198,847	7.10%
Administration of Justice	172,027	279,169	392,428	113,259	40.57%
Resource Development	1,089,396	276,115		(276,115)	-100.00%
Culture and Recreation	1,795,692	2,229,228	3,380,450	1,151,222	51.64%
Public Safety	91,699	146,668	237,507	90,839	61.94%
Public Works	4,302,589	5,566,443	5,652,952	86,509	1.55%
Health and Welfare		1,000	8,100	7,100	710.00%
Capital Outlays	1,024,824	1,635,409	3,990,362	2,354,953	144.00%
Other Financing Uses	849,281	988,775	1,220,572	231,797	23.44%
Total Appropriations, Expenditures and Other Financing Uses	11,318,923	13,923,872	17,882,283	3,958,411	28.43%
Encumbrances		751,852	927,216	175,364	23.32%
Ending Fund Balances	9,474,613	5,896,767	7,741,488	1,844,721	31.28%
Total Appropriations/Expenditures, Other Financing Uses and Fund Balances	$20,793,536	$20,572,491	$26,550,987	$5,978,496	29.06%

RESOURCE DEVELOPMENT

The Resource Development program was budgeted much lower for fiscal year 2003, based on a lower contribution to the City of El Paso for the transfer of hotel/motel revenues. These funds were used to supplement the Coliseum budget for a new sports authority program and to cover many of the outside agency requests, for example, Concordia Cemetery, and the Mission Trails program.

SPECIAL REVENUE FUND TYPE
OPERATING BUDGET COMPARISON
WITH FY 2001 ACTUALS

CULTURE AND RECREATION

The increase in the Culture and Recreation program is mainly due to budgeting for the Sportspark facility under Special Revenue and also anticipating higher operating costs for the Ascarate Improvement Fund.

	FY 2001 Actuals	OPERATING BUDGETS		CHANGES	
		Total Budget FY 2002	Total Budget FY 2003	Amount	%
Appropriations/Expenditures (Uses):					
Culture and Recreation	$1,795,692	$2,229,228	$3,380,450	$1,151,222	51.64%
Public Safety	91,699	146,668	237,507	90,839	61.94%
Public Works	4,302,589	5,566,443	5,652,952	86,509	1.55%
Health and Welfare		1,600	8,100	6,500	406.25%
Capital Outlays	1,024,824	1,635,409	3,990,362	2,354,953	144.00%
Other Financing Uses	$849,281	$988,775	$1,220,572	$231,797	23.44%

PUBLIC SAFETY

The increase in appropriations for Public Safety is due to two new funds set up for the Juvenile Probation Juror Donation and for the Juvenile Probation Supervision Funds.

PUBLIC WORKS

The Public Works program increased overall by $86,509 for additional appropriations set up for under the Road and Bridge account for the maintenance and repair of County roads.

HEALTH AND WELFARE

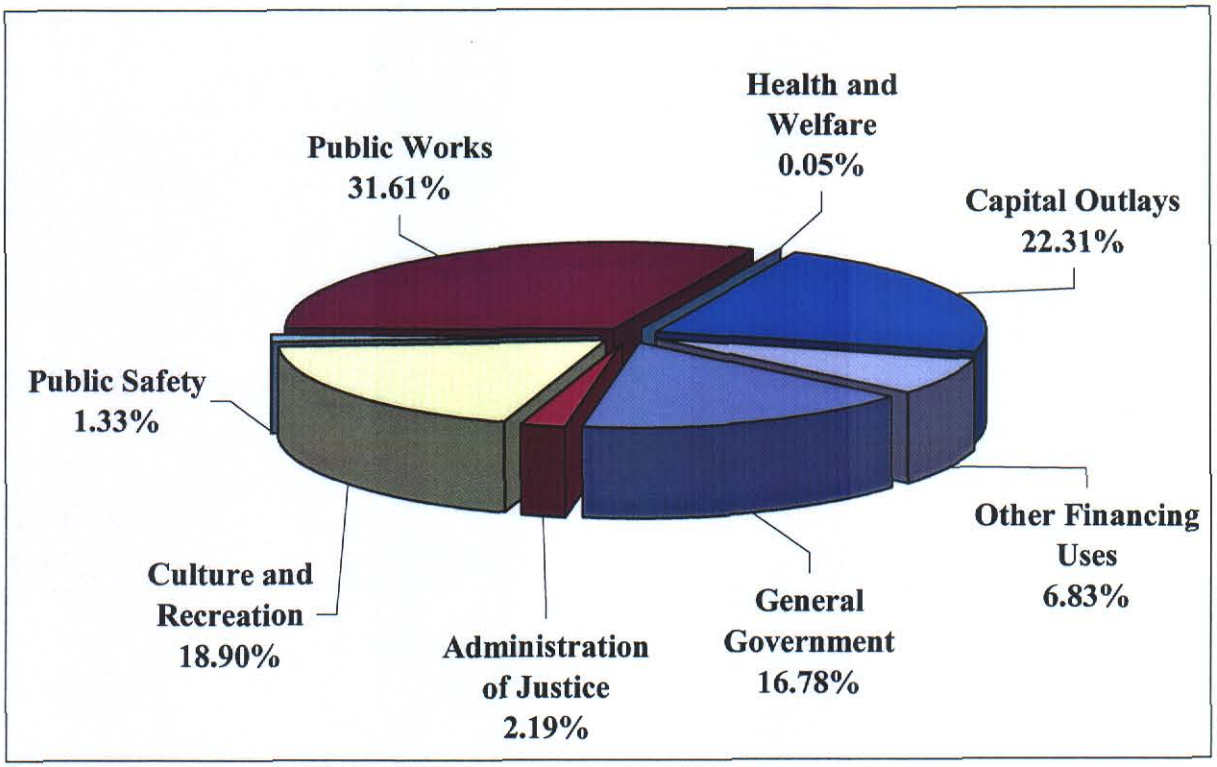
Appropriations were set higher based on actual receipts in fiscal year 2002, for revenues from jurors donating their payments to be used for the Child Welfare program.

CAPITAL OUTLAYS AND OTHER FINANCING USES

Lastly, the increase in Capital Outlays for fiscal year 2003 is mainly attributable to the start of the Canutillo drainage project for the Road and Bridge department, and new equipment purchases and renovations for Ascarate Park. Other Financing Uses increased by $231,797 mainly for higher grant match requirements for Ascarate Park Improvements.

SPECIAL REVENUE FUND TYPE
OPERATING BUDGET COMPARISON
WITH FY 2001 ACTUALS

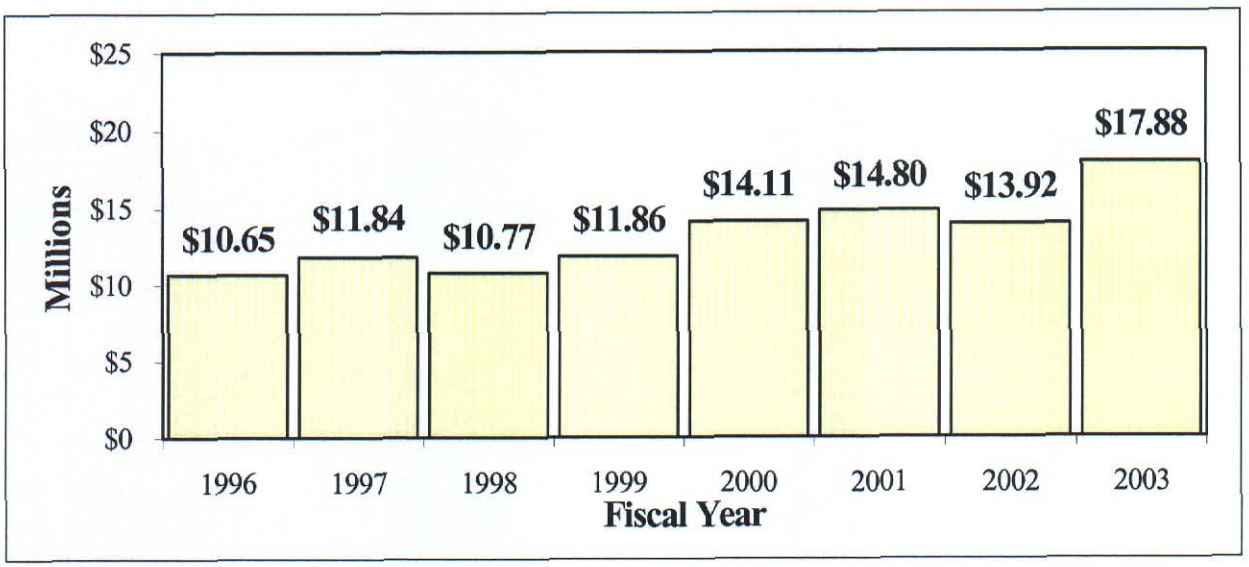
Fiscal Year 2003 Budget
Appropriations (Uses) – Special Revenue Fund Type - $17,882,283



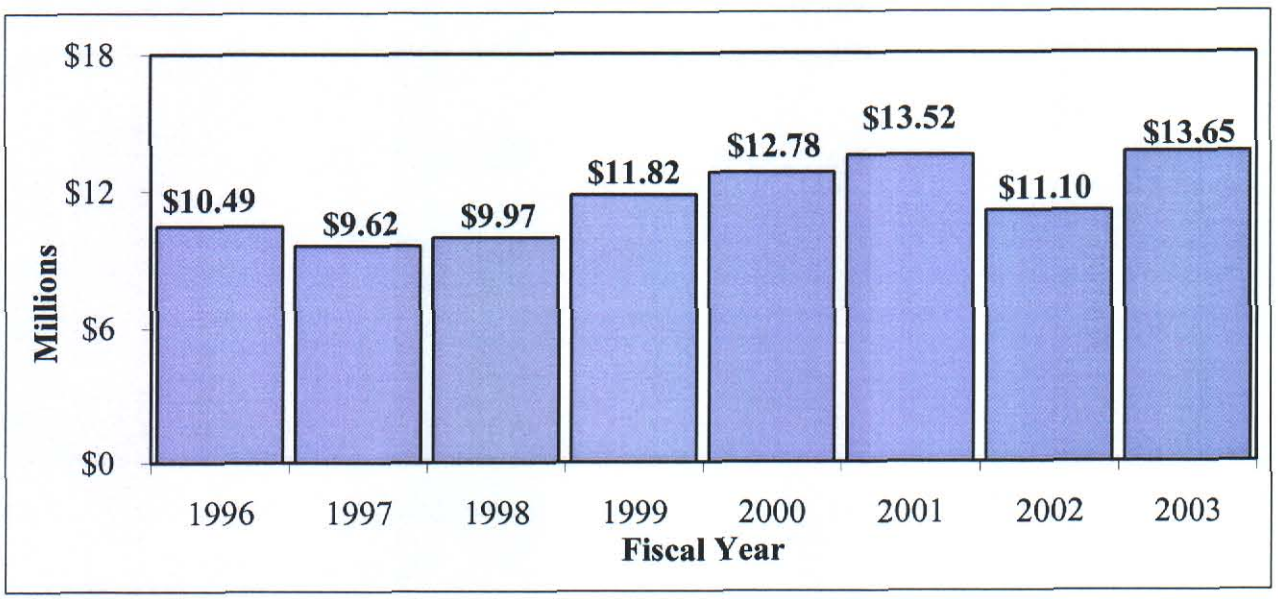
SPECIAL REVENUE FUND TYPE
OPERATING BUDGET COMPARISON
WITH FY 2001 ACTUALS

The following tables provide information regarding the Special Revenue Fund Type overall budget, and revenue/expenditures since 1996.

Special Revenue Fund Type – Budget Trends



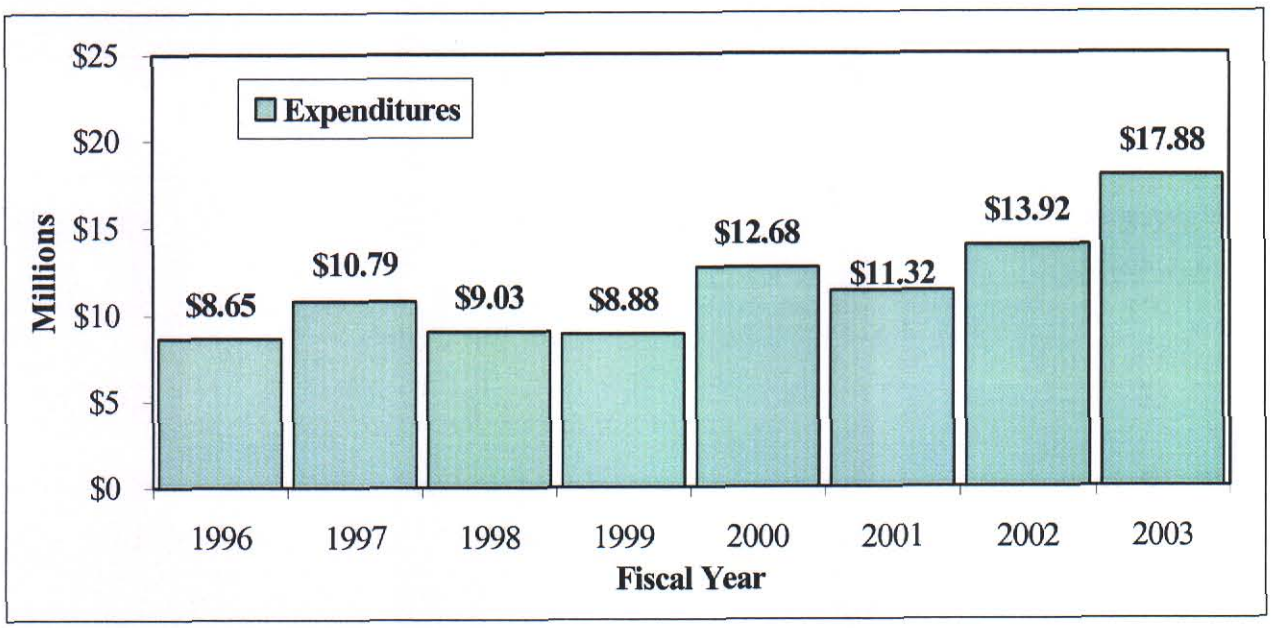
Special Revenue Fund Type-Revenue Trends



***FY 2002 and 2003 are Budgets, 1996-2001 are Actuals**

SPECIAL REVENUE FUND TYPE
OPERATING BUDGET COMPARISON
WITH FY 2001 ACTUALS

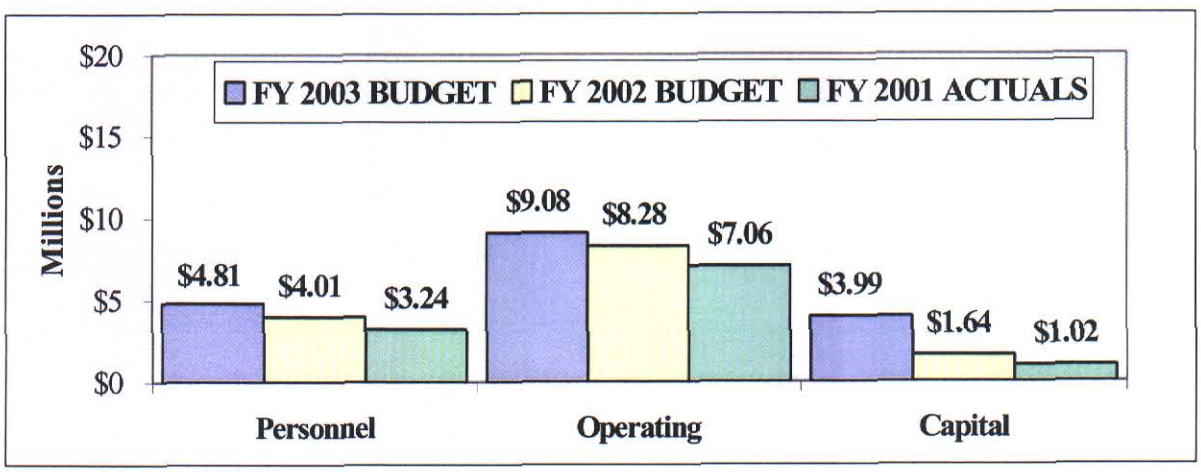
Special Revenue Fund Type – Expenditure Trends



***FY 2002 and 2003 are Budgets, 1996-2001 are Actuals**

SUMMARY FOR FISCAL YEAR 2003
BY CHARACTER

	FY 2001 Actuals	OPERATING BUDGETS		Changes	
		FY 2002	FY 2003	Amount	%
Character					
Personnel	$3,238,917	$4,009,466	$4,814,331	$804,865	20.07%
Operating	7,055,182	8,278,997	9,077,590	798,593	9.65%
Capital	1,024,824	1,635,409	3,990,362	2,354,953	144.00%
Total Budgets and Actuals	$11,318,923	$13,923,872	$17,882,283	$3,958,411	28.43%



FISCAL YEAR 2002 OPERATING BUDGET SUMMARY
SPECIAL REVENUE FUND TYPE
WITH COMPARATIVE BUDGETS BY FUND

Page No.	Department	2001 Actuals	2002 Budget	2003 Budget	Percent Change
341	Alternative Dispute Resolution Center	$106,580	$145,000	$145,000	
344	Ascarate Park Improvement	727,777	1,310,000	2,510,000	91.60%
346	Child Welfare Juror Donations		1,000	8,100	710.00%
348	Coliseum Tourist Promotion	1,111,073	1,634,600	1,930,521	18.10%
351	Commissary Inmate Profit	266,335	287,404	500,000	73.97%
353	County Attorney Commissions	128,701	125,000	125,000	
355	County Attorney Supplement		24,622	33,950	37.88%
357	County Clerk Records Management and Preservation	589,005	631,353	648,439	2.71%
360	County Graffiti Eradication		250	631	152.40%
362	County Law Library	367,553	438,171	433,998	-0.95%
365	County Tourist Promotion	145,495	207,400		-100.00%
368	Court Reporter Service	128,322	120,000	124,366	3.64%
370	Courthouse Security	294,364	250,000	283,000	13.20%
372	District Attorney 10% Drug Forfeitures		8,531	26,000	204.77%
374	Elections Contract Services			250,000	100.00%
376	Fabens Airport	19,654	38,750	39,740	2.55%
378	Juror Donations JPD			3,355	100.00%
380	Juvenile Probation Supervision			145,402	100.00%
382	Probate Judiciary Support		27,114	67,114	147.53%
384	Probate Travel Account		4,000	9,000	125.00%
386	Records Management and Preservation	206,572	181,000	211,200	16.69%
388	Road and Bridge	4,946,468	6,161,693	7,447,212	20.86%
391	Road and Bridge Administration	1,097,964	1,894,602	1,780,598	-6.02%
393	San Elizario Placita	1,966	5,000	1,360	-72.80%
395	Sheriff Leose	91,699	146,668	118,750	-19.03%
397	Sportspark			946,939	100.00%
399	Tax Office Discretionary Fund			86,875	100.00%
401	Teen Court		5,599	5,633	0.61%
403	Therapeutic Drug Court			100	100.00%
405	Tourist Promotion Functions	1,089,395	276,115		-100.00%
	Totals	$11,318,923	$13,923,872	$17,882,283	22.14%

FISCAL YEAR 2002 OPERATING BUDGET SUMMARY
SPECIAL REVENUE FUND TYPE
WITH COMPARATIVE BUDGETS BY CHARACTER

Character	2001 Actuals	2002 Budget	2003 Budget	Percent Change
Personnel	$3,238,917	$4,009,466	$4,814,331	20.07%
Operating	7,055,182	8,278,997	9,077,590	9.65%
Capital	1,024,824	1,635,409	3,990,362	144.00%
Totals	$11,318,923	$13,923,872	$17,882,283	28.43%

FISCAL YEAR 2003 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
	FY 2001	FY 2002	FY 2003	in Budget
Beginning balance	$7,150	$10,240	$18,830	83.89%
Reserved for encumbrances			48,138	100.00%
Revenue:				
Charges for services	109,670	145,000	145,000	
Total revenue	109,670	145,000	145,000	
Other financing sources				
Transfers in				
Total revenue and other sources	109,670	145,000	145,000	
Expenditures:	106,580	145,000	145,000	
Other financing uses:				
Transfer out				
Total expenditures and other uses	106,580	145,000	145,000	
Encumbrances			48,138	100.00%
Ending fund balance	$10,240	$10,240	$18,830	83.89%

ALTERNATIVE DISPUTE RESOLUTION CENTER

MISSION STATEMENT

To provide timely alternative dispute resolution services ordered in Civil Court-ordered and Neighborhood Justice cases to inlcude 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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$106,580	$145,000	$145,000	
Capital				
	$106,580	$145,000	$145,000	

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
No. of cases mediated	1,181	1,216	1,253
No. of citizens assisted	2,587	2,665	2,745
Moderated settlement cases	N/A	N/A	N/A
Basic trainings	1	1	1
Family trainings	1	1	1
Professional trainings	N/A	N/A	N/A

ALTERNATIVE DISPUTE RESOLUTION CENTER

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	**2001**	**2002**	**2003**
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

Not Applicable

FISCAL YEAR 2003 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 2001	FY 2002	FY 2003	in Budget
Beginning balance	$568,626	$1,055,305	$1,772,964	68.00%
Reserve for encumbrances		56,422	144,123	155.44%
Revenue:				
Charges for services	1,142,887	977,000	1,040,000	6.45%
Interest	37,970	15,000	20,000	33.33%
Miscellaneous revenue	12,969	10,800		-100.00%
Total revenue	1,193,826	1,002,800	1,060,000	5.70%
Other financing sources:				
Transfers in	20,630			
Total revenue and other sources	1,214,456	1,002,800	1,060,000	5.70%
Expenditures:	338,539	460,719	1,726,794	274.80%
Other financing uses:				
Transfer out	389,238	849,281	783,206	-7.78%
Total expenditures and other uses	727,777	1,310,000	2,510,000	91.60%
Encumbrances		56,422	144,123	155.44%
Ending fund balance	$1,055,305	$748,105	$322,964	-56.83%

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.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$22,171	$5,357		-100.00%
Operating	562,496	680,361	$1,015,000	49.19%
Capital	143,110	624,282	1,495,000	139.48%
	$727,777	$1,310,000	$2,510,000	91.60%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimate	2003 Projected
		Not Applicable	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

Not Applicable

FISCAL YEAR 2003 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 2001	FY 2002	FY 2003	
Beginning balance	$1,746	$3,218	$6,121	90.21%
Reserve for encumbrances				
Revenue:				
Miscellaneous revenue	1,379	1,000	2,200	120.00%
Interest	93			
Total revenue	1,472	1,000	2,200	120.00%
Other financing sources				
Transfers in				
Total revenue and other sources	1,472	1,000	2,200	120.00%
Expenditures		1,000	8,100	710.00%
Other financing uses:				
Transfers out				
Total expenditures and other uses		1,000	8,100	710.00%
Encumbrances				
Ending fund balance	$3,218	$3,218	$221	-93.13%

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating		$1,000	$8,100	710.00%
Capital				
		$1,000	$8,100	710.00%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not Applicable	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
		Not Applicable	
Full-time employees			
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

Not Applicable

FISCAL YEAR 2003 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
	FY 2001	FY 2002	FY 2003	in Budget
Beginning balance	$435,853	$314,585	$332,369	5.65%
Reserve for encumbrances		115,425	146,043	26.53%
Revenue:				
Tax revenues	968,115	1,446,600	1,900,000	31.34%
Interest	21,690	15,000	6,000	-60.00%
Total revenue	989,805	1,461,600	1,906,000	30.41%
Other financing sources				
Transfers in				
Total revenue and other sources	989,805	1,461,600	1,906,000	30.41%
Expenditures	1,111,073	1,634,600	1,930,521	18.10%
Other financing uses				
Transfers out				
Total expenditures and other uses	1,111,073	1,634,600	1,930,521	18.10%
Encumbrances		115,425	146,043	26.53%
Ending fund balance	$314,585	$141,585	$307,848	117.43%

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.

HIGHLIGHTS

- 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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$459,279	$696,566	$723,650	3.89%
Operating	637,934	788,034	1,076,871	36.65%
Capital	13,860	150,000	130,000	-13.33%
	$1,111,073	$1,634,600	$1,930,521	18.10%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Number of events booked	128	118	122
Event revenue	$304,960	$382,038	$393,499

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	14	20	18
Part-time employees			
Totals	14	20	18

AUTHORIZED POSITION DETAIL

Admin. Assistant I	1	Facility Manager	1
Assistant Director Ent. Facility	1	Facility Mechanic	1
Assistant Director Marketing	1	Maintenance Worker I	6
Assistant Director/Sports Comm.	1	Office Manager	1
Fac. Events Plubmber Maintenance	1	Special Events Mgr Coliseum	1
Fac. Events Mechanic/Maintenance	1	Sports Authority & Tourism Dir	1
Facility Foreman (Col.)	1		

See Personnel changes for this department in Appendix A.

During fiscal year 2002, Commissioners Court approved the establishment of an Asistant Director of Sportspark Commission in anticipation of the additional responsibility of acquiring the Sportspark facility.

FISCAL YEAR 2003 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
	FY 2001	FY 2002	FY 2003	in Budget
Beginning balance	$296,049	$371,328	$525,278	141.46%
Reserve for encumbrances		23,764	36,768	154.72%
Revenue:				
Detention facility-commissary	329,756	275,000	300,000	109.09%
Interest	11,858			
Total revenue	341,614	275,000	300,000	109.09%
Other financing sources				
Transfers in				
Total revenue and other sources	341,614	275,000	300,000	109.09%
Expenditures	266,335	287,404	500,000	173.97%
Other financing uses				
Transfers out				
Total expenditures and other uses	266,335	287,404	500,000	173.97%
Encumbrances		23,764	36,768	154.72%
Ending fund balance	$371,328	$358,924	$325,278	90.63%

COMMISSARY INMATE PROFIT

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$248,569	$265,000	$250,000	-5.66%
Capital	17,766	22,404	250,000	1015.87%
	$266,335	$287,404	$500,000	73.97%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not Applicable	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

Not Applicable

FISCAL YEAR 2003 OPERATING BUDGET SUMMARY
SPECIAL REVENUE
COUNTY ATTORNEY COMMISSIONS FUND
WITH COMPARATIVE ACTUALS AND BUDGET

This fund accounts for commissions produced by the County Attorney's office with regards to the settlement of cases handled by the County Attorney and allowed by law. Expenditures from this fund are controlled by the Commissioners Court.

	Actual Sources and Uses	Operating Budgets		Percentage Change
	FY 2001	FY 2002	FY 2003	in Budget
Beginning balance	$92,840	$72,101	$93,038	29.04%
Reserve for encumbrances		7,470	36,190	384.47%
Revenue:				
Charges for services	103,718	90,000	80,000	-11.11%
Interest	4,244	2,000		-100.00%
Miscellaneous revenue				
Total revenue	107,962	92,000	80,000	-13.04%
Other financing sources				
Transfers in				
Total revenue and other sources	107,962	92,000	80,000	-13.04%
Expenditures:	128,701	125,000	125,000	
Other financing uses:				
Transfer out				
Total expenditures and other uses	128,701	125,000	125,000	
Encumbrances		7,470	36,190	384.47%
Ending fund balance	$72,101	$39,101	$48,038	22.86%

COUNTY ATTORNEY COMMISSIONS

DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This index is used to account for fees identified as being generated from the settlement of civil litigation, as provided by law by the County Attorney's Department.

GOAL AND OBJECTIVES

Goal 1: To provide legal representation to the County of El Paso in civil claims and lawsuits filed against the County, the Commissioners Court or County officials and monitor suits that are referred to outside counsel.

Objective 1: To minimize the amount of adverse judgements and/or settlements against the County.

Objective 2: To minimize the amount of lawsuits filed against the County by effectively handling claims.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$8,295	$5,342		-100.00%
Operating	57,152	85,825	$105,000	22.34%
Capital	63,254	33,833	20,000	-40.89%
	$128,701	$125,000	$125,000	

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not Available	

STAFFING TRENDS

Authorized Positions	2001	Fiscal Year 2002	2003
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

Not Applicable

FISCAL YEAR 2003 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 H.B. 804. These funds are used for operating costs of the County Attorney's office.

	Actual Sources and Uses	Operating Budgets		Percentage Change in Budget
	FY 2001	FY 2002	FY 2003	
Beginning balance		$16,950	$41,674	145.86%
Reserve for encumbrances				
Revenue:				
Intergovernmental revenues	$16,950	16,950	16,950	
Total revenue	16,950	16,950	16,950	
Other financing sources:				
Transfers in		7,672		-100.00%
Total Revenue and other sources	16,950	24,622	16,950	-31.16%
Expenditures:		24,622	33,950	37.88%
Other financing uses:				
Transfer out				
Total expenditures and other uses		24,622	33,950	37.88%
Encumbrances				
Ending fund balance	$16,950	$9,278	$24,674	165.94%

COUNTY ATTORNEY SUPPLEMENT

DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

This fund was set up to account for supplemental funding reserved from the State pursuant to H.B. 804. These funds are used for operating costs of the County Attorney's office.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating		$24,622	$33,950	37.88%
Capital				
		$24,622	$33,950	37.88%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not Available	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
		Not Applicable	
Full-time employees			
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

Not Applicable

FISCAL YEAR 2003 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 2001	FY 2002	FY 2003	
Beginning balance	$194,207	$176,494	$201,287	14.05%
Reserve for encumbrances		18,753	12,640	-32.60%
Revenue:				
Charges for services	540,084	510,000	525,000	2.94%
Interest revenue	5,984	3,000	1,800	-40.00%
Miscellaneous revenue	51			
Total revenue	546,119	513,000	526,800	2.69%
Other financing sources:				
Transfers in	25,173			
Total Revenue and other sources	571,292	513,000	526,800	2.69%
Expenditures	589,005	631,353	648,439	2.71%
Other financing uses:				
Transfers out				
Total expenditures and other uses	589,005	631,353	648,439	2.71%
Encumbrances		18,753	12,640	-32.60%
Ending fund balance	$176,494	$58,141	$79,648	36.99%

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.

HIGHLIGHTS

- 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.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$468,890	$493,341	$507,856	2.94%
Operating	103,329	138,012	140,583	1.86%
Capital	16,786			
	$589,005	$631,353	$648,439	2.71%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
No. boxes shredded	800	824	849
No. of boxes bar coded	3,200	3,296	3,395

COUNTY CLERK RECORDS MANAGEMENT AND PRESERVATION

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	**2001**	**2002**	**2003**
Full-time employees	20	18	18
Part-time employees			
Totals	20	18	18

AUTHORIZED POSITION DETAIL

Clerk II/Archives	13	Senior Clerk II	3
Records Management Administrator	1	Supervisor	1

FISCAL YEAR 2003 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
	FY 2001	FY 2002	FY 2003	in Budget
Beginning balance	$177	$268	$462	72.39%
Reserve for encumbrances				
Revenue:				
Charges for services	91	50	175	250.00%
Total revenue	91	50	175	250.00%
Other financing sources				
Transfers in				
Total revenue and other sources	91	50	175	250.00%
Expenditures		250	631	152.40%
Other financing uses				
Transfers out				
Total expenditures and other uses		250	631	152.40%
Encumbrances				
Ending fund balance	$268	$68	$6	-91.18%

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating		$250	$631	152.40%
Capital				
		$250	$631	152.40%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not Applicable	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
		Not Applicable	
Full-time employees			
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

Not Applicable

FISCAL YEAR 2003 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 2001	FY 2002	FY 2003	in Budget
Beginning balance	$114,794	$144,829	$185,442	28.04%
Reserve for encumbrances		4,819	8,525	76.90%
Revenue:				
Charges for services	382,571	350,000	360,000	2.86%
Interest revenue	7,285	5,000	3,500	-30.00%
Miscellaneous revenue	7,732	7,000	7,000	
Total Revenue	397,588	362,000	370,500	2.35%
Other financing sources				
Transfers in				
Total revenue and other sources	397,588	362,000	370,500	2.35%
Expenditures	411,883	438,171	433,998	-0.95%
Other financing uses				
Transfer out				
Total expenditures and transfers	411,883	438,171	433,998	-0.95%
Other financing sources(uses)				
Capital leases	44,330			
Total other financing sources(uses)	44,330			
Encumbrances		4,819	8,525	76.90%
Ending fund balance	$144,829	$68,658	$121,944	77.61%

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$110,780	$156,371	$162,453	3.89%
Operating	255,306	281,800	271,545	-3.64%
Capital	1,467			
	$367,553	$438,171	$433,998	-0.95%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not Available	

COUNTY LAW LIBRARY

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	**2001**	**2002**	**2003**
Full-time employees	4	4	4
Part-time employees			
Totals	4	4	4

AUTHORIZED POSITION DETAIL

Assistant Research Librarian	1	Law Librarian	1
Law Library Director	1	Law Library Assist.	1

FISCAL YEAR 2003 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 2001	FY 2002	FY 2003	
Beginning balance	$156,632	$15,257	$116,755	665.26%
Reserve for encumbrances			25,246	100.00%
Revenue:				
Tax revenues		195,400		-100.00%
Interest	4,120			
Total revenue	4,120	195,400		-100.00%
Other financing sources				
Transfers in				
Total revenue and other sources	4,120	195,400		-100.00%
Expenditures	145,495	207,400		-100.00%
Other financing uses:				
Transfers out				
Total expenditures and other uses	145,495	207,400		-100.00%
Encumbrances			25,246	100.00%
Ending fund balance	$15,257	$3,257	$116,755	3484.74%

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.

HIGHLIGHTS

- The funds are used in activities that contribute to increase the tourism in the County. This goal is achieved by funding agencies that promote and contribute to activities through out the county. The El Paso Mission Trail Association placed 30,000 luminarias along the mission trail for the 2001 Luminaria Festival/Posadas. The posadas were expanded to all three mission communities. The association also provided costumed guides at each mission telling the missions' history during the First Thanksgiving celebration in April 2002. The association also sponsored at tour in cooperation with the Tiguas. It recreated "La Toma" at San Elizario, provided a booth for Heritage Week in San Jacinto, and began work with merchants along the mission trail to form an association to pool resources. The Sponsorship for advertisement funds to the Southwest Livestock Show and Rodeo to promote the county and attract participants from the Southwest. This index also funds the installation of historical markers in the County through the Historical Commission.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$135,000	$207,400		-100.00%
Capital	10,495			
	$145,495	$207,400		-100.00%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Missions Trail Association			
Luminarias/Posadas:			
Local	1,000	1,030	1,061
1st Thanksgiving & Heritage Week:			
Local	1,000	1,030	1,061
Missions:			
Out of town visitors	7,500	7,725	7,957
Local	2,500	2,575	2,652
Southwest Livestock and Rodeo Show			
No. of horse exibitors	1,023	1,054	1,085
Jackpot show (livestock animals)	1,690	1,741	1,793
PRCA Rodeo participants	950	979	1,008
Other events participants	587	605	623
Historical Commission			
Historical markers installed	6	6	6
Historical markers refurbished	19	20	20

COUNTY TOURIST PROMOTION

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	**2001**	**2002**	**2003**
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

Not Applicable

FISCAL YEAR 2003 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
	FY 2001	FY 2002	FY 2003	in Budget
Beginning balance	$3,322	$4,367	$260,448	5864.00%
Reserve for encumbrances				
Revenue:				
Charges for services	128,965	120,000	120,000	
Interest revenue	402			
Total revenue	129,367	120,000	120,000	
Other financing sources				
Transfers in				
Total revenue and other sources	129,367	120,000	120,000	
Expenditures		120,000	124,366	3.64%
Other financing uses:				
Transfers out	128,322			
Total expenditures and transfers	128,322	$120,000	124,366	3.64%
Encumbrances				
Ending fund balance	$4,367	$4,367	$256,082	5764.03%

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$128,322	$120,000	$124,366	3.64%
Capital				
	$128,322	$120,000	$124,366	3.64%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not Applicable	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
		Not Applicable	
Full-time employees			
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

Not Applicable

FISCAL YEAR 2003 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
	FY 2001	FY 2002	FY 2003	in Budget
Beginning balance	$24,365	$6,004	$540,858	8908.29%
Reserve for encumbrances				
Revenue:				
Charges for services	275,070	250,000	263,000	5.20%
Interest revenue	933			
Total revenue	276,003	250,000	263,000	5.20%
Other financing sources				
Transfers in				
Total revenue and other sources	276,003	250,000	263,000	5.20%
Expenditures		250,000	283,000	13.20%
Other financing uses:				
Transfer out	294,364			
Total expenditures and transfers	294,364	250,000	283,000	13.20%
Encumbrances				
Ending fund balance	$6,004	$6,004	$520,858	8575.18%

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$294,364	$250,000	$283,000	13.20%
Capital				
	$294,364	$250,000	$283,000	13.20%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2003 Estimate	2003 Projected
		Not Available	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

Not Applicable

FISCAL YEAR 2003 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 and Uses	Operating Budgets		Percentage Change
	FY 2001	FY 2002	FY 2003	in Budget
Beginning balance	$1,402	$1,456	$18,576	1175.82%
Reserve for subsequent years exepnditures		8,531		100.00%
Revenue:				
Intergovernmental revenue			11,000	100.00%
Interest revenue	54			
Total revenue	54		11,000	100.00%
Other financing sources				
Transfers in				
Total revenue and other sources	54		11,000	100.00%
Expenditures		8,531	26,000	204.77%
Other financing uses:				
Transfers out				
Total expenditures and transfers		8,531	26,000	204.77%
Encumbrances				
Ending fund balance	$1,456	$1,456	$3,576	145.60%

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating		$8,531	$26,000	204.77%
Capital				
		$8,531	$26,000	204.77%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not Applicable	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
		Not Applicable	
Full-time employees			
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

Not Applicable

FISCAL YEAR 2003 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	Operating Budgets		Percentage Change
	FY 2001	FY 2002	FY 2003	in Budget
Beginning balance			$100,000	100.00%
Reserve for encumbrances				
Revenue:				
Intergovernmental revenue			150,000	100.00%
Total revenue			150,000	100.00%
Other financing sources				
Transfers in				
Total revenues and other sources			150,000	100.00%
Expenditures			250,000	100.00%
Other financing uses				
Transfers out				
Total expenditures and other uses			$250,000	100.00%
Encumbrances				
Ending fund balance				

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel			$19,200	100.00%
Operating			180,800	100.00%
Capital			50,000	100.00%
			$250,000	100.00%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimate	2003 Projected
		Not Available	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

Not Applicable

FISCAL YEAR 2003 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
	FY 2001	FY 2002	FY 2003	in Budget
Beginning balance	$77,768	$65,127	$55,984	-14.04%
Reserve for encumbrances				
Revenue:				
Miscellaneous revenue	7,013	3,000	3,000	
Total revenue	7,013	3,000	3,000	
Other financing sources:				
Transfers in				
Total revenue and other sources	7,013	3,000	3,000	
Expenditures:	7,470	26,306	39,740	51.07%
Other financing uses:				
Transfer out	12,184	12,444		-100.00%
Total expenditures and other uses	19,654	38,750	39,740	2.55%
Encumbrances				
Ending fund balance	$65,127	$29,377	$19,244	-34.49%

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$19,654	$38,750	$39,740	2.55%
Capital				
	$19,654	$38,750	$39,740	2.55%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimate	2003 Projected
		Not Applicable	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

Not Applicable

FISCAL YEAR 2003 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	Operating Budgets		Percentage Change
	FY 2001	FY 2002	FY 2003	in Budget
Beginning balance			$2,705	100.00%
Reserve for encumbrances				
Revenue:				
Miscellaneous revenue			650	100.00%
Total revenue			650	100.00%
Other financing sources				
Transfers in				
Total revenue and other sources			650	100.00%
Expenditures			3,355	100.00%
Other financing uses				
Trasnfers in				
Total revenue and other sources			$3,355	100.00%
Encumbrances				
Ending fund balance				

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating			$3,355	100.00%
Capital				
			$3,355	100.00%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimate	2003 Projected
		Not Available	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

Not Applicable

FISCAL YEAR 2003 OPERATING BUDGET SUMMARY
SPECIAL REVENUE
JUVENILE PROBATION SUPERVISION
WITH COMPARATIVE ACTUALS AND BUDGET

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.

	Actual Sources and Uses	Operating Budgets		Percentage Change
	FY 2001	FY 2002	FY 2003	in Budget
Beginning balance				
Reserve for encumbrances				
Revenue:				
Miscellaneous revenue			$145,402	100.00%
Total revenue			145,402	100.00%
Other financing sources				
Transfers in				
Total revenue and other sources			145,402	100.00%
Expenditures			145,402	100.00%
Other financing uses				
Transfers out				
Total expenditures and other uses			$145,402	100.00%
Encumbrances				
Ending fund balance				

JUVENILE PROBATION SUPERVISION

DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

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.

GOAL

Goal: To offset cost of juvenile services by assessing appropriate fees to individuals who utilize this program.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel			$50,000	100.00%
Operating			95,402	100.00%
Capital				
			$145,402	100.00%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimate	2003 Projected
		Not Available	

STAFFING TRENDS

Authorized Positions	2001	Fiscal Year 2002	2003
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

Not Applicable

FISCAL YEAR 2003 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
	FY 2001	FY 2002	FY 2003	in Budget
Beginning balance		$35,125	$77,297	120.06%
Reserve for encubmbrances				
Revenue:				
Intergovernmental revenue	$35,125	27,114	27,114	
Total revenue	35,125	27,114	27,114	
Other financing sources				
Transfers in				
Total revenue and other sources	35,125	27,114	27,114	
Expenditures		27,114	67,114	147.53%
Other financing uses:				
Transfers out				
Total expenditures and other uses		27,114	67,114	147.53%
Encumbrances				
Ending fund balance	$35,125	$35,125	$37,297	6.18%

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating		$27,114	$67,114	147.53%
Capital				
		$27,114	$67,114	147.53%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimate	2003 Projected
		Not Available	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

Not Applicable

FISCAL YEAR 2003 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
	FY 2001	FY 2002	FY 2003	in Budget
Beginning balance			$4,035	100.00%
Reserve for encumbrances				
Revenue:				
Charges for services		$4,000	6,000	50.00%
Total revenue		4,000	6,000	50.00%
Other financing sources				
Transfers in				
Total revenue and other sources		4,000	6,000	50.00%
Expenditures		4,000	9,000	125.00%
Other financing uses:				
Transfers out				
Total expenditures and other uses		$4,000	9,000	125.00%
Encumbrances				
Ending fund balance			$1,035	100.00%

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating		$4,000	$9,000	125.00%
Capital				
		$4,000	$9,000	125.00%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not Available	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

Not Applicable

FISCAL YEAR 2003 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
	FY 2001	FY 2002	FY 2003	in Budget
Beginning balance	$154,652	$113,120	$115,582	2.18%
Reserve for encumbrances		29,762	9,593	-67.77%
Revenue:				
Charges for services	159,144	138,000	150,000	8.70%
Interest revenue	5,896	3,000	1,200	-60.00%
Total revenue	165,040	141,000	151,200	7.23%
Other financing sources				
Transfers in				
Total revenue and other sources	165,040	141,000	151,200	7.23%
Expenditures	181,399	181,000	211,200	16.69%
Other financing uses:				
Transfers out	25,173			
Total expenditures and transfers	206,572	181,000	211,200	16.69%
Encumbrances		29,762	9,593	-67.77%
Ending fund balance	$113,120	$73,120	$55,582	-23.99%

RECORDS MANAGEMENT AND PRESERVATION

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$99,835	$10,110	$34,000	236.30%
Capital	106,737	170,890	177,200	3.69%
	$206,572	$181,000	$211,200	16.69%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimate	2003 Projected
		Not Applicable	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
		Not Applicable	
Full-time employees			
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

Not Applicable

FISCAL YEAR 2003 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 2001	FY 2002	FY 2003	in Budget
Beginning balance	$4,897,035	$6,960,102	$9,206,202	32.27%
Reserve for encumbrances		495,437	458,187	-7.52%
Revenue:				
Intergovernmental revenue	45,622	36,000	34,000	-5.56%
Charges for services	7,525,938	5,913,693	7,160,000	21.07%
Fines and forfeitures		5,000	6,000	20.00%
Interest revenue	316,735	200,000	150,000	-25.00%
Miscellaneous revenue	219,204			
Total revenue	8,107,499	6,154,693	7,350,000	19.42%
Other financing sources				
Transfers in				
Total revenue and other sources	8,107,499	6,154,693	7,350,000	19.42%
Expenditures	6,044,432	8,056,295	9,227,810	14.54%
Other financing uses:				
Transfers out				
Total expenditures and transfers	6,044,432	8,056,295	9,227,810	14.54%
Encumbrances		495,437	458,187	-7.52%
Ending fund balance	$6,960,102	$5,058,500	$7,328,392	44.87%

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$1,726,870	$2,000,593	$2,314,712	15.70%
Operating	2,568,249	3,527,100	3,298,500	-6.48%
Capital	651,349	634,000	1,834,000	189.27%
	$4,946,468	$6,161,693	$7,447,212	20.86%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Miles overlaid	22	23	23

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	63	63	67
Part-time employees			
Totals	63	63	67

AUTHORIZED POSITION DETAIL

Assistant Road Superintendent	1	Heavy Equipment Operator III	8
Auto Mechanic I	1	Maintenance Foreman	3
Auto Mechanic II	3	Maintenance Welder	2
Auto Mechanic III	3	Road Superintendent	1
Clerk III	1	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	3	Truck Driver III	5
Heavy Equipment Operator II	3		

See Personnel Changes for this department in Appendix A.

During fiscal year 2002, Commissioners Court approved deleting a Truck Driver II position and re-titling this position to a maintenance welder to more appropriately match their duties and responsibilities. Beginning in fiscal year 2003, Commissioners Court approved adding three Truck Driver I positions and one additional Assistant Road Superintendent to help meet the growing needs of the department.

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$442,632	$651,896	$583,908	-10.43%
Operating	655,332	1,242,706	1,196,690	-3.70%
Capital				
	$1,097,964	$1,894,602	$1,780,598	-6.02%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not Applicable	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees	9	10	10
Part-time employees			
Totals	9	10	10

AUTHORIZED POSITION DETAIL

Administrative Assistant II	1	Operations/Liason Officer	1
Associate Civil Engineer	1	Public Works Director/R&B. Admin.	1
Asst. Road & Bridge Admin.	1	Sr. Civil Engineer Mgr.	1
Drafter II	1	Subdivision Coord. R&B	1
Geographic Info. Systems Analyst	1	Zoning Inspector (R&B)	1

FISCAL YEAR 2003 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
	FY 2001	FY 2002	FY 2003	in Budget
Beginning balance	$7,189	$5,884	$1,360	-76.89%
Reserve for encumbrances				
Revenue:				
Miscellaneous revenue	400			
Interest revenue	261			
Total revenue	661			
Other financing sources				
Transfers in				
Total revenue and other sources	661			
Expenditures	1,966	5,000	1,360	-72.80%
Other financing uses				
Transfers out				
Total expenditures and other uses	1,966	5,000	$1,360	-72.80%
Encumbrances				
Ending fund balance	$5,884	$884		-100.00%

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	2001 Actuals	2003 Budget	2004 Budget	Percentage Change in Budget
Personnel				
Operating	$1,966	$5,000	$1,360	-72.80%
Capital				
	$1,966	$5,000	$1,360	-72.80%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimate	2003 Projected
		Not Available	

STAFFING TRENDS

Authorized Positions	2001	Fiscal Year 2002	2003
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

Not Applicable

FISCAL YEAR 2003 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 2001	FY 2002	FY 2003	
Beginning balance	$101,614	$84,669	$60,984	-27.97%
Reserve for encumbrances				
Revenue:				
Intergovernmental revenue	67,087	60,000	60,000	
Interest revenue	4,945	2,000	750	-62.50%
Miscellaneous revenue	2,722			
Total revenue	74,754	62,000	60,750	-2.02%
Other financing sources				
Transfers in				
Total revenue and other sources	74,754	62,000	60,750	-2.02%
Expenditures	91,699	146,668	118,750	-19.03%
Other financing uses				
Transfers in				
Total expenditures and other uses	91,699	146,668	118,750	-19.03%
Encumbrances				
Ending fund balance	$84,669	$1	$2,984	298300.00%

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$91,699	$146,668	$118,750	-19.03%
Capital				
	$91,699	$146,668	$118,750	-19.03%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
		Not Available	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

Not Applicable

FISCAL YEAR 2003 OPERATING BUDGET SUMMARY
SPORTSPARK
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	Operating Budgets		Percentage Change
	FY 2001	FY 2002	FY 2003	in Budget
Beginning balance				
Reserve for encumbrances				
Revenue:				
Charges for services			$465,939	100.00%
Miscellaneous revenues			481,000	100.00%
Total revenue			946,939	100.00%
Other financing sources				
Transfers in				
Total revenue and other sources			946,939	100.00%
Expenditures			$946,939	100.00%
Other financning uses				
Transfers out				
Total expenditures and other uses				
Encumbrances				
Ending fund balance				

SPORTSPARK

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 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.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel			$400,577	100.00%
Operating			512,200	100.00%
Capital			34,162	100.00%
			$946,939	100.00%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimate	2003 Projected
		Not Available	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees			5
Part-time employees			
Totals			5

AUTHORIZED POSITION DETAIL

Concession Manager	1	Assistant Director Youth Service	1
Office Manager	1	Foreman/Groundkeeper	1
Assistant Director	1		

See Personnnel Changes for this department in Appendix A.

Beginning in fiscal year 2003, the Sportspark facility was moved from a General Fund account to a Special Revenue account, therefore five positions were established.

FISCAL YEAR 2003 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
	FY 2001	FY 2002	FY 2003	in Budget
Beginning balance			$90,962	100.00%
Reserve for encumbrances				
Revenue:				
State agency revenues				
Other				
Total revenue				
Other financing sources				
Transfers in				
Total revenues and other sources				
Expenditures			86,875	100.00%
Other financing uses				
Transfers out				
Total expenditures and other uses			86,875	100.00%
Encumbrances				
Ending fund balance			$4,087	100.00%

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel			$51,975	100.00%
Operating			34,900	100.00%
Capital				
			$86,875	100.00%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimate	2003 Projected
		Not Available	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees			1
Part-time employees			
Totals			1

AUTHORIZED POSITION DETAIL

V.I.T. Enforcement Director 1

See Personnel Changes for this department in Appendix A.

The Tax Office Discretionary fund was an agency fund account in the 2002 fiscal year. Beginning fiscal year 2003, this account became part of the special revenue fund establishing the VIT Enforcement Director position.

FISCAL YEAR 2003 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 and donations from area businesses.

	Actual Sources and Uses	Operating Budgets		Percentage Change
	FY 2001	FY 2002	FY 2003	in Budget
Beginning balance		$70	$3,923	5504.29%
Reserve for encumbrances			1,763	100.00%
Revenue:				
Intergovernmental revenues	$70			
Charges for services		961	480	-50.05%
Interest revenue		3	3	
Miscellaneous revenue		4,635	4,150	100.00%
Total revenue	70	5,599	4,633	-17.25%
Other financing sources				
Transfers in				
Total revenue and other sources	70	5,599	4,633	-17.25%
Expenditures		5,599	5,633	0.61%
Other financing uses				
Transfers out				
Total expenditures and other uses		5,599	5,633	0.61%
Encumbrances			1,763	
Ending fund balance	$70	$70	$2,923	4075.71%

TEEN COURT

DEPARTMENT DESCRIPTION AND RESPONSIBILITIES

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.

GOAL AND OBJECTIVE

Goal: To prevent underage drinking using public education strategies.

Objective: To establish public education strategies in order to provide assistance to schools, courts, law enforcement, and other outside agencies.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating		$5,599	$5,633	0.61%
Capital				
		$5,599	$5,633	0.61%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimate	2003 Projected
		Not Applicable	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

Not Applicable

FISCAL YEAR 2003 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
	FY 2001	FY 2002	FY 2003	in Budget
Beginning balance			$24	100.00%
Reserve for encumbrances				
Revenue:				
Miscellaneous revenue			100	100.00%
Total revenue			100	100.00%
Other financing sources				
Transfers in				
Total revenue and other sources			100	100.00%
Expenditures			100	100.00%
Other financing uses				
Transfers out				
Total revenue and other uses			100	100.00%
Encumbrances				
Ending fund balance			$24	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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operations			$100	100.00%
Capital				
			$100	100.00%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimate	2003 Projected
		Not Applicable	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

Not Applicable

FISCAL YEAR 2003 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
	FY 2001	FY 2002	FY 2003	in Budget
Beginning balance	$139,395	$18,115		-100.00%
Reserve for encumbrances				
Revenue:				
Tax revenues	968,115	258,000		-100.00%
Total revenue	968,115	258,000		-100.00%
Other financing sources				
Transfers in				
Total revenue and other sources	968,115	258,000		-100.00%
Expenditures	1,089,395	$276,115		-100.00%
Other financing uses				
Transfers out				
Total revenue and other uses	1,089,395	$276,115		-100.00%
Encumbrances				
Ending fund balance	$18,115			

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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$1,089,395	$276,115		-100.00%
Capital				
	$1,089,395	$276,115		-100.00%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Projected	2003 Projected
		Not Applicable	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2000	2001	2002
		Not Applicable	
Full-time employees			
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

Not Applicable

DEBT SERVICE FUNDS

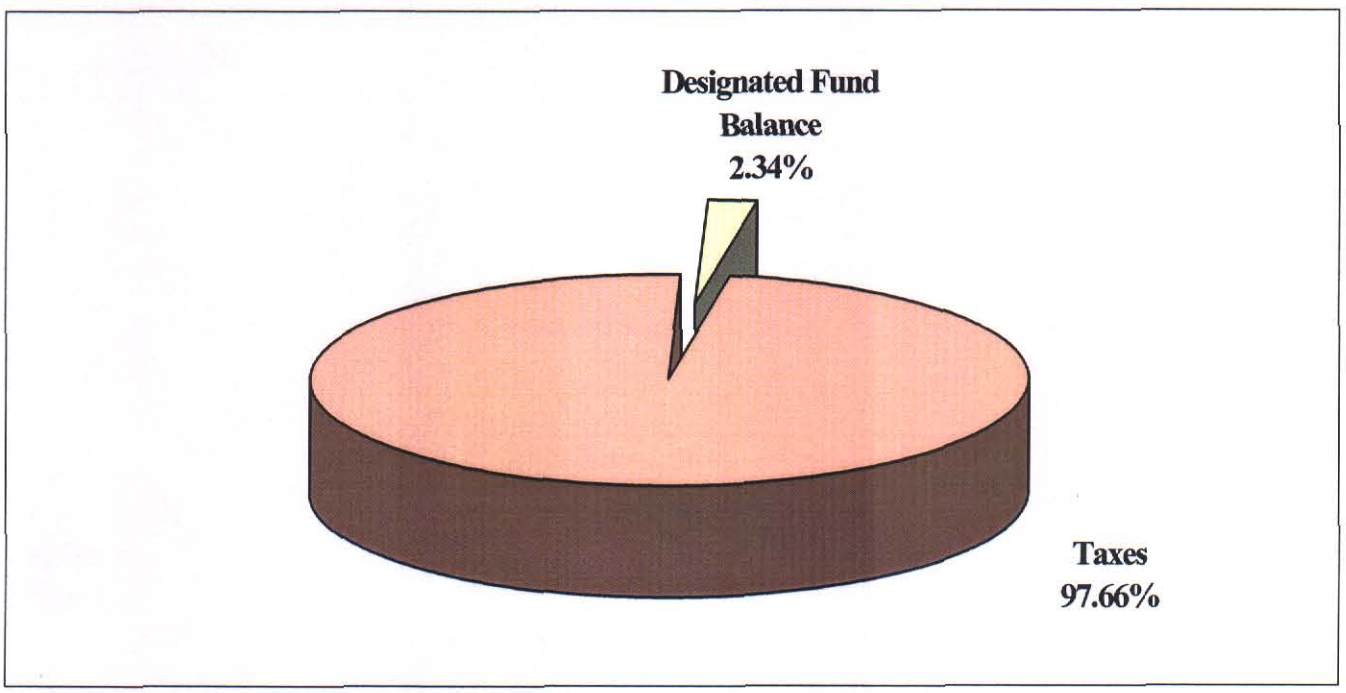
DEBT SERVICE FUND TYPE
OPERATING BUDGET COMPARISON
WITH FY 2001 ACTUALS

CHANGES IN OPERATING BUDGETS BETWEEN FISCAL YEARS

Under the Debt Service Fund Type, the reason for the increase 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 decreased from $650,064 in fiscal year 2002, to $370,291 in fiscal year 2003, due to less favorable interest earnings in 2002, compared to 2001.

	FY 2001 ACTUALS	OPERATING BUDGETS		CHANGES	
		Total Budget FY 2002	Total Budget FY 2003	AMOUNT	%
Revenues (Sources):					
Taxes	$16,110,848	$15,230,820	$15,487,610	$256,790	1.69%
Interest	154,949				
Other Financing Sources	165,503	23,510,307		(23,510,307)	-1.00%
Total Revenues and Other Financing Sources	16,431,300	38,741,127	15,487,610	(23,253,517)	-60.02%
Beginning Fund Balances	876,785	844,660	441,415	(403,245)	-47.74%
Total Available Resources	$17,308,085	$39,585,787	$15,929,025	($23,656,762)	-59.76%

Fiscal Year 2003 Budget
Revenue (Sources) – Debt Service Fund Type - $15,487,610



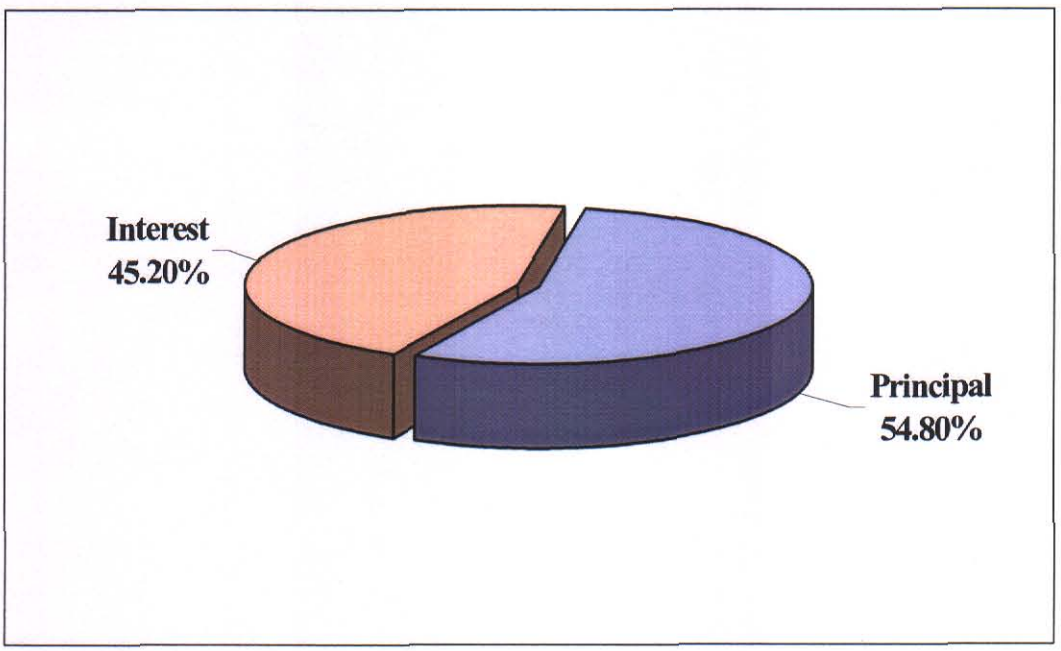
DEBT SERVICE FUND TYPE
OPERATING BUDGET COMPARISON
WITH FY 2001 ACTUALS

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.

		OPERATING BUDGETS		CHANGES	
	FY 2001 Actuals	Total Budget FY 2002	Total Budget FY 2003	AMOUNT	%
Appropriations/Expenditures (Uses):					
Principal	$11,165,000	$9,268,285	$8,690,000	($578,285)	-6.24%
Interest	5,298,425	7,338,991	7,167,901	(171,090)	-2.33%
Other Debt Related Costs		22,783,915		(22,783,915)	-100.00%
Total Appropriations/Expenditures and Other Financing Uses	16,463,425	39,391,191	15,857,901	(23,533,290)	-59.74%
Ending Fund Balances	844,660	194,596	71,124	(123,472)	-63.45%
Total Appropriations, Expenditures, Other Financing Uses and Fund Balances	$17,308,085	$39,585,787	$15,929,025	($23,656,762)	-59.76%

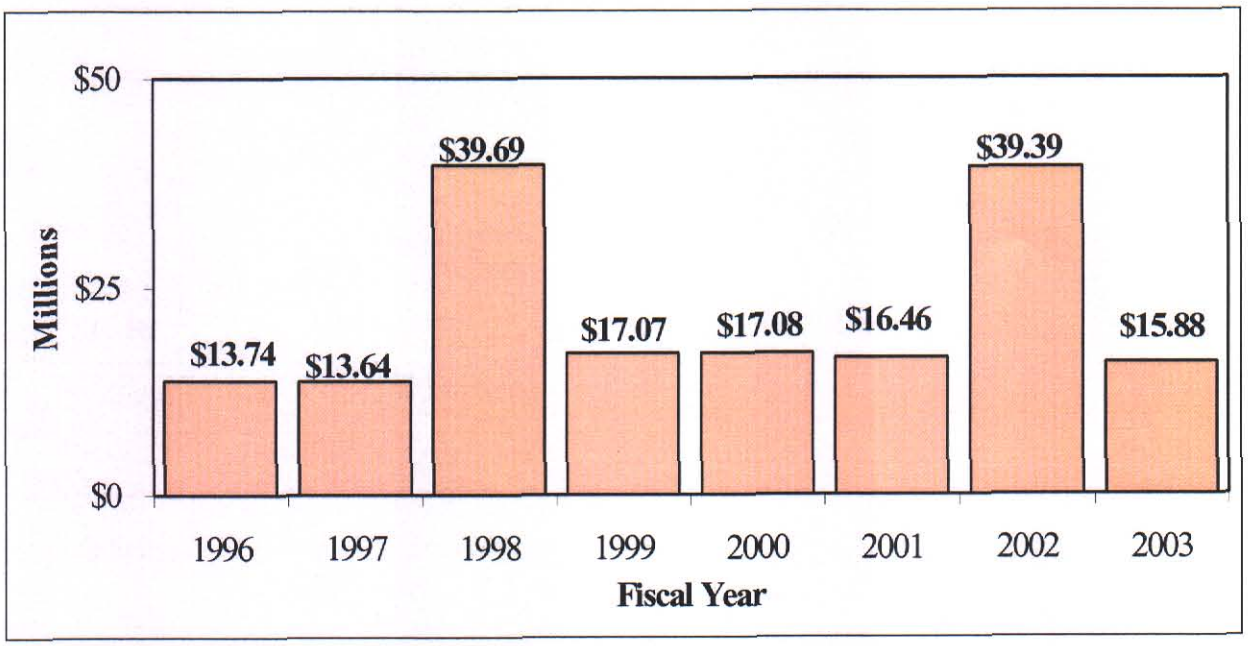
Fiscal Year 2003 Budget
Appropriations (Uses) – Debt Service Fund Type - $15,857,901



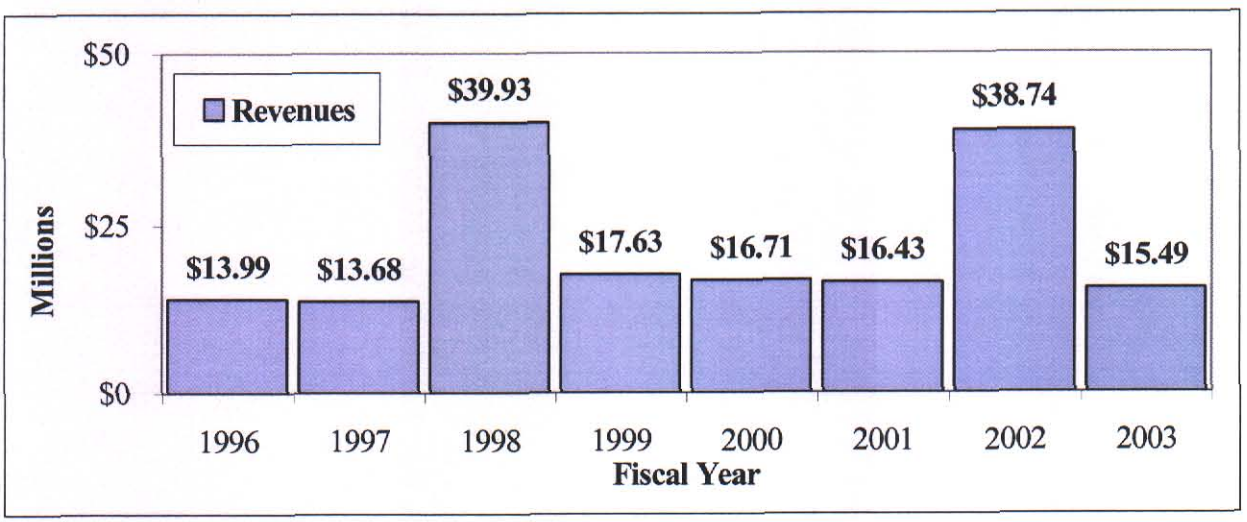
DEBT SERVICE FUND TYPE
OPERATING BUDGET COMPARISON
WITH FY 2001 ACTUALS

The following tables provide information regarding the Debt Service Fund Type overall budget, and actuals for revenues/expenditures since 1996.

Debt Service Fund Type –Budget Trends



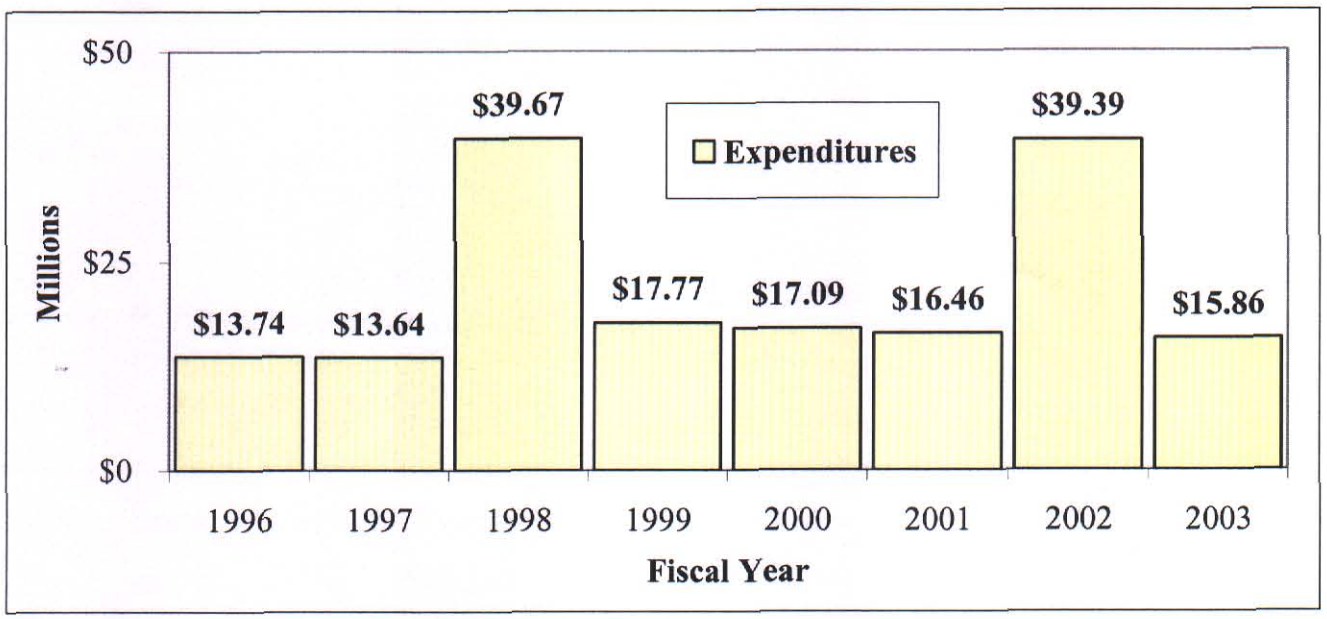
Revenues (Sources):
Debt Service Fund Type-Revenue Trends



*** FY 2002 and 2003 are Budgets, 1996-2001 are Actuals**

DEBT SERVICE FUND TYPE
OPERATING BUDGET COMPARISON
WITH FY 2001 ACTUALS

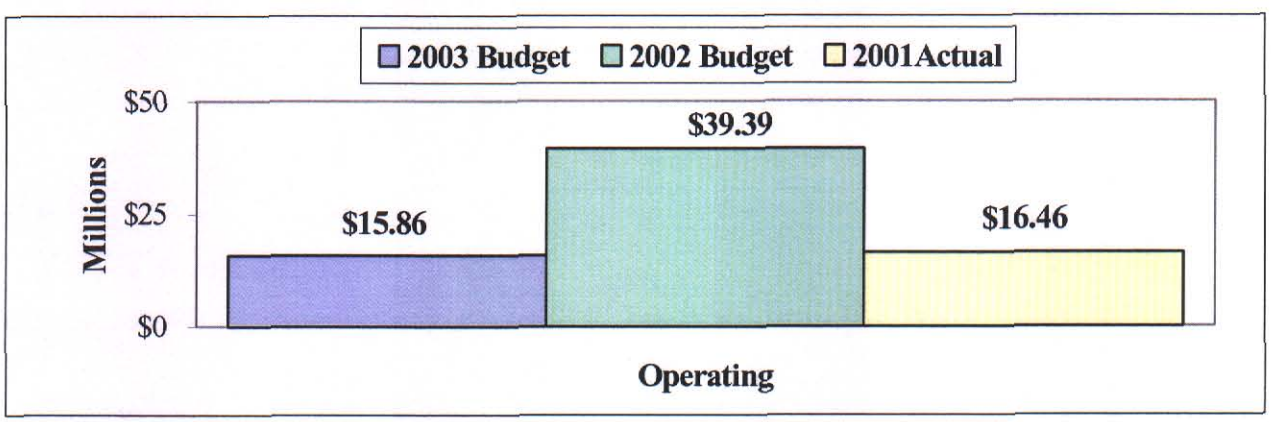
Expenditures (Uses):
Debt Service Fund Type – Expenditure Trends



*** FY 2002 and 2003 are Budgets, 1996-2001 are Actuals**

SUMMARY FOR FISCAL YEAR 2003
BY CHARACTER

	FY 2001 Actuals	OPERATING BUDGETS FY 2002	OPERATING BUDGETS FY 2003	Changes Amount	Changes %
Character					
Operating	$16,463,425	$39,391,191	$15,857,901	($23,533,290)	-59.74%
Total Budgets and Actuals	$16,463,425	$39,391,191	$15,857,901	($23,533,290)	-59.74%



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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$16,463,426	$39,391,191	$15,857,901	-59.74%
Capital				
	$16,463,426	$39,391,191	$15,857,901	-59.74%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Estimated	2003 Projected
Not Applicable		Not Applicable	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

Not Applicable

SCHEDULE OF OUTSTANDING BONDED INDEBTEDNESS
AS OF OCTOBER 1, 2002

Limited Tax Bonds

General Obligation Bonds:	Interest Rate:	Outstanding Debt:
General Obligation Series 1993A	4.85-7.50%	5,150,000
General Obligation Refunding Series 1993B	4.25-7.50%	7,385,000
General Obligation Refunding Series 1993C	2.45-5.30%	3,430,000
General Obligation Refunding Series 2001	4.00-5.00%	20,920,000
General Obligation Refunding Series 2002	3.00-5.25%	29,495,000
General Obligation Refunding Series 1998	3.75-5.00%	24,995,000
		91,375,000
Certificates of Obligation:		
Certificate of Obligation Series 1998	4.20-5.25%	13,700,000
Certificate of Obligation Series 1994A	5.90-8.80%	1,190,000
Certificate of Obligation Series 1997	4.75-7.75%	8,025,000
Certificate of Obligation Series 2001	4.00-5.50%	34,465,000
Certificate of Obligation Series 2002	3.50-4.00%	1,330,000
		58,710,000
Total Limited Tax Bonds		**$150,085,000**

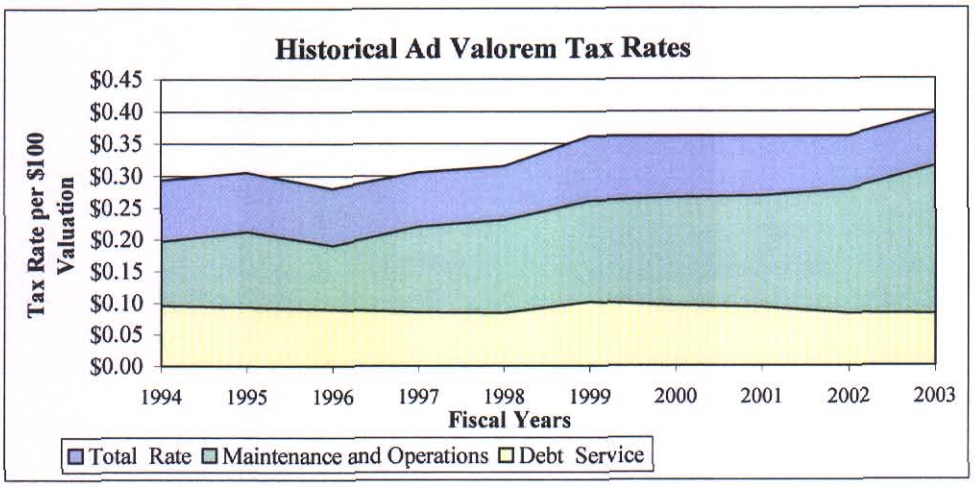
During fiscal year 2002, the County made payments of $9,268,284 on principal and $7,338,988 for interest, $22,191,965 for refinancing bonds and $417,206 for bond issuance costs, totaling $39,216,443 on existing debt. At September 30, 2002, the County had $150,085,000 in principal outstanding debt issues, as shown above.

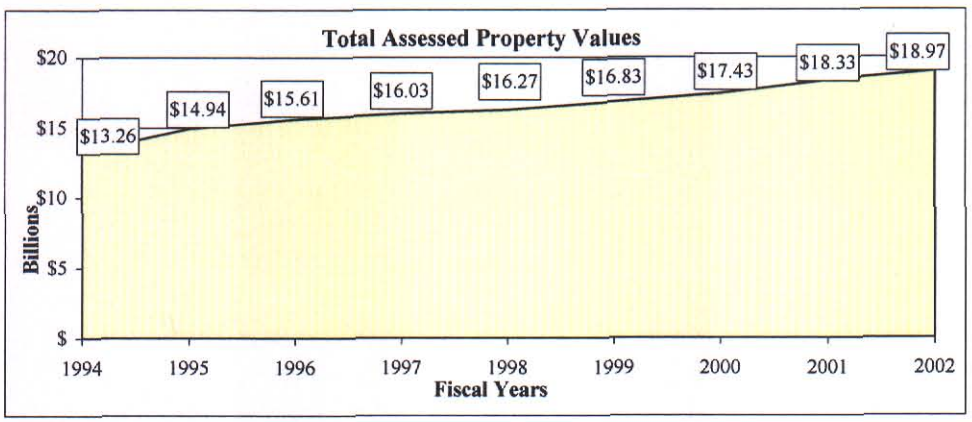
As of September 30, 2002, the County had net bonded debt amounting to $150,136,000, an assessed value ratio of .79 percent and a debt per capita ratio of $216.96. Under current State statue, County general bond obligation issuances are subject to a limitation of five percent of the total assessed value of real and personal property. As of September 30, 2002, the County's net general obligation bonded debt of $150,136,000 was well below the legal limit of $948,656,000. The tables and charts on the following pages depict the legal and adopted debt limits, as well as assessed property values and tax rates.

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. The County's latest rating from the Standards and Poor's defines AA-, while Moody's Investor Services lists the County as an A1. Ratings from AA to CCC may be modified by the addition of a plus or minus to show relative standing within the major ratings categories.

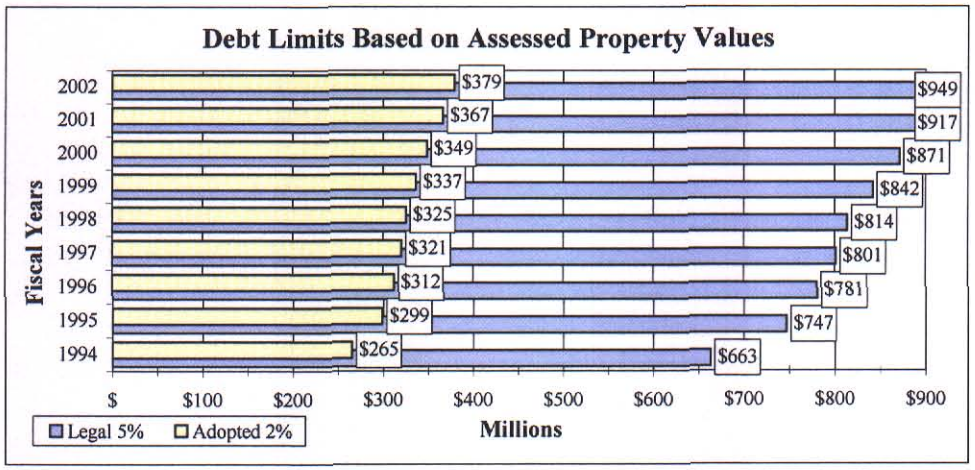
SCHEDULE OF TOTAL ASSESSED PROPERTY VALUES AND PROPERTY TAX RATES (AMOUNTS EXPRESSED IN THOUSANDS)

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%
1994	$13,259,806	$0.197275	$0.096021	$0.293296	$662,990	$265,196
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	Unavailable	$0.314349	$0.082261	$0.396610		



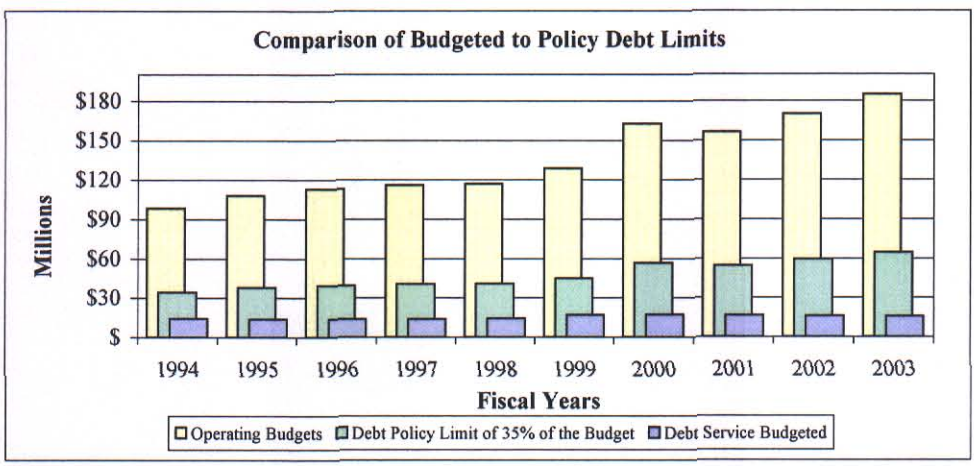


SCHEDULES OF DEBT LIMITS AND BUDGETS
(AMOUNTS EXPRESSED IN THOUSANDS)



BUDGETED AND POLICY DEBT LIMITS
(AMOUNTS EXPRESSED IN THOUSANDS)

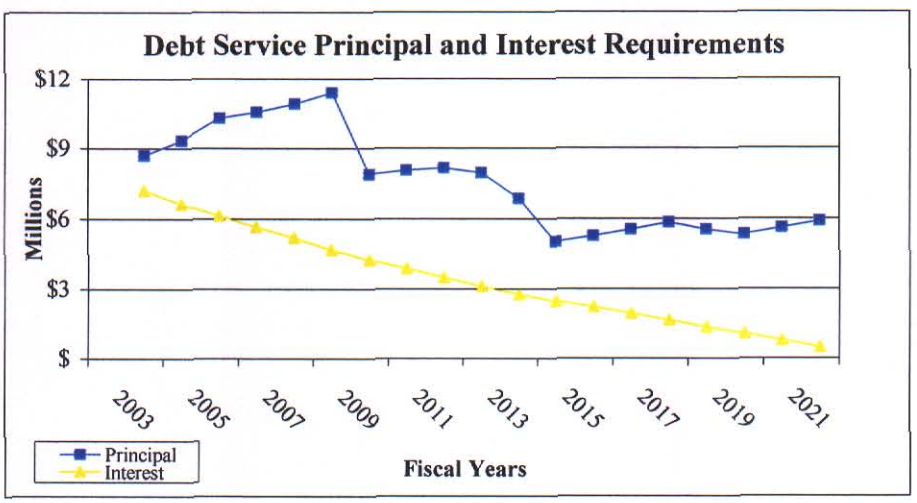
Fiscal Years	Operating Budgets	Debt Policy Limit of 35% of the Budget	Debt Service Budgeted	Debt Service as a % of the Budget
1994	$98,468	$34,464	$14,349	14.57%
1995	$108,330	$37,916	$13,759	12.70%
1996	$112,991	$39,547	$13,738	12.16%
1997	$116,085	$40,630	$13,738	11.83%
1998	$116,874	$40,906	$14,200	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%



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	7,176,899	15,866,899
2004	9,325,000	6,586,281	15,911,281
2005	10,285,000	6,102,669	16,387,669
2006	10,550,000	5,623,740	16,173,740
2007	10,915,000	5,148,282	16,063,282
2008	11,390,000	4,645,349	16,035,349
2009	7,865,000	4,202,045	12,067,045
2010	8,045,000	3,838,093	11,883,093
2011	8,150,000	3,459,147	11,609,147
2012	7,945,000	3,077,465	11,022,465
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
	$ 150,085,000	$ 64,434,454	$ 214,519,454



Description of Indebtness
October 1, 2002

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, 2002

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, 2002

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.

CAPITAL PROJECTS FUNDS

CAPITAL PROJECTS FUND TYPE
OPERATING BUDGET COMPARISON
WITH FY 2001 ACTUALS

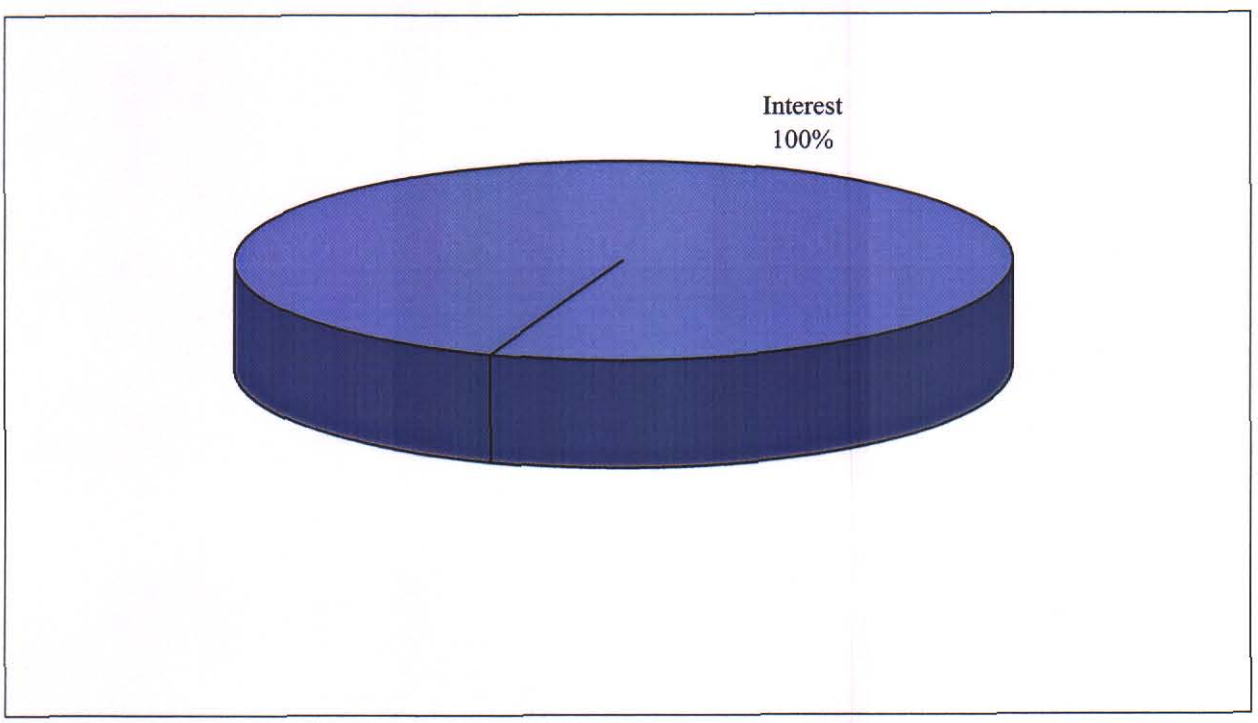
CHANGES IN OPERATING BUDGETS BETWEEN FISCAL YEARS

	FY 2001 Actuals	OPERATING BUDGETS		CHANGES	
		Total Budget FY 2002	Total Budget FY 2003	AMOUNT	%
Revenues (Sources):					
Interest	$370,339	$90,683	$972,500	$881,817	972.42%
Miscellaneous Revenues	111,080				
Other Financing Sources	1,000,000	65,519,757		(65,519,757)	-100.00%
Total Revenues and Other Financing Sources	1,481,419	65,610,440	972,500	(64,637,940)	-98.52%
Beginning Fund Balances	9,640,783	4,787,637	61,789,262	57,001,625	1190.60%
Total Available Resources	$11,122,202	$70,398,077	$62,761,762	($7,636,315)	-10.85%

INTEREST AND OTHER FINANCING SOURCES

Interest is budgeted at a higher rate for fiscal year 2003, mostly due to budgeting all the remaining balances in the Capital Projects funds for interest earnings. Other Financing Sources was budgeted significantly lower for fiscal year 2003 since several bond issues were sought after during fiscal year 2002 to meet various needs of the County, such as construction costs for a Fabens Port of Entry, renovation costs for various parks and County Coliseum, and purchase of a new election system. It is not anticipated that the County will issue more debt in fiscal year 2003.

Fiscal Year 2003 Budget
Revenues (Sources) – Capital Projects Fund Type - $972,500



CAPITAL PROJECTS FUND TYPE
OPERATING BUDGET COMPARISON
WITH FY 2001 ACTUALS

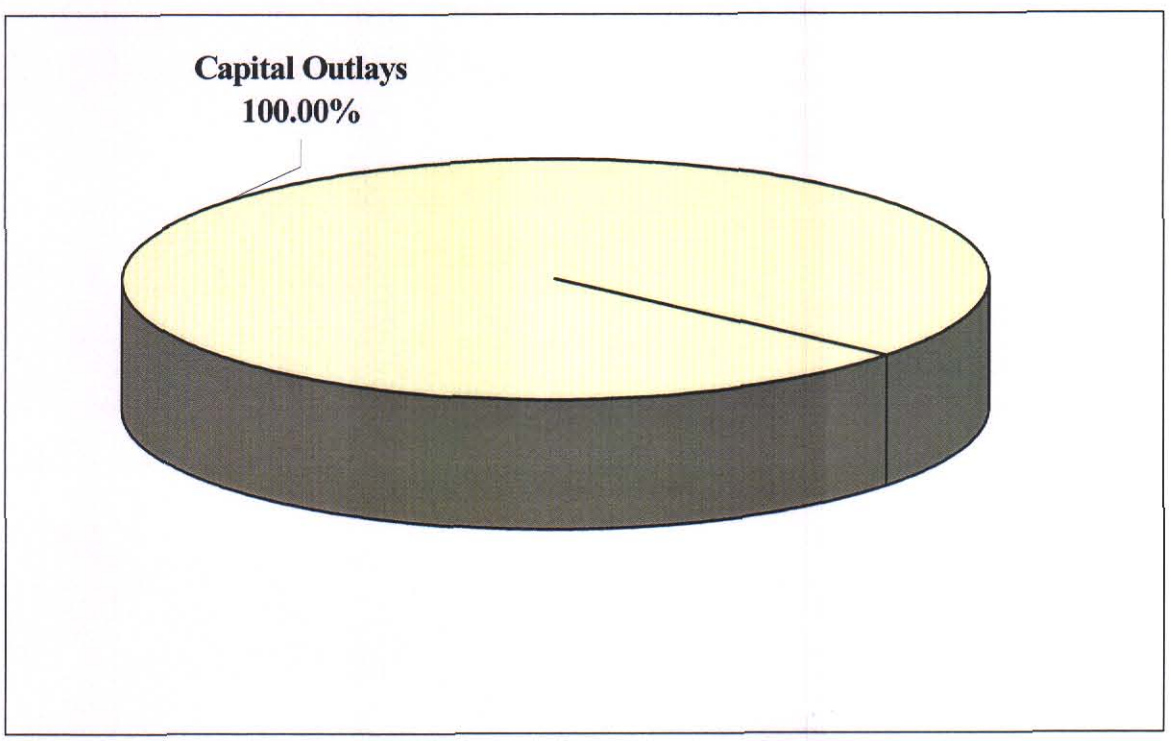
CHANGES IN OPERATING BUDGETS BETWEEN FISCAL YEARS

	FY 2001 Actuals	OPERATING BUDGETS		CHANGES	
		Total Budget FY 2002	Total Budget FY 2003	AMOUNT	%
Appropriations/Expenditures (Uses):					
Capital Outlays	$6,334,565	$65,856,837	$1,458,442	($64,398,395)	-97.79%
Total Appropriations/Expenditures	6,334,565	65,856,837	1,458,442	(64,398,395)	-97.79%
Encumbrances		689,155	763,155	74,000	10.74%
Ending Fund Balances	4,787,637	3,852,085	60,540,165	56,688,080	1471.62%
Total Appropriations/Expenditures and Fund Balances	$11,122,202	$70,398,077	$62,761,762	($7,636,315)	-10.85%

CAPITAL OUTLAYS

Under the Capital Projects Fund Type, appropriations for fiscal year 2003 decreased mainly due to not anticipating new bond issuances for fiscal year 2003.

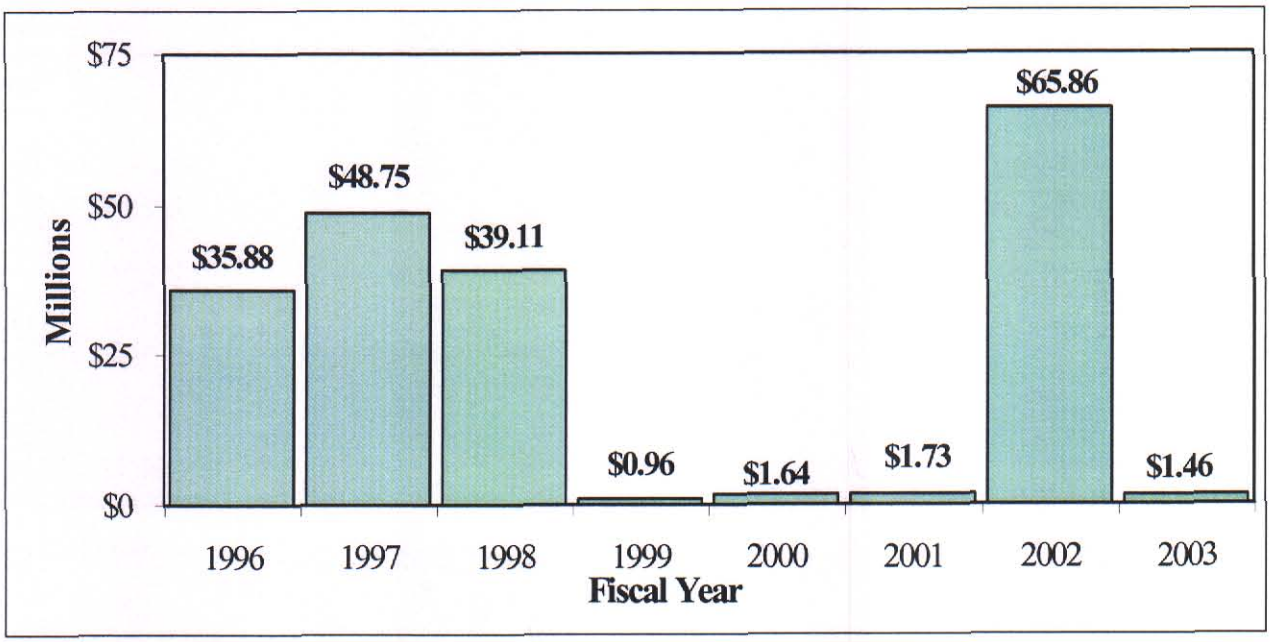
Fiscal Year 2003 Budget
Appropriations (Uses) – Capital Projects Fund Type - $1,458,442



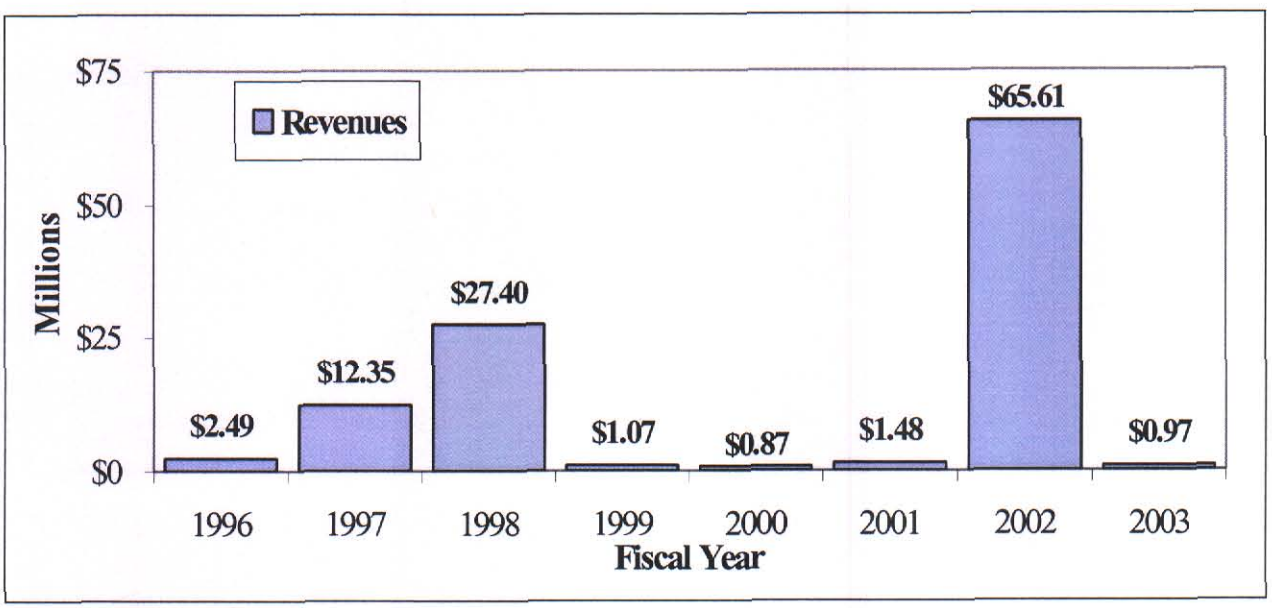
CAPITAL PROJECTS FUND TYPE
OPERATING BUDGET COMPARISON
WITH FY 2001 ACTUALS

The following tables provide information regarding the Capital Project Fund Type overall budgets and revenue/expenditure actuals since fiscal year 1996.

Capital Projects Fund Type – Budget Trends



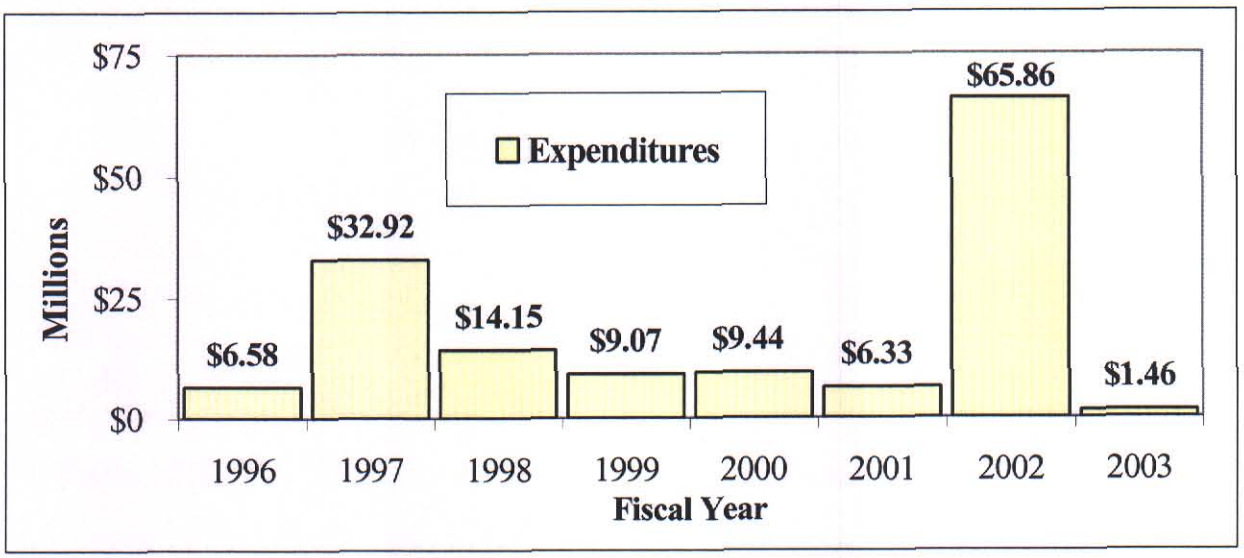
Revenues (Sources):
Capital Projects Fund Type-Revenue Trends



*** FY 2002 and 2003 are Budgets, 1996-2001 are Actuals**

CAPITAL PROJECTS FUND TYPE
OPERATING BUDGET COMPARISON
WITH FY 2001 ACTUALS

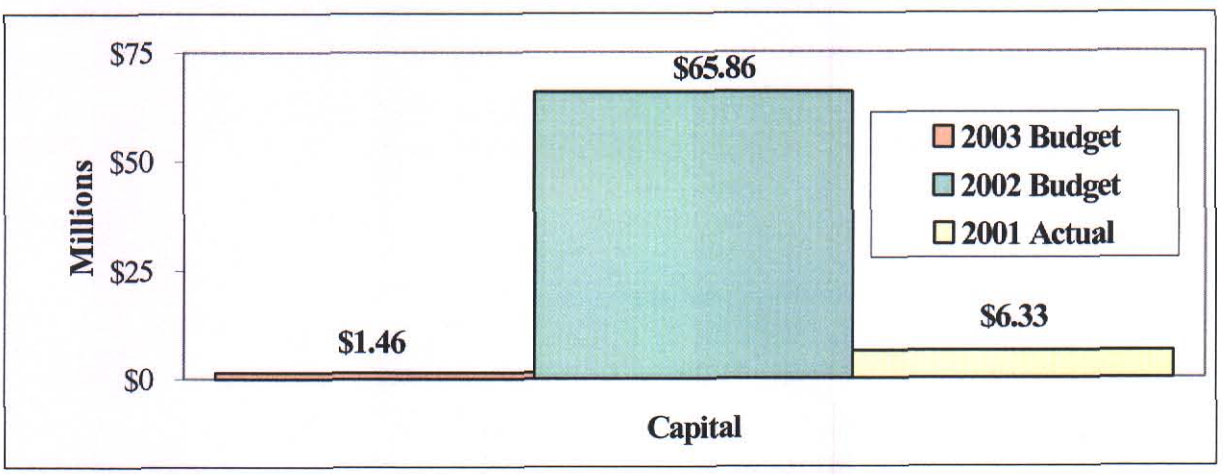
Capital Projects Fund Type – Expenditure Trends



*FY 2002 and 2003 are Budgets, 1996-2001 are Actuals

SUMMARY FOR FISCAL YEAR 2003
BY CHARACTER

	FY 2001 Actuals	OPERATING BUDGETS		Changes	
		FY 2002	FY 2003	Amount	%
Character					
Capital	$6,334,565	$65,856,837	$1,458,442	($64,398,395)	-97.79%
Total Budgets and Actuals	$6,334,565	$65,856,837	$1,458,442	($64,398,395)	-97.79%



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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating				
Capital	$6,334,565	$65,856,837	$1,458,442	-97.79%
	$6,334,565	$65,856,837	$1,458,442	-97.79%

WORK PROGRAM TRENDS

Department Activity	2001 Actual	2002 Estimated	2003 Projected
		Not Applicable	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
Full-time employees		Not Applicable	
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

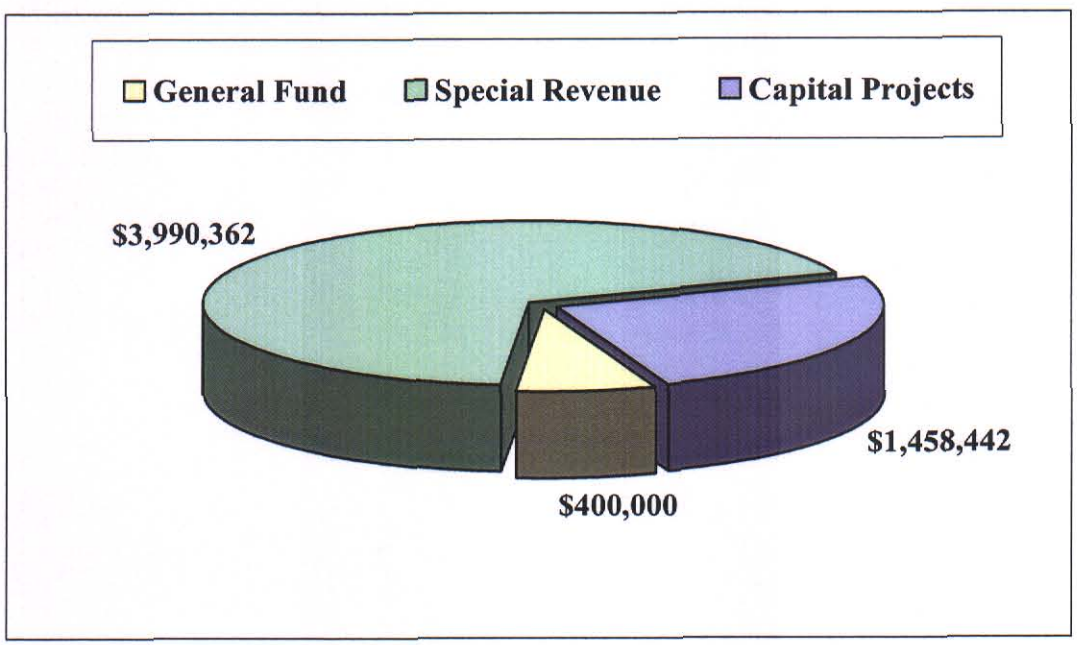
Not Applicable

CAPITAL PROJECT PLANNING

OVERVIEW

The County of El Paso adopted its fiscal year 2003 operating budget which includes only minimal capital outlay appropriations at the departmental level. Nine 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 countywide 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 5th and 7th floors of the County Courthouse and improvements to the 2nd and 4th 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, 2002 approximately $61,095,791 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 2002. Of the County's total fiscal year 2003 budget, $5,848,804 represents new capital project budgets by the County as reflected in the pie chart below. Capital expenditures projected for fiscal year 2003 are categorized as shown in the next page by fund, program and department including carryover capital project appropriations.

2003 Capital Budget
(Excluding Carryover)



Fund	Program/Department	Amount	Purpose
	New Appropriations for Fiscal Year 2003		
General Fund	**General Government**		
	General and Administrative	**$400,000**	Equipment - Contingency
Special Revenue			
	Administration of Justice		
	County Attorney Commissions	20,000	Small Miscellaneous Equipment
	Culture and Recreation		
	Coliseum Special Revenue	130,000	Furniture and Fixtures, and Vehicles
	Ascarate Park Improvement	1,495,000	Ascarate Park Improvements
	Sportspark	34,162	Vehicle and Heavy Duty Equipment
	General Government		
	Commissary Inmate Profit	250,000	Equipment for Inmate Recreation Room and Leisure Library
	Election Contracted Services	50,000	Miscellaneous Equipment
	Records Management	177,200	Miscellaneous Equipment
	Public Works		
	Road and Bridge	1,834,000	Construction for Canutillo Drainage Project and Heavy Duty Equipment
	Total Special Revenue	**$3,990,362**	
Capital Projects	County Capital Projects 2001	782,476	Supplemental Funding Based on Interest Projections
	County Capital Projects 2002	550,000	Supplemental Funding Based on Interest Projections
	County Capital Improvements	111,584	Supplemental Funding Based on Interest Projections
	County Courthouse 1998	14,382	Supplemental Funding Based on Interest Projections
	Total Budgeted Capital Projects	**$1,458,442**	
	Total New Appropriations for Fiscal Year 2003	**$5,848,804**	
	Carryover Appropriation Projects:		
	Agricultural Co-op Building	$22,338	Various Equipment Needs of County Departments
	Ascarate Sprinkler	183,552	New Sprinkler System at Ascarate Golf Course
	County Capital Projects 2001	22,240,613	Various Equipment Needs of County Departments
	County Capital Projects 2002	29,446,541	Various Equipment Needs of County Departments
	County Capital Improvements	1,134,791	Various Equipment Needs of County Departments
	Capital Outlays	37,928	Equipment and Vehicles for Various Departments

Fund	Program/Department	Amount	Purpose
	Coliseum Renovations	2,250	Improvements to the County Coliseum
	County Coliseum 2002	471,178	Improvements to the County Coliseum
	County Courthouse 1995	210,554	Various Equipment Needs of County Departments
	County Courthouse 1998	904,177	Various Equipment Needs of County Departments
	Data Procesing upgrade	209,115	Upgrading Hardware and Soft-ware County-Wide
	Eastlake & Old Hueco Tanks Road Project	9,309	Various Equipment Needs of County Departments
	Capital Projects- Elections 2002	2,274,009	New Electronic Voting Equipment
	Capital Projects- Fabens Port of Entry 2002	1,041,665	Development of a Fabens Port of Entry
	Jail Annex	147,465	New Jail Detention Facility in East El Paso
	Jail Improvements	40,699	Improvements to the County Jail
	Jail Annex Module	4,237	New Pod for Jail Facility in East El Paso
	Juvenile Administration Building	20,159	Construction of an Administra-tion Building
	Landmark Building	9,502	Renovation of Landmark Building
	Capital Outlays 1998	160,342	Equipment and Vehicles for Various Departments
	Capital Projects- Sportspark	2,202,149	Purchase of Eastside Sportspark Facility
	Capital Projects- Time and Attendance	236,873	Purchase of Electronic Time and Attendance System
	Park Improvements	84,964	Improvements to Various County Parks
	Road and Bridge Warehouse	1,381	Renovation of Multi-Purpose Warehouse
		$61,095,791	
	Total County Capital Expenditures Budgeted	**$66,944,595**	

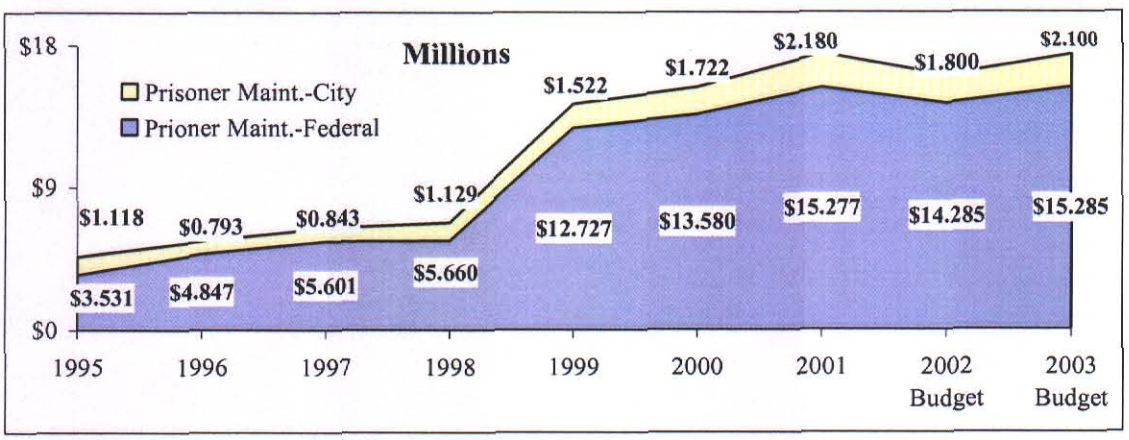
IMPACT OF CAPITAL PROJECTS ON THE OPERATING BUDGET

1. 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 2002, $40,699 remained in this fund to be used in fiscal year 2003.

Cost to Date:	**$3,362,075**
Fund:	**Capital Project Fund**
Operating Budget Impact:	
Personnel:	**None**
Operating:	**None**
Capital:	**None**
Department:	**County Sheriff**

Trend of County Jail Inmate Revenues



2. 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 $18 million dollars annually based on current budgeted costs. The graphic depiction above reflects projected revenues based on capacity and current agency utilization.

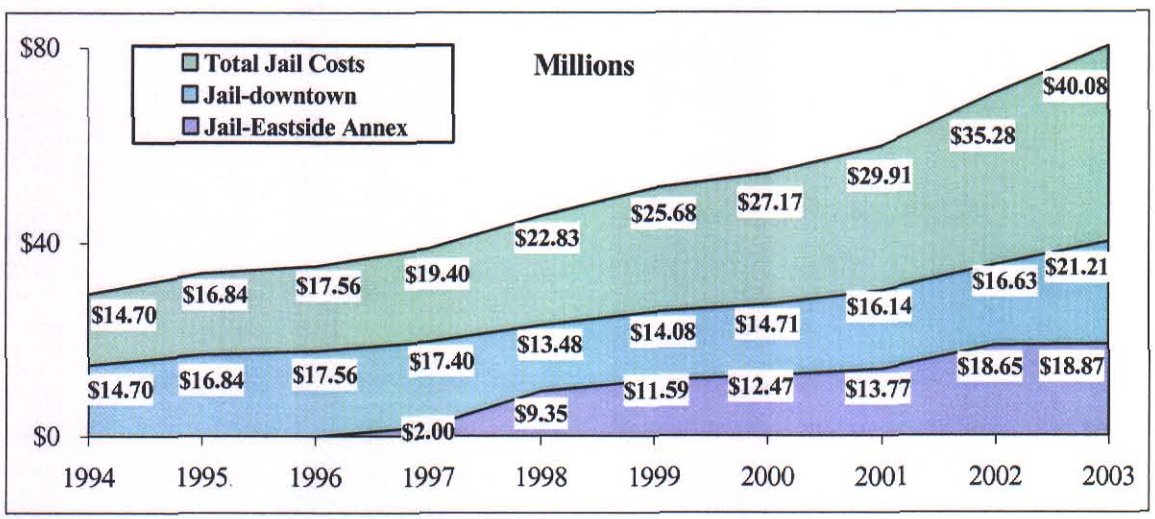
When the taxpayers of El Paso County approved the new jail annex project, the issue of staffing and operations was not addressed. Pressure mounted from the press, the public, and the Texas Commission on

Jail Annex (Continued):

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.

Cost to date:	**$44,117,775**
Fund:	**Capital Projects Fund**
Operating Budget Impact:	**General Fund**
Personnel:	**$14,567,678**
Operating:	**$4,305,437**
Capital:	**None**
Department:	**County Sheriff**

Actual/Projected Trend of Cost of Jail Operations



3. 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 (Continued):

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**

4. 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.

Cost to date:	**$3,478,439**
Fund:	**Capital Projects Fund**
Operating Budget Impact:	
Personnel:	**None**
Operating:	**None**
Capital:	**None**
Department:	**Various**

5. County Courthouse 95:

This relates to renovations to the existing county courthouse for an estimated $3.7 million. When the existing courthouse was constructed, the 5th, 7th and 11th floors were left unfinished for future expansion. This particular bond issue covers renovations on the 11th 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 5th and 7th floors to provide elevator access.

Cost to date:	**$3,669,654**
Fund:	**Capital Projects Fund**
Operating Budget Impact:	
Personnel:	**$656,157**
Operating:	**$31,770**
Capital:	**None**
Department:	**383rd and 384th District Courts and Criminal Law Magistrate**

6. 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**

7. 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. It was anticipated that this building would be utilized to house many County departments and other agencies are expected to lease space from the County. The pending use of the facility is being reviewed by the Commissioners Court.

Cost to date:	**$1,047,104**
Fund:	**Capital Projects Fund**
Operating Budget Impact:	
Personnel:	**None**
Operating:	**$89,310**
Capital:	**None**
Department:	**Facilities Management**

8. 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.

Cost to date:	**$1,466,784**
Fund:	**Capital Projects Fund**
Operating Budget Impact:	
Personnel:	**None**
Operating:	**None**
Capital:	**None**
Department:	**Various**

9. Ascarate 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.

Cost to date:	**$459,060**
Fund:	**Capital Projects Fund**
Operating Budget Impact:	
Personnel:	**None**
Operating:	**None**
Capital:	**None**
Department:	**Ascarate Park, Information Technology Department, Golf Course**

10. Park Improvements:

This relates to capital expenditures for improvements at various County Parks. These improvements include structural improvements and equipment. Bond proceeds in the amount of $430,000 were used to make these improvements.

Park Improvements: (cont'd)

Cost to date: **$410,133**
Fund: **Capital Projects Fund**
Operating Budget Impact:
Personnel: **None**
Operating: **None**
Capital: **None**
Department: **Various**

11. Juvenile 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 $2,150,00 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: **$71,428**
Capital: **None**
Department: **Juvenile Probation**

12. 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: **$9,501,500**
Fund: **Capital Projects Fund**
Operating Budget Impact:
Personnel: **None**
Operating: **None**
Capital: **None**
Department: **Countywide**

13. 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. 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.

Cost to date: **$5,302,077**
Fund: **Capital Projects Fund**
Operating Budget Impact:
Personnel: **None**
Operating: **None**
Capital: **None**
Department: **County-wide**

14. 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.

Coliseum Renovations: (cont'd)

Cost to date: **$1,574,676**
Fund: **Capital Projects Fund**
Operating Budget Impact:
Personnel: **None**
Operating: **None**
Capital: **None**
Department: **Coliseum**

15. 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. 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.

Cost to date: **$453,797**
Fund: **Capital Projects Fund**
Operating Budget Impact:
Personnel: **None**
Operating: **None**
Capital: **None**
Department: **Various**

16. Courthouse 98:

This relates to capital expenditures for renovations to the existing County Courthouse approximating $6,601,870. When the courthouse was constructed, the 5th, 7th, and 11th floors were left unfinished for future expansion. In 1995, contractual obligations were issued to cover renovations on the 11th floor to house several new courts. Proceeds from contractual obligation issued in 1998 funded the build out of the 5th and the 7th floors and renovations to the 2nd and 4th floor, which benefited several departments, such as the County Attorney, Public Defender and Purchasing departments.

Cost to date: **$6,601,870**
Fund: **Capital Projects Fund**
Operating Budget Impact:
Personnel: **None**
Operating: **None**
Capital: **None**
Department: **Various**

17. County Capital Improvements:

This relates to a variety of capital expenditures, for most, if not all County departments in the form of equipment. Funding for this project is provided by a transfer-in from the general fund in the amount of $1,000,000.

Cost to date: **$966,142**
Fund: **Capital Projects Fund**
Operating Budget Impact:
Personnel: **None**
Operating: **None**
Capital: **None**
Department: **Various**

18. 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 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:	**$1,012,728**
Fund:	**Capital Projects Fund**
Operating Budget Impact:	
Personnel:	**None**
Operating:	**None**
Capital:	**None**
Department:	**Various**

19. 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:	**$544,196**
Fund:	**Capital Projects Fund**
Operating Budget Impact:	
Personnel:	**None**
Operating:	**None**
Capital:	**None**
Department:	**Various**

20. 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:	**$28,822**
Fund:	**Capital Projects Fund**
Operating Budget Impact:	
Personnel:	**None**
Operating:	**None**
Capital:	**None**
Department:	**Coliseum**

21. Capital Projects Elections 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:	**$749,013**
Fund:	**Capital Projects Fund**
Operating Budget Impact:	
Personnel:	**None**
Operating:	**None**
Capital:	**None**
Department:	**Elections**

22. Capital Projects 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.

Cost to date:	**$1,458,335**
Fund:	**Capital Projects Fund**
Operating Budget Impact:	
Personnel:	**None**
Operating:	**None**
Capital:	**None**
Department:	**Various**

23. Capital Projects Time and Attendance:

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.

Cost to date:	**$613,127**
Fund:	**Capital Projects Fund**
Operating Budget Impact:	
Personnel:	**None**
Operating:	**None**
Capital:	**None**
Department:	**Various**

24. Capital Projects Sportspark:

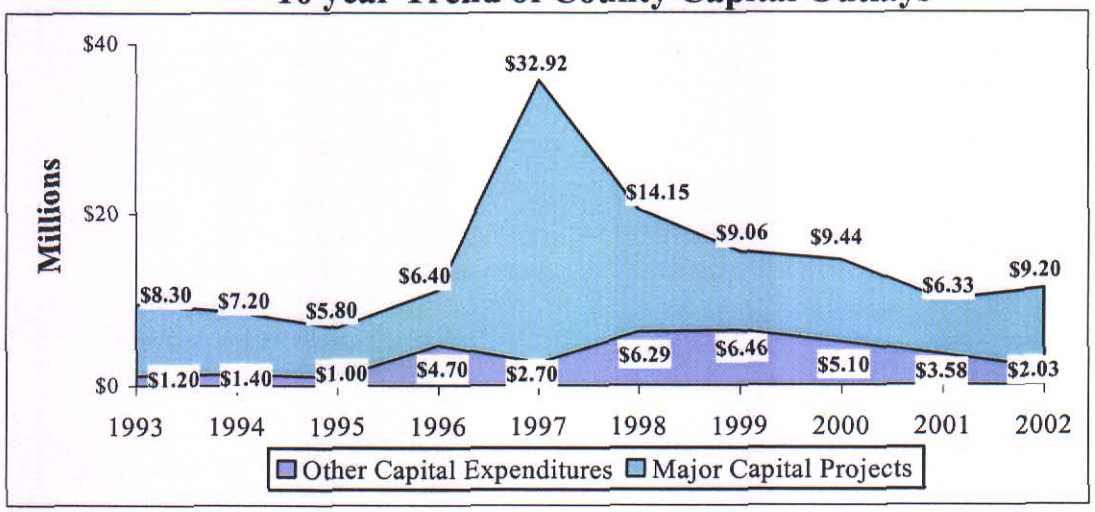
This fund was established in fiscal year 2002, this fund was used to account for the purchase of an eastside Sportspark facility that includes baseball, t-ball and volleyball fields. This facility also includes a number of concession stands to meet the needs of the public attending the various events. Proceeds from Certificates of Obligation 2001 are used to finance this project.

Cost to date:	**$2,200,509**
Fund:	**Capital Projects Fund**
Operating Budget Impact:	
Personnel:	**None**
Operating:	**None**
Capital:	**None**
Department:	**Coliseum**

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 need basis from year to year as determined by the Commissioners Court. This fiscal year, only $400,000 was funded in Contingencies under General Fund, to meet any unexpected departmental needs for capital expenditures. As the graph below shows, the County's capital projects mainly relate to major capital expenditures. 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 below 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 11th floor. Another project, funded during fiscal year 1995, was the Eastlake and Hueco Tanks Roads Project. Projects such as the Juvenile Administration Building and Post Adjudication Facility, initiated in fiscal year 1999, were completed in early fiscal year 2000. Projects, which initiated in fiscal year 1998, include the Data processing Upgrade, Capital Outlays 98, Courthouse 98, Agricultural Co-op Building and Coliseum Renovations and should close out during fiscal year 2002.

10 year Trend of County Capital Outlays



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. Typically, capital outlays in the past have been funded through individual funds with the exception of major facility construction or renovation projects.

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 $1,200,000. 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 2003, 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, 2002

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.

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.

Jail Annex Fund

This fund is used to account for the construction of a Jail Annex Facility in east El Paso.

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.

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.

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.

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.

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.

Description of Capital Projects
October 1, 2002

Juvenile Justice Administration Capital Project 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.

Ascarate 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.

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.

Capital Outlays 98 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.

Courthouse 98 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.

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.

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.

County Capital Improvement Fund

This fund has been financed, for two years now, through a transfer from the General Fund in the amount of $1 million to be used for any un-forseen needs of departments for equipment.

Description of Capital Projects October 1, 2002

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.

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.

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.

Capital Projects Elections 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.

Capital Projects Fabens Port of Entry 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.

Capital Projects Time and Attendance

This fund is used to account for the costs of a new Countywide electronic time and attendance system. Proceeds from Certificates of Obligation 2001 are used to finance this project.

Capital Projects Sportspark

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.

OTHER FUNDS

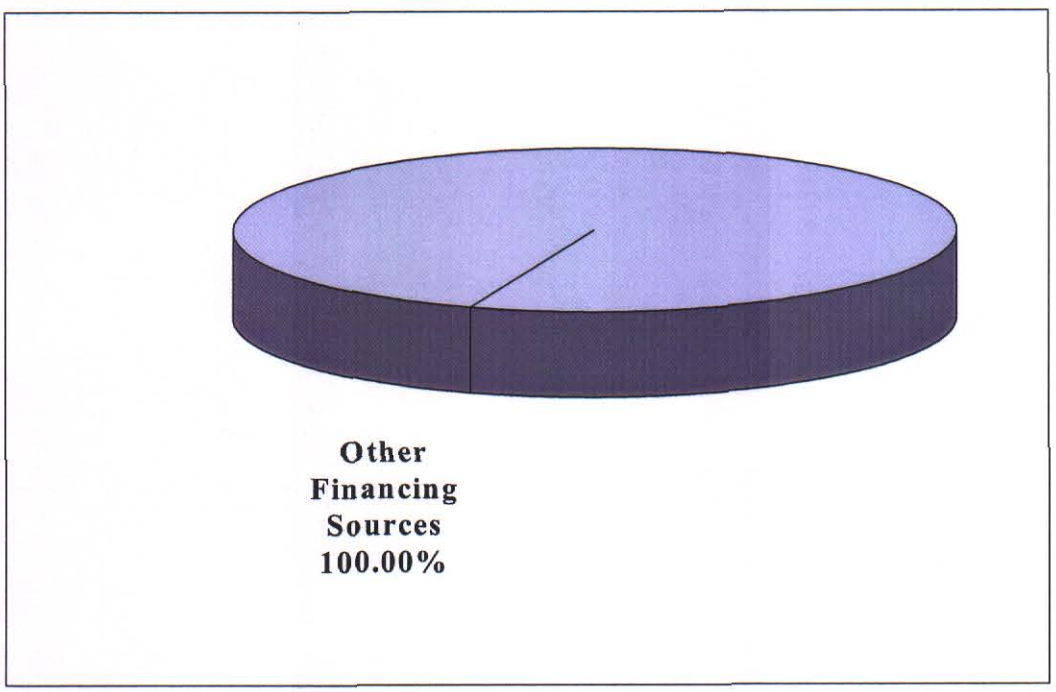
GRANT FUND TYPE
OPERATING BUDGET COMPARISON
WITH FY 2001 ACTUALS

CHANGES IN OPERATING BUDGETS BETWEEN FISCAL YEARS

The reason for the large difference between the fiscal year 2002 and 2003 budgets for the Grants Fund Type is due to timing factors. At the beginning of the fiscal year, only one grant was budgeted, 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 (2002) when grants are awarded from various agencies.

		OPERATING BUDGETS		CHANGES	
	FY 2001 Actuals	Total Budget FY 2002	Total Budget FY 2003	AMOUNT	%
Revenues (Sources):					
Intergovernmental	$12,109,872	$17,800,532		($17,800,532)	-100.00%
Interest	125,112	33,256		(33,256)	-100.00%
Miscellaneous Revenues	659,119	120,419		(120,419)	-100.00%
Other Financing Sources	2,704,193	3,592,690	$712,500	(2,880,190)	-80.17%
Total Revenues and Other Financing Sources	15,598,296	21,546,897	712,500	(20,834,397)	-96.69%
Beginning Fund Balances	2,335,209	2,509,717	4,321,429	1,811,712	72.19%
Total Available Resources	$17,933,505	$24,056,614	$5,033,929	($19,022,685)	-79.07%

Fiscal Year 2003 Budget
Revenues (Sources) –Grant Fund Type - $712,500



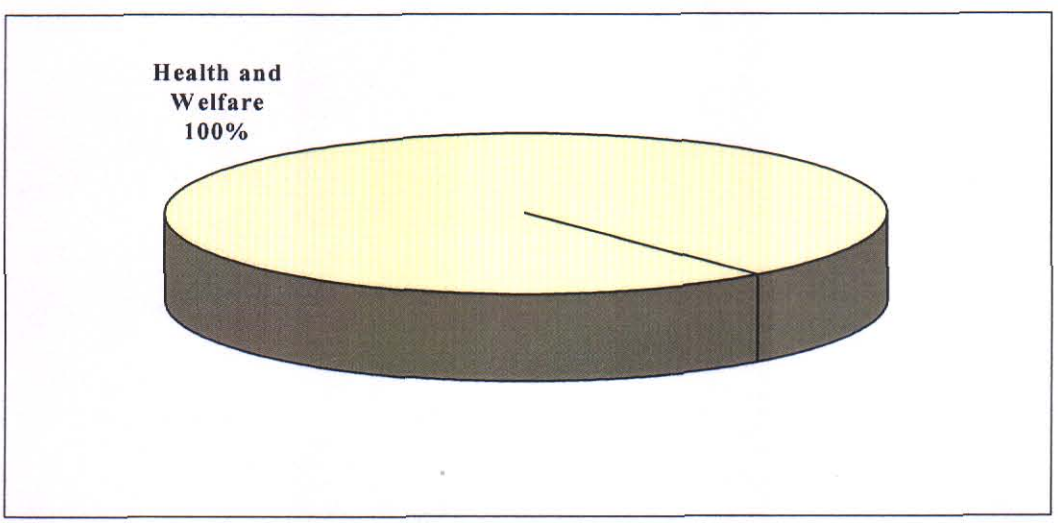
GRANT FUND TYPE
OPERATING BUDGET COMPARISON
WITH FY 2001 ACTUALS

CHANGES IN OPERATING BUDGETS BETWEEN FISCAL YEARS

Again, the reason for the large difference between the 2002 and 2003 budgets is for new grants that are set up during the fiscal year when awarded by various agencies.

	FY 2001 Actuals	OPERATING BUDGETS		CHANGES	
		Total Budget FY 2002	Total Budget FY 2003	AMOUNT	%
Appropriations/Expenditures (Uses):					
General Government	$1,331	$32,276		($32,276)	-100.00%
Administration of Justice	4,289,120	5,482,036		(5,482,036)	-100.00%
Health and Welfare	2,877,484	3,201,111	$712,500	(2,488,611)	-77.74%
Community Services	1,613,937	533,562		(533,562)	-100.00%
Culture and Recreation	56,961	189,392		(189,392)	-100.00%
Public Safety	3,195,832	8,573,116		(8,573,116)	-100.00%
Public Works	859,289	190,692		(190,692)	-100.00%
Resource Development	4,185	83,869		(83,869)	-100.00%
Capital Outlays	2,428,380	3,260,843		(3,260,843)	-100.00%
Other Financing Uses	97,269				
Total Appropriations/Expenditures and Other Financing Uses	15,423,788	21,546,897	712,500	(20,834,397)	-96.69%
Ending Fund Balances	2,509,717	2,509,717	4,321,429	1,811,712	72.19%
Total Appropriations/Expenditures, Other Financing Uses and Fund Balances	$17,933,505	$24,056,614	$5,033,929	($19,022,685)	-79.07%

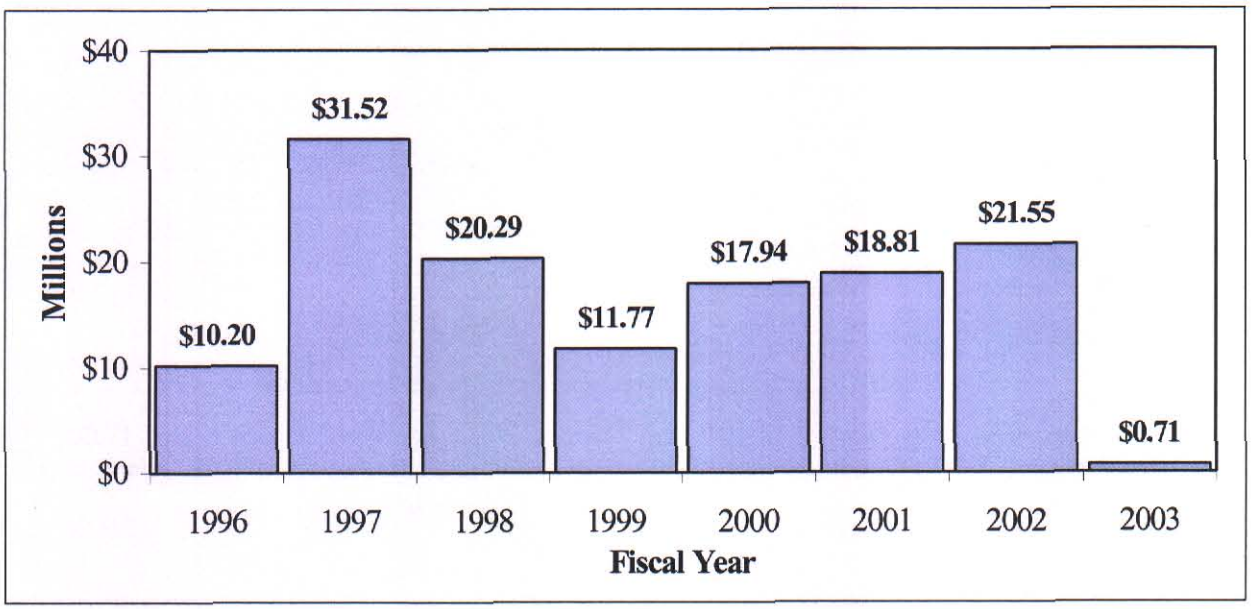
Fiscal Year 2003 Budget
Appropriations (Uses) – Grant Fund Type - $712,500



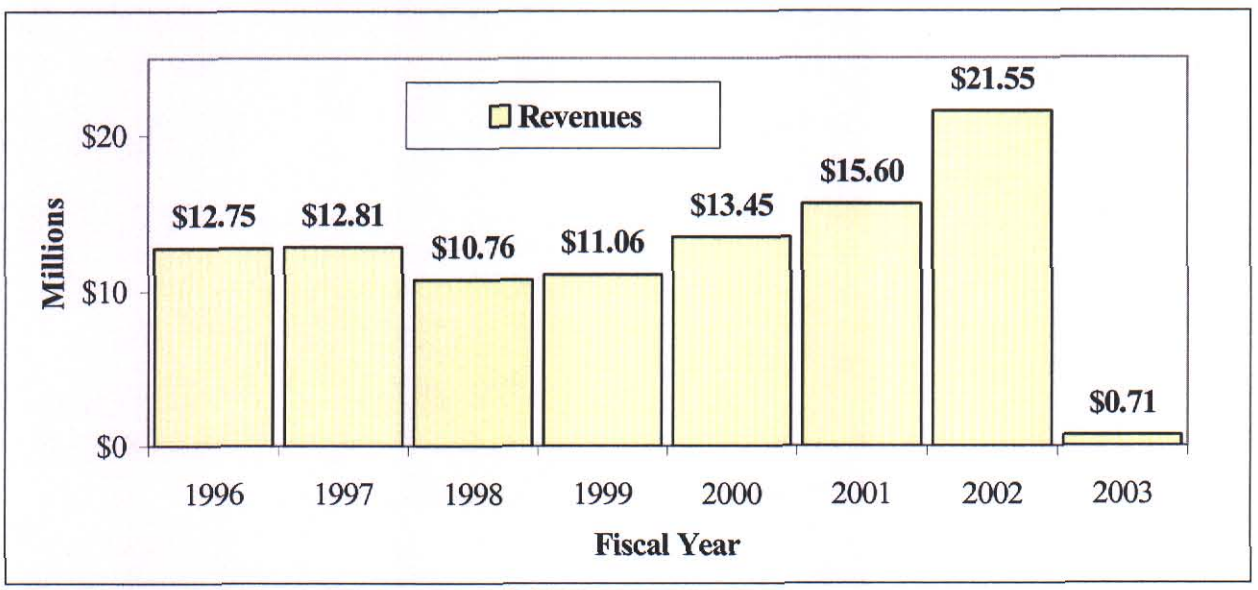
GRANT FUND TYPE
OPERATING BUDGET COMPARISON
WITH FY 2001 ACTUALS

The following tables provide information regarding the Grant Fund Type budgets and revenue/expenditure actuals since 1996.

Grant Fund Type –Budget Trends



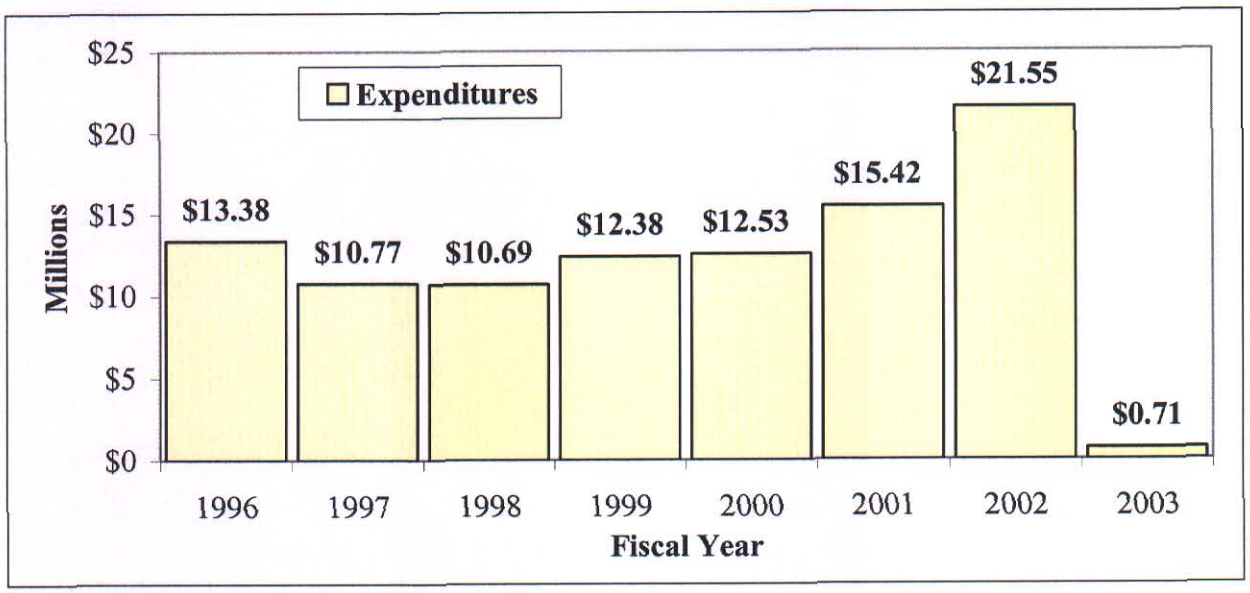
Revenues (Sources):
Grant Fund Type-Revenue Trends



***FY 2002 and 2003 are Budgets, 1996-2001 are Actuals**

GRANT FUND TYPE
OPERATING BUDGET COMPARISON
WITH FY 2001 ACTUALS

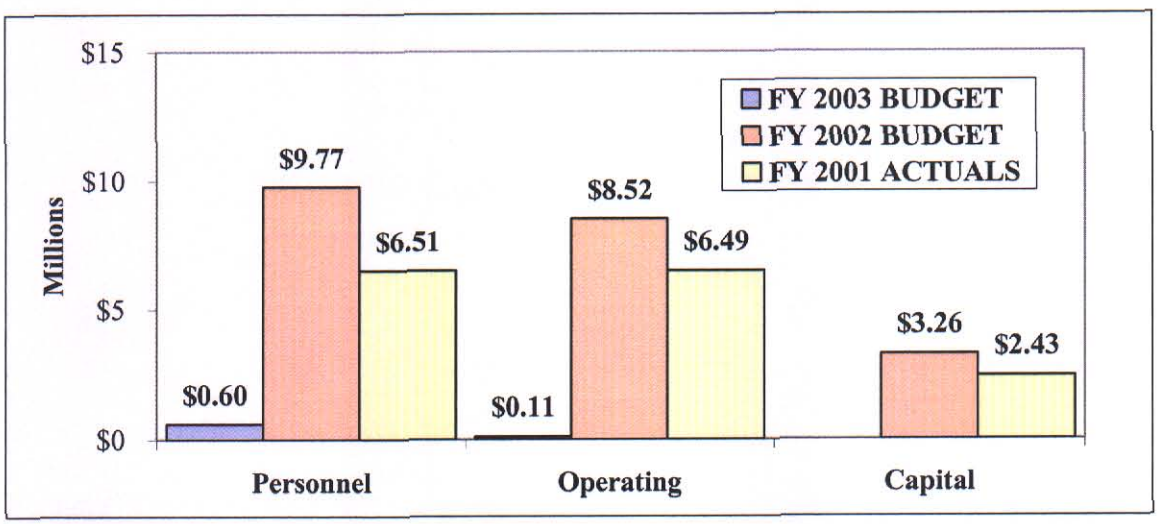
Grant Fund Type – Expenditure Trends



*FY 2002 and 2003 are Budgets, 1996-2001 are Actuals

SUMMARY FOR FISCAL YEAR 2003
BY CHARACTER

	FY 2001 Actuals	OPERATING BUDGETS		Changes	
		FY 2002	FY 2003	Amount	Percentages
Character					
Personnel	$6,506,288	$9,770,372	$603,323	($9,167,049)	-93.82%
Operating	6,489,120	8,515,682	109,177	(8,406,505)	-98.72%
Capital	2,428,380	3,260,843		(3,260,843)	-100.00%
Total Budgets and Actuals	$15,423,788	$21,546,897	$712,500	($20,834,397)	-96.69%



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 condition in rural areas, battling drug trafficking and the prosecution of offenders.

FINANCIAL TRENDS

Character	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel	$6,506,288	$9,770,372	$603,323	-93.82%
Operations	6,489,120	8,515,682	109,177	-98.72%
Capital	2,428,380	3,260,843		-100.00%
	$15,423,788	$21,546,897	$712,500	-96.69%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Actuals	2003 Projected
Not Applicable		Not Applicable	

STAFFING TRENDS

	Fiscal Year		
Authorized Positions	2001	2002	2003
Full-time employees	113	136	142
Part-time employees	2	1	11
Totals	115	137	153

AUTHORIZED POSITION DETAIL

Accounting Clerk	1	Community Outreach Coordinator	1
Administrative Assistant	4	Computer Analyst	1
Administrative Secretary	1	Counselor	4
Assistant Commander	1	Correction Officers Part-time	2
Assistant Program Director	1	Crime Victims Liaison	1
Attorney-Part time	1	Criminal Intelligence Analyst	1
Attorney	7	Data Clerk/Analyst	1
Budget Analyst	1	Data Entry Clerk	1
Captain/Commander	1	Detective	14
Civ. Evidence-Custodian	1	Detention Officers Part-time	2
Clerk	1	Deputy	1
Clerk/Analyst	1	Deputy Instructors	2
Clerk-Part time	1	Director-ADMIN-INTEL	1
Clinical Supervisor	1	Director-RIC	1

AUTHORIZED POSITION DETAIL

Director-HIDTA	1	Program Analyst	1
Education Coordinator	1	Program Director-Victim Svcs.	1
Executive Assistant	1	Rangers Part-time	2
Financial Analyst	1	Resource Provider	1
Fiscal Administrator	1	Secretary	5
Hudspeth-Investigator	2	Secretary I	2
Inventory Clerk	1	Senior Intel Analyst	1
Instructor	2	Sergeant	2
Intelligence Analyst	1	Service Coordinator I	1
Investigator	10	Services Coordinator II	1
JJAEP Probation Officer	1	Service Coordinator Juvenile	1
Juv Corrections Team Leader	1	Service Technician Comm Part-tim	1
Juv Probation Officer	2	Social Worker	1
Juvenile Service Coordinator	1	Special Prosecutor	2
LCDC Counselors	3	Special Prosecutor Part-time	1
Legal Secretary	1	Sr. Case Worker	1
Lieutenant	1	Sr. Probation Officer II	1
Local Area Network Technician	1	Staff Attorney	2
Office Manager	1	Systems Manager	1
Paralegal	1	Tracker Part-time	1
Pre-Emply/wrk. Mat. Skl. Int.	1	Tracker	1
Probation Officer II	7	Vocation Preparation Inst.	1
Probation Officer	24		

See Personnel Changes for this Department in Appendix A.

The changes from fiscal year 2002 to 2003 are the result of new grants that are set up for fiscal year 2003.

ENTERPRISE FUND TYPE
OPERATING BUDGET COMPARISON
WITH FY 2001 ACTUALS

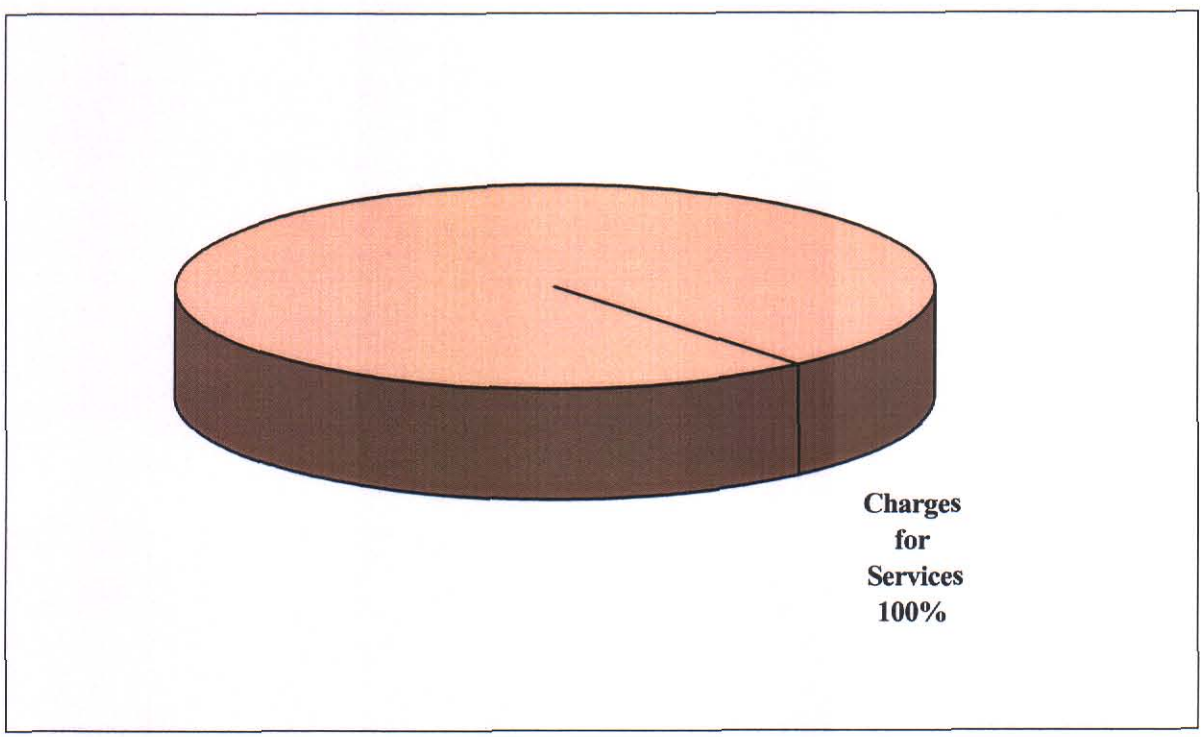
CHANGES IN OPERATING BUDGETS BETWEEN FISCAL YEARS

INTERGOVERNMENTAL REVENUES AND CHARGES FOR SERVICES

The overall increase of $99,216 for the Enterprise Fund Type is for additional water revenues for the East Montana Water Project, whereby the users pay a fee for connection.

	FY 2001 Actuals	OPERATING BUDGETS		CHANGES	
		Total Budget FY 2002	Total Budget FY 2003	AMOUNT	%
Revenues (Sources):					
Interest	$34,075				
Charges for Services	543,803	$526,834	$626,050	$99,216	18.83%
Total Revenues	577,878	526,834	626,050	99,216	18.83%
Retained Earnings	195,836	361,140	544,126	182,986	50.67%
Total Revenues and Retained Earnings	$773,714	$887,974	$1,170,176	$282,202	31.78%

Fiscal Year 2003 Budget
Revenues (Sources) – Enterprise Fund Type - $626,050



ENTERPRISE FUND TYPE
OPERATING BUDGET COMPARISON
WITH FY 2001 ACTUALS

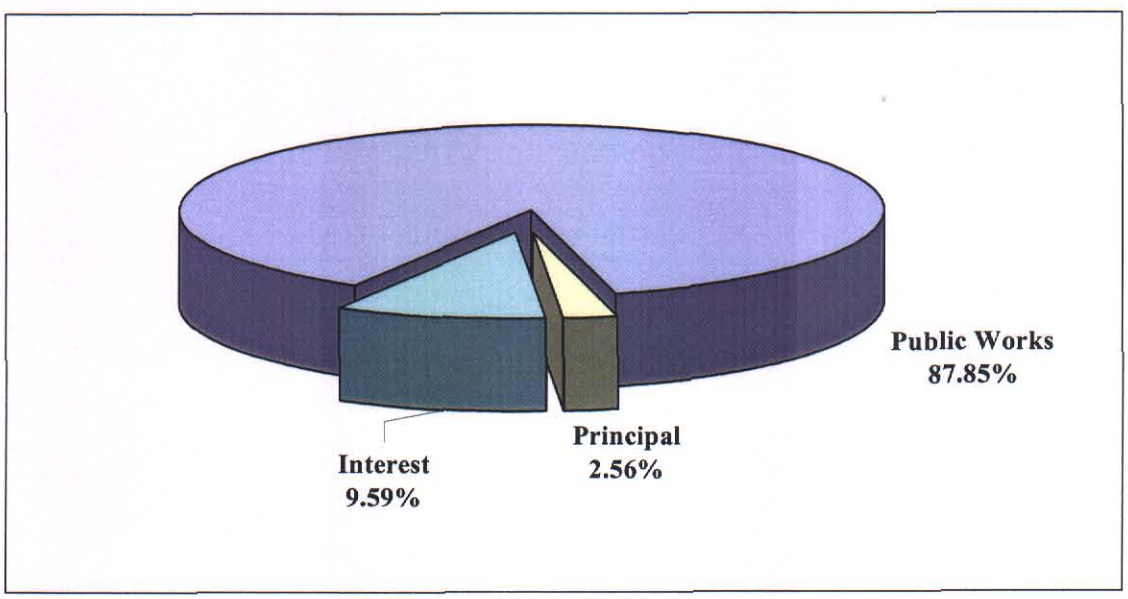
CHANGES IN OPERATING BUDGETS BETWEEN FISCAL YEARS

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 2003, and thus the overall increase in appropriations. Also, more water revenues are anticipated for fiscal year 2003.

	FY 2001 Actuals	OPERATING BUDGETS		CHANGES	
		Total Budget FY 2002	Total Budget FY 2003	AMOUNT	%
Appropriations/Expenditures (Uses):					
Public Works	$351,313	$450,000	$550,000	$100,000	22.22%
Principal		16,000	16,000		
Interest	61,261	60,834	60,050	(784)	-1.29%
Total Appropriations/Expenditures (Uses):	412,574	526,834	626,050	99,216	18.83%
Total Net Income and Retained Earnings	361,140	361,140	544,126	182,986	50.67%
Total Appropriations/Expenditures (Uses) and Retained Earnings:	$773,714	$887,974	$1,170,176	$282,202	31.78%

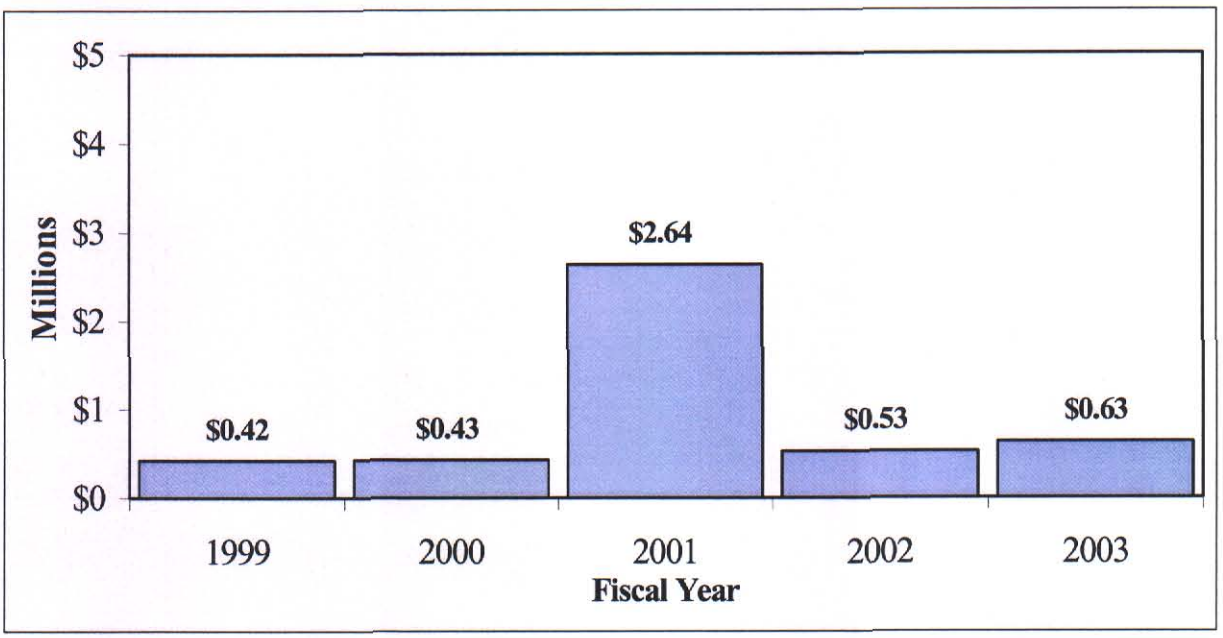
Fiscal Year 2003 Budget
Appropriations (Uses) – Enterprise Fund Type - $626,050



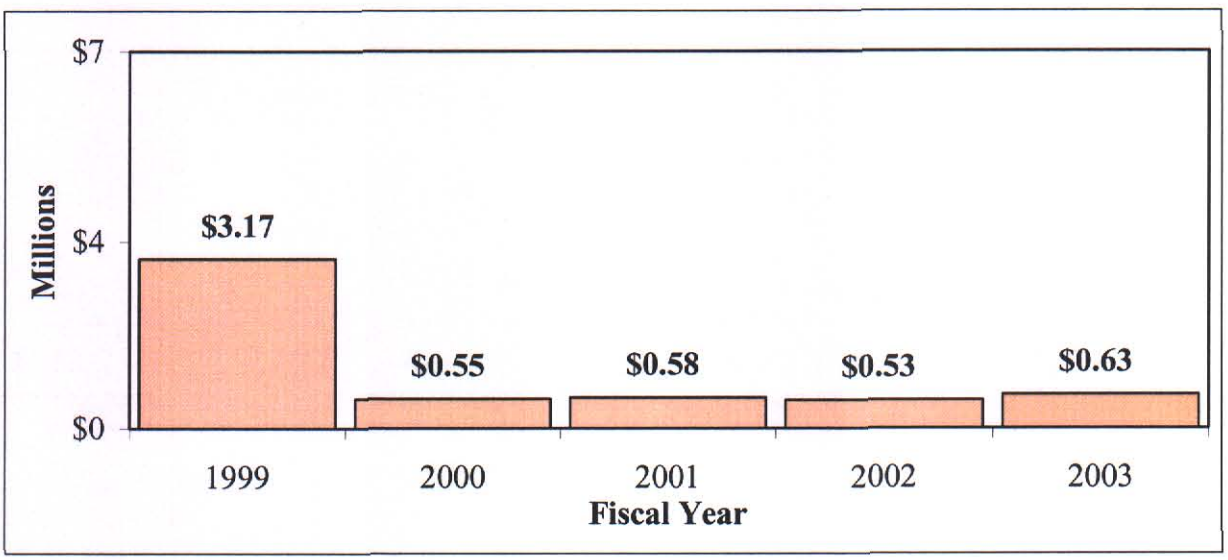
ENTERPRISE FUND TYPE
OPERATING BUDGET COMPARISON
WITH FY 2001 ACTUALS

The following tables provide information regarding the Enterprise Fund Type budgets, and actual revenues/expenditures since 1999.

Enterprise Fund Type – Budget Trends



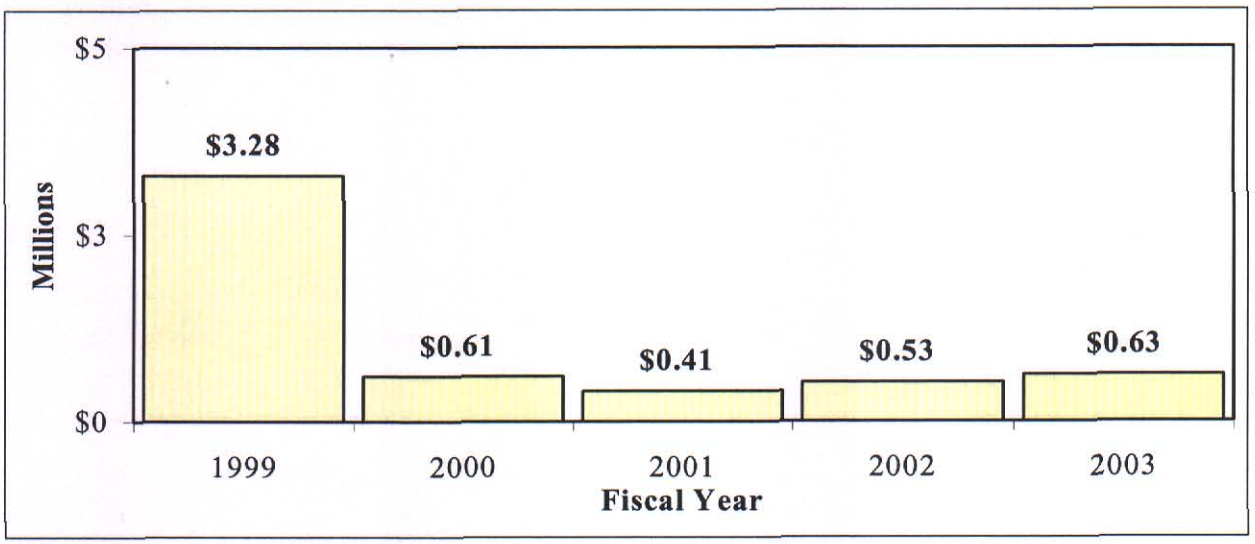
Revenues (Sources):
Enterprise Fund Type- Revenue Trends



***FY 2002 and 2003 are Budgets, 1999-2001 are Actuals**

ENTERPRISE FUND TYPE
OPERATING BUDGET COMPARISON
WITH FY 2001 ACTUALS

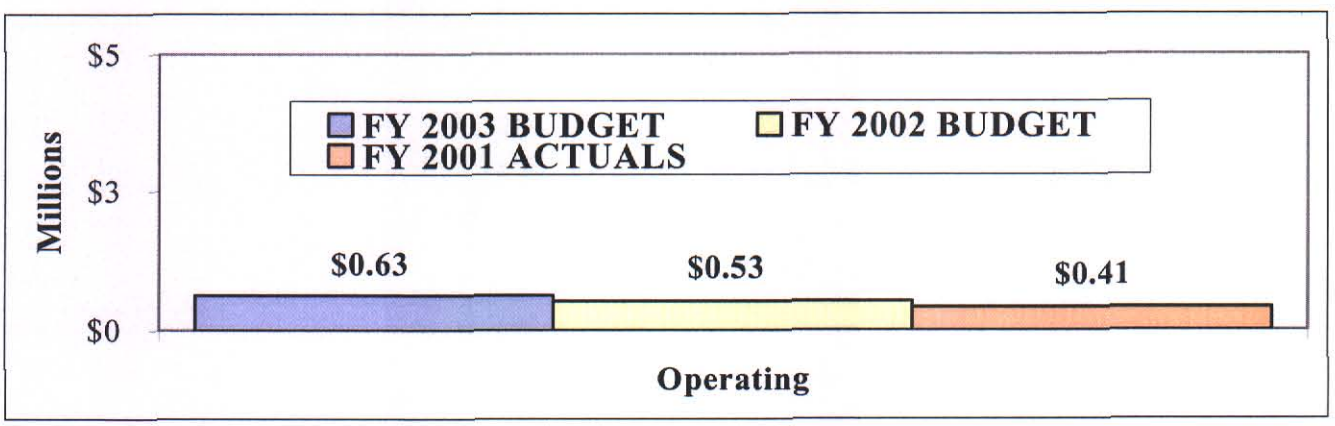
Enterprise Fund Type- Expenditure Trends



*FY 2002 and 2003 are Budgets, 1999-2001 are Actuals

SUMMARY FOR FISCAL YEAR 2003
BY CHARACTER

	FY 2001 Actuals	OPERATING BUDGETS		Changes	
		FY 2002	FY 2003	Amount	%
Character					
Operating	$412,574	$526,834	$626,050	$99,216	18.83%
Total Budgets and Actuals	$412,574	$526,834	$626,050	$99,216	18.83%



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	2001 Actuals	2002 Budget	2003 Budget	Percentage Change in Budget
Personnel				
Operating	$412,574	$526,834	$626,050	18.83%
Capital				
	$412,574	$526,834	$626,050	18.83%

WORK PROGRAM TRENDS

Department Activity	2001 Actuals	2002 Actuals	2003 Projected
		Not Applicable	

STAFFING TRENDS

Authorized Positions	Fiscal Year 2001	2002	2003
		Not Applicable	
Full-time employees			
Part-time employees			
Totals			

AUTHORIZED POSITION DETAIL

Not Applicable

THE COUNTY OF EL PASO
TEXAS

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.

Authorized Full-Time Equivalent Position Listing

Department	Fiscal Years 2001	2002	2003
General Fund			
General Government:			
Commissioner Precinct No. 1	2.00	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
Communications Center	4.00	5.00	5.00
Community Services Department			1.00
County Auditor	48.50	51.50	51.50
County Clerk	41.00	43.00	42.50
County Clerk Criminal Fee Collections	8.00	9.00	9.00
County Judge	6.00	5.00	4.00
County Solid Waste Disposal	6.00	6.00	6.00
District Clerk	64.00	66.50	68.00
Domestic Relations Office	20.00	23.50	23.50
Elections	10.00	12.00	12.00
Facilities Management	35.50	35.50	35.50
Human Resources	8.50	10.00	12.00
Information Technology Department	39.00	38.50	39.50
Purchasing	18.00	20.00	22.00
Tax Office	64.50	67.50	67.50
Total General Government	383.00	406.00	411.00
Administration of Justice:			
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	4.00	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	3.00
327th District Court	4.00	4.00	3.00
346th District Court	3.00	3.00	3.00
383rd District Court	3.00	3.00	5.00
384th District Court	3.00	3.00	3.00
388th District Court	3.00	3.00	5.00
409th District Court	3.00	3.00	3.00
Associate CPS Court	4.00	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
Council of Judges Administration	16.00	20.00	22.00
County Attorney	48.00	55.00	59.00
County Attorney Bond Forfeitures	6.00	6.00	6.00

(Continued on next page)

Authorized Full-Time Equivalent Position Listing

Department	Fiscal Years 2001	2002	2003
General Fund-Continued			
Administration of Justice-Continued:			
County Attorney RETGH Legal	6.00	6.00	6.00
County Attorney Teen Court Coordinator	1.00	1.00	1.00
County Court At Law Administration	15.00	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	3.00		
County Court At Law No. 9	3.00		
County Court at Law Judges	9.00	7.00	7.00
County Criminal Court At Law No. 1		3.00	3.00
County Criminal Court At Law No. 2		3.00	3.00
County Criminal Magistrate Judges		2.00	2.00
County Probate Court	7.00	8.00	8.00
Criminal Law Magistrate I	5.00	5.00	5.00
District Attorney	106.00	124.00	128.00
District Judges-Salary Supplement	15.00	15.00	15.00
Impact Court	4.00	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	5.00
Justice Of The Peace No. 3	6.00	6.00	6.00
Justice Of The Peace No. 4	5.00	5.50	5.50
Justice Of The Peace No. 5	3.00	3.50	3.50
Justice Of The Peace No. 6	10.00	10.00	10.00
Justice Of The Peace No. 7	6.00	7.00	7.00
Juvenile Court Referee	5.00	5.00	5.00
Public Defender	35.50	43.50	43.50
Tax Court	2.00	2.00	2.00
Total Administration of Justice	411.50	457.00	472.50
Public Safety:			
Constable Precinct No. 1	1.00	1.00	1.00
Constable Precinct No. 2	1.00	1.00	1.00
Constable Precinct No. 3	1.00	1.00	1.00
Constable Precinct No. 4	1.00	1.00	1.00
Constable Precinct No. 5	1.00	1.00	1.00
Constable Precinct No. 6	1.00	1.00	1.00
Constable Precinct No. 7	1.00	1.00	1.00
County Sheriff-Courthouse Security	13.00	13.00	13.00
County Sheriff-Detention Facility	369.00	367.00	360.00
County Sheriff-Jail Annex	310.00	316.00	328.00
County Sheriff-Law Enforcement	269.00	269.00	271.00
Juvenile Probation	177.50	182.00	182.00
Total Public Safety	1,145.50	1,154.00	1,161.00

Authorized Full-Time Equivalent Position Listing

Department	Fiscal Years 2001	2002	2003
General Fund-Continued			
Health and Welfare:			
County Child Welfare	1.00	1.00	1.00
General Assistance	10.00	11.00	12.00
Medical Examiner	13.50	12.50	12.50
Veterans Assistance	2.00	2.00	2.00
Total Health and Welfare	26.50	26.50	27.50
Resource Development:			
Agricultural Co-Op Extension	14.50	14.50	14.50
Community Development	7.00	7.00	0.00
Planning Department	10.00	7.00	0.00
Planning & Development			17.00
Total Resource Development	31.50	28.50	31.50
Culture and Recreation:			
Aguadulce Community Center	1.00	1.00	1.00
Ascarate Golf Course	19.00	20.00	20.00
Ascarate Regional County Park	12.00	21.50	17.50
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
Swimming Pools	1.00	1.00	1.00
Total Culture and Recreation	45.00	55.50	51.50
Total General Fund	2,043.00	2,127.50	2,155.00
Special Revenue Fund			
General Government:			
County Clerk Records Mgmt. and Preservation	20.00	18.00	18.00
Road and Bridge Administration	9.00	10.00	10.00
Total General Government	29.00	28.00	28.00
Culture and Recreation:			
Coliseum Tourist Promotion	14.00	17.00	18.00
County Law Library	4.00	4.00	4.00
Sportspark			5.00
Total Culture and Recreation	18.00	21.00	27.00
Public Works:			
Road and Bridge	63.00	63.00	67.00
Total Public Works	63.00	63.00	67.00
Total Special Revenue	110.00	112.00	122.00

Authorized Full-Time Equivalent Position Listing

Department	Fiscal Years 2001	2002	2003
Grant Fund			
Grants	114.00	136.50	147.50
GRAND TOTAL-ALL FUNDS	2,267.00	2,376.00	2,424.50

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:

Commissioners Court Services Office	Administrative Coordinator	(1)	October 1, 2002
	Special Projects Coordinator	1	Restructuring FY02
	Special Projects Coordinator	(1)	October 1, 2002
	Total	(1)	
	The above resulted from approved restructuring by Commissioners Court during FY 02 and budget hearings.		
Community Services Dept.	Administrative Coordinator	1	October 1, 2002
	Total	1	
	The above resulted from the creation of a new department during budget hearings.		
County Auditor	Clerk	1	October 1, 2002
	Clerk (Part-time)	(0.5)	October 1, 2002
	Clerk (Part-time)	(0.5)	October 1, 2002
	Total	0	
	The above resulted from approved restructuring by Commissioners Court during budget hearings.		
County Clerk	Clerk III (Part-time)	(0.5)	Restructuring FY02
	Total	(0.5)	
	The above resulted from approved restructuring by Commissioners Court during budget hearings.		
County Judge	Director of Policy Implementation	(1)	October 1, 2002
	Total	(1)	
	The above resulted from approved restructuring by Commissioners Court during budget hearings.		
District Clerk	Clerk IV (Part-time)	0.5	Restructuring FY02
	Court Clerk	1	Restructuring FY02
	Total	1.5	
	The above resulted from approved restructuring by Commissioners Court during budget hearings.		
Human Resources	Administrative Assistant I	1	October 1, 2002
	Workers Comp Claims Specialist	1	October 1, 2002
	Total	2	
	The above resulted from approved restructuring by Commissioners Court during budget hearings.		
Information Technology Department	Accounting Clerk III	(1)	Restructuring FY02
	Client/Server Programmer III	1	Restructuring FY02
	Mainframe Programmer III (Part-time)	1	October 1, 2002
	Mainframe Programmer III, Temporary	(1)	October 1, 2002
	Network Administrator	(1)	Restructuring FY02
	Webmaster	1	Restructuring FY02
	Web Writer I	1	Restructuring FY02
	Total	1	
	The above resulted from approved restructuring by Commissioners Court during FY 02 and budget hearings.		

Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
Purchasing	Central Supply Clerk	1	October 1, 2002
	Print/Mail Operator	1	October 1, 2002
	Total	2	
	The above resulted from approved restructuring by Commissioners Court during budget hearings.		
Tax Office	Auto Title Clerk I	2	October 1, 2002
	Auto Title Clerk II	(1)	October 1, 2002
	Clerk II	(2)	October 1, 2002
	Records Management Tech	1	October 1, 2002
	Total	0	
	The above resulted from approved restructuring by Commissioners Court during budget hearings.		
Total General Government		**5**	
Administration of Justice:			
65th District Court	Case Manager	1	October 1, 2002
	Legal Secretary III	1	Restructuring FY02
	Total	2	
	The above resulted from approved restructuring by Commissioners Court and the addition of one position during budget hearings.		
327th District Court	Legal Secretary III	(1)	Restructuring FY02
	Total	(1)	
	The above resulted from approved restructuring by Commissioners Court during FY02.		
383rd District Court	Case Manager	1	October 1, 2002
	Data Entry Clerk II	1	October 1, 2002
	Total	2	
	The above resulted from approved restructuring by Commissioners Court during budget hearings.		
388th District Court	Case Manager	1	October 1, 2002
	Data Entry Clerk II	1	October 1, 2002
	Total	2	
	The above resulted from approved restructuring by Commissioners Court during budget hearings.		
Associate Family Court 3	Data Entry Clerk II - Part time	0.5	October 1, 2002
	Total	0.5	
	The above resulted from approved restructuring by Commissioners Court during budget hearings.		
Council of Judges Administration	Assistant COJ Admin. Supp Manager	1	October 1, 2002
	Bailiff	1	October 1, 2002
	Total	2	
	The above resulted from approved restructuring by Commissioners Court during budget hearings.		
County Attorney	Legal Secretary II	1	Restructuring FY02
	Paralegal I	1	Restructuring FY02
	Senior Attorney	1	Restructuring FY02
	Trial Attorney	1	October 1, 2002
	Total	4	
	The above resulted from approved restructuring by Commissioners Court and the addition of one position during budget hearings.		

Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
County Attorney RETGH Legal	Collections Analyst	(1)	Restructuring FY02
	Collections Specialist	1	Restructuring FY02
	Total	0	
	The above resulted from approved restructuring by Commissioners Court during FY02.		
Criminal Law Magistrate I	Caseworker	(1)	October 1, 2002
	Senior Caseworker	1	October 1, 2002
	Total	0	
	The above resulted from approved restructuring by Commissioners Court during budget hearings.		
District Attorney	Assistant Program Director	1	Restructuring FY02
	Accounting Clerk III	1	October 1, 2002
	Investigator	1	October 1, 2002
	Paralegal	1	October 1, 2002
	Total	4	
	The above resulted from approved restructuring by Commissioners Court and the addition of three positions during budget hearings.		
Total Administration of Justice		**15.5**	
Public Safety:			
County Sheriff-Detention Facility	Clerk	(2)	Restructuring FY02
	Cashier	(5)	Restructuring FY02
	Floor Control Officer	(1)	Restructuring FY02
	Maintenance Technician	1	Restructuring FY02
	Total	(7)	
	The above resulted from approved restructuring by Commissioners Court during FY02.		
County Sheriff-Jail Annex	Cashier	2	Restructuring FY02
	Detention Officer	5	Restructuring FY02
	Floor Control Officer	4	Restructuring FY02
	Maintenance Technician	1	Restructuring FY02
	Total	12	
	The above resulted from restructuring by Commissioners Court during FY02.		
County Sheriff- Law Enforcement	Civilian Communication Specialist	2	October 1, 2002
	Total	2	
	The above resulted from approved restructuring and the addition of two positions approved by Commissioners Court during FY02.		
Juvenile Probation	Tracker-Aftercare	1	Restructuring FY02
	Intake Technician Part-time	(0.5)	Restructuring FY02
	Intake Transportation Officer Part-time	(0.5)	Restructuring FY02
	Total	0	
	The above resulted from approved restructuring by Commissioners Court during FY02.		
Total Public Safety		7	
Health and Welfare:			
General Assistance	General Assistance Director	(1)	October 1, 2002
	General Assistance Manager	1	October 1, 2002
	Project Coordinator	1	October 1, 2002
	Total	1	
	The above resulted from the addition of one position approved by Commissioners Court during budget hearings.		

Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
Veterans Assistance	Veterans Service Officer	(1)	October 1, 2002
	Veterans Service Manager	1	October 1, 2002
	Total	0	
	The above resulted from restructuring approved by Commissioners Court during budget hearings.		
Total Health and Welfare		**1**	
Resource Development:			
Community Development	Administrative Assistant III	(1)	October 1, 2002
	Construction Specialist	(1)	October 1, 2002
	Director/Grants Administrator	(1)	October 1, 2002
	Grant & Contract Coordinator	(1)	October 1, 2002
	Housing Coordinator	(1)	October 1, 2002
	Project Coordinator	(2)	October 1, 2002
	Total	(7)	
	The above resulted from restructuring of this department by Commissioners Court during budget hearings.		
Planning Department	Database & Research Coordinator	(1)	October 1, 2002
	Planning Director	(1)	October 1, 2002
	Grant and Contract Coordinator	(1)	October 1, 2002
	Graphics/Planning Technician	(1)	October 1, 2002
	Planning and Administrative Technician	(1)	October 1, 2002
	Planning Coordinator	(1)	October 1, 2002
	Strategic and Econ Dev Planner	(1)	October 1, 2002
	Total	(7)	
	The above resulted from restructuring of this department by Commissioners Court during budget hearings.		
Planning and Development	Administrative Assistant III	1	October 1, 2002
	Construction Specialist	1	October 1, 2002
	Director of Policy Implementation	1	October 1, 2002
	Director/Grant Administrator	1	October 1, 2002
	Database & Research Coordinator	1	October 1, 2002
	Graphic Planning Technician	1	October 1, 2002
	Grant & Contract Coordinator	2	October 1, 2002
	Housing Coordinator	1	October 1, 2002
	Planning and Administrative Technician	1	October 1, 2002
	Planning Coordinator	1	October 1, 2002
	Project Coordinator	2	October 1, 2002
	Rural Transit Coordinator	1	October 1, 2002
	Special Project Coordinator	1	October 1, 2002
	Sr. Project Engineer	1	October 1, 2002
	Strategic and Econ Developer Planner	1	October 1, 2002
	Total	17	
	The above resulted from approved restructuring by Commissioners Court during budget hearings.		
Total Resource Development		**3**	
Culture and Recreation:			
Ascarate Golf Course	Cashier/Clerk	(1)	Restructuring FY02
	Utility Worker I - Part time	(2)	Restructuring FY02
	Utility Worker I	3	Restructuring FY02
	Utility Worker III	1	Restructuring FY02
	Golfcourse Foreman	(1)	Restructuring FY02
	Total	0	
	The above resulted from approved restructuring by Commissioners Court during FY02.		

Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
Ascarate Regional County Park	Ex.Secretary/Administrative Assistant	1	Restructuring FY02
	Maintenance Welder	1	Restructuring FY02
	Utility Worker I	(7)	Restructuring FY02
	Utility Worker II	1	Restructuring FY02
	Total	(4)	
	The above resulted from approved restructuring by Commissioners Court during FY02.		
County Library	Library Director	(1)	October 1, 2002
	Librarian Manager	1	October 1, 2002
	Total	0	
	The above resulted from restructuring approved by Commissioners Court during budget hearings.		
Total Culture and Recreation		**(4)**	
TOTAL GENERAL FUND		**27.5**	
SPECIAL REVENUE			
Culture and Recreation:			
Coliseum Tourist Promotion	Assistant Director of Sportspark Commission	1	Restructuring FY02
	Total	1	
	The above resulted from approved restructuring by Commissioners Court during FY02.		
Sportspark	Assistant Director	1	October 1, 2002
	Assistant Director Youth Service	1	October 1, 2002
	Concession Manager	1	October 1, 2002
	Foreman/Groundkeeper	1	October 1, 2002
	Office Manager	1	October 1, 2002
	Total	5	
	The above resulted from approved restructuring by Commissioners Court during FY02.		
Total Culture and Recreation		**6**	
Public Works:			
Roads and Bridges	Assistant Road Superintendent	1	October 1, 2002
	Maintenance Welder	(1)	Restructuring FY02
	Truck Driver I	1	October 1, 2002
	Truck Driver I	1	October 1, 2002
	Truck Driver I	1	October 1, 2002
	Truck Driver II	1	Restructuring FY02
	Total	4	
	The above resulted from approved restructuring by Commissioners Court and the addition of four positions during budget hearings.		
Total Public Works		**4**	
Total Culture and Recreation		**6**	
Total Public Works		**4**	
TOTAL SPECIAL REVENUE		**10**	

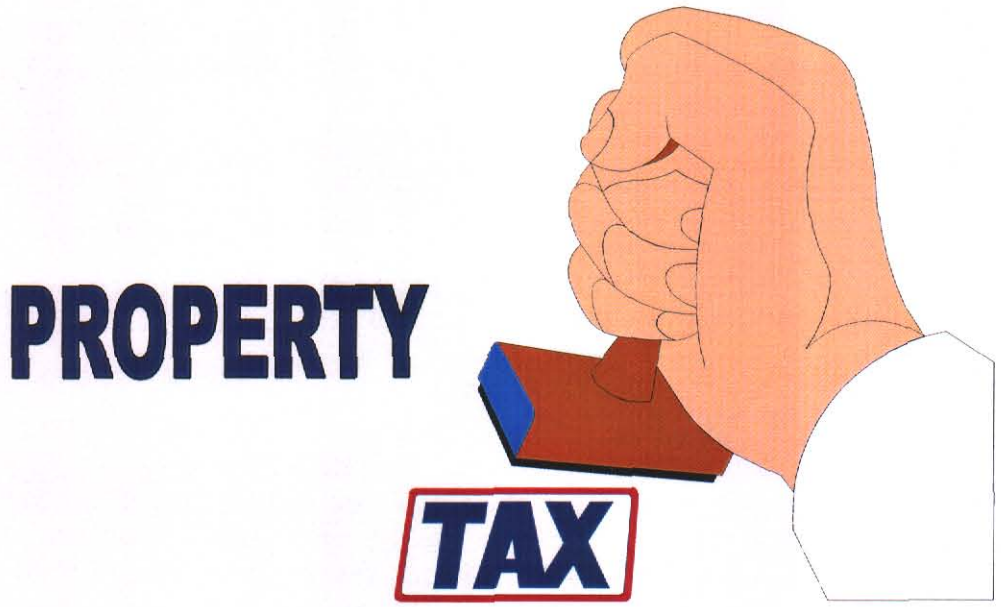
Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
GRANTS	Attorney Part-time	0.5	Restructuring FY02
	Sr. Caseworker	1	Restructuring FY02
	Project Manager	(1)	October 1, 2002
	Rural Transit Coordinator	(1)	October 1, 2002
	Admin. Secretary	1	During FY02
	Attorney	7	During FY02
	Clerk Part-time	0.5	During FY02
	Detective	3	During FY02
	Total	11	
	The above resulted from restructuring approved by Commissioners Court during FY 02 and budget hearings.		
TOTAL GRANTS		**11**	

THE COUNTY OF EL PASO
TEXAS

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 2003 tax year, the Commissioners levied an overall rate of $.396610 per $100 valuation. Of this overall levy, a rate of $.314349 per $100 assessed valuation is for the maintenance and operations of the County and a rate of $.082261 per $100 assessed valuation is for the payment of principal, interest and costs on the County's bonded indebtedness.

MONDAY, SEPTEMBER 30, 2002
COMMISSIONERS COURT MET IN REGULAR MEETING
AT 9:49 A.M. O'CLOCK
WITH THE FOLLOWING MEMBERS BEING PRESENT

HON. DOLORES BRIONES,	**COUNTY JUDGE, PRESIDING**
CHARLES L. SCRUGGS,	**COMMISSIONER, PCT. # 1**
CARLOS AGUILAR III,	**COMMISSIONER, PCT. # 2**
MIGUEL A. TERAN,	**COMMISSIONER, PCT. # 3**
DANIEL R. HAGGERTY,	**COMMISSIONER, PCT. # 4**

SUE ANNE WARREN, DEPUTY CLERK
PAT PIETZYK, DEPUTY CLERK

APPROVED - ADOPT PROPERTY TAX RATE FOR COUNTY OF EL PASO OF $0.396610 PER $100 ASSESSED VALUATION FOR 2002 TAX YEAR

SEPTEMBER 30, 2002 **MOTION # 20 (Item # 35)**

On this day, on motion of Commissioner Teran, seconded by County Judge Briones, it is the order of the Court to adopt a property tax rate for the County of El Paso of $0.396610 per $100 assessed valuation for the 2002 tax year: a rate of $0.314349 per $100 assessed valuation is for the purpose of maintenance and operations, and a rate of $0.082261 per $100 assessed valuation is for the payment of principal and interest on the debt of the County. Further, the County Tax Assessor Collector is authorized to assess and collect these taxes for the County of El Paso on October 1, 2002.

VOTE: YES - Judge Briones, Scruggs, Teran NO - Aguilar, Haggerty

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THE STATE OF TEXAS)
)
COUNTY OF EL PASO) KNOW ALL MEN BY THESE PRESENTS:

October 8, 2002

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 30, 2002.

HECTOR ENRIQUEZ, JR., COUNTY CLERK
EL PASO COUNTY, TEXAS

PATRICIA PIETZYK, DEPUTY CLERK

County of El Paso, Texas

APPENDIX C

Commissioners Court Order Approving the Operating Budget for the Fiscal Year Beginning October 1, 2002.

MONDAY, OCTOBER 7, 2002
COMMISSIONERS COURT MET IN REGULAR MEETING
AT 9:59 A.M. O'CLOCK
WITH THE FOLLOWING MEMBERS BEING PRESENT

HON. DOLORES BRIONES,	**COUNTY JUDGE, PRESIDING**
CHARLES L. SCRUGGS,	**COMMISSIONER, PCT. # 1**
CARLOS AGUILAR III,	**COMMISSIONER, PCT. # 2**
MIGUEL A. TERAN,	**COMMISSIONER, PCT. # 3**
DANIEL R. HAGGERTY,	**COMMISSIONER, PCT. # 4**

SUE ANNE WARREN, DEPUTY CLERK
PAT PIETZYK, DEPUTY CLERK

APPROVED - COUNTY OF EL PASO ANNUAL OPERATING BUDGET FOR FISCAL YEAR 2002-2003, AS ADJUSTED

OCTOBER 7, 2002 **MOTION # 23 (Item # 35)**

On this day, on motion of Commissioner Haggerty, seconded by Commissioner Teran, 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, 2002 and ending September 30, 2003, as adjusted. The adopted budget includes the amendments presented by the County Auditor and approved by Commissioners Court. The separate General Fund amount is $148,261,112 and the total budget amount is $184,798,288.

A copy of the Fiscal Year 2002-2003 adopted budget has been filed with the County Clerk's Office.

VOTE: YES - Scruggs, Teran, Haggerty NO - Judge Briones, Aguilar

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THE STATE OF TEXAS)
)
COUNTY OF EL PASO) KNOW ALL MEN BY THESE PRESENTS:

October 16, 2002

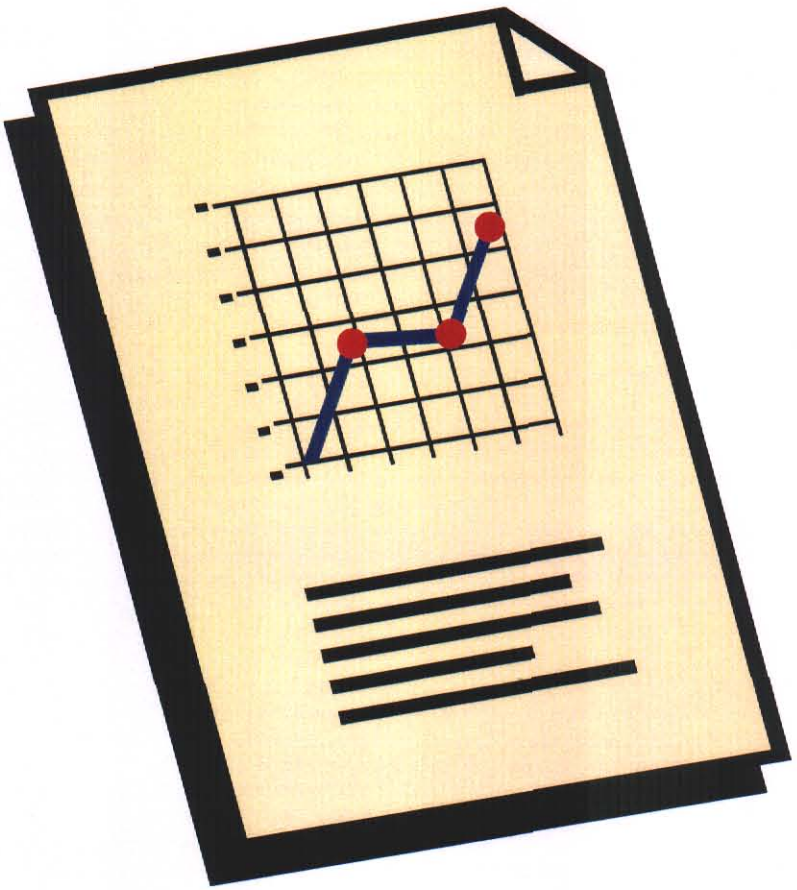
I hereby certify that the foregoing is a true and correct copy of an extract of the Minutes of the El Paso County Commissioners Court meeting held October 7, 2002.

HECTOR ENRIQUEZ, JR., 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 it's name? Back in 1598, when Don Juan Oñate left Santa Barbara, Chihuahua, with over 500 colonists to settle in the Upper Rio Grade 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, after fleeing what is now known as New Mexico. Ysleta del Sur is now one of the three missions that are hallmarks in El Paso's History.

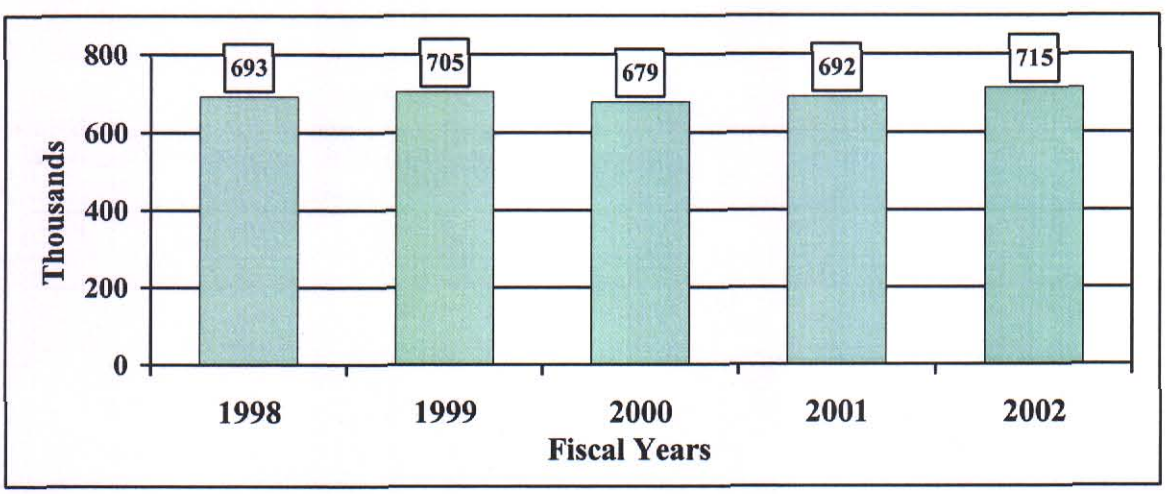
San Elizario Mission

Soccorro Mission

Ysleta Mission

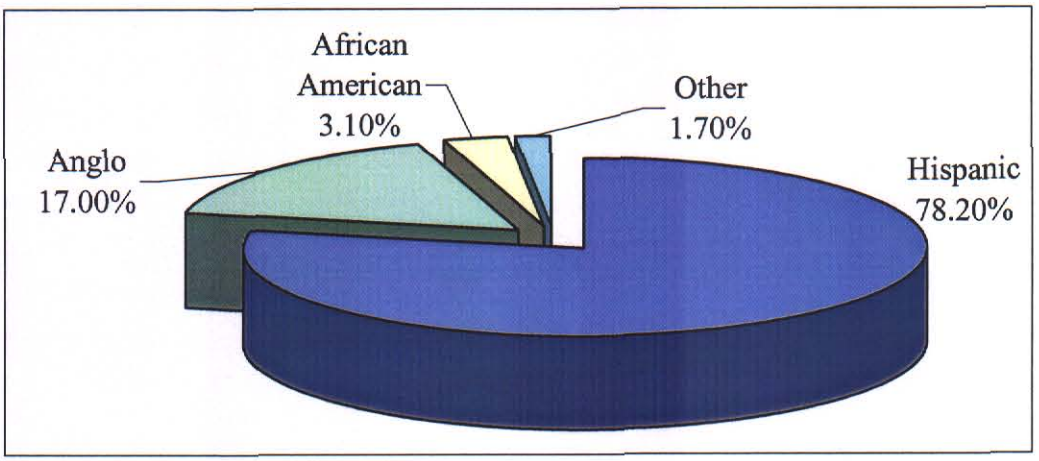
Population

El Paso's population has grown from 693,000 in 1998 to well over 715,000 in 2002. (Estimates provided by the City of El Paso.) Although this is only a 3% increase in 4 years, with the Hispanic population growing by 36.7%, this area is expected to see some significant increases over the next years. 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 3.1% and 1.7% of the population is of other descent.

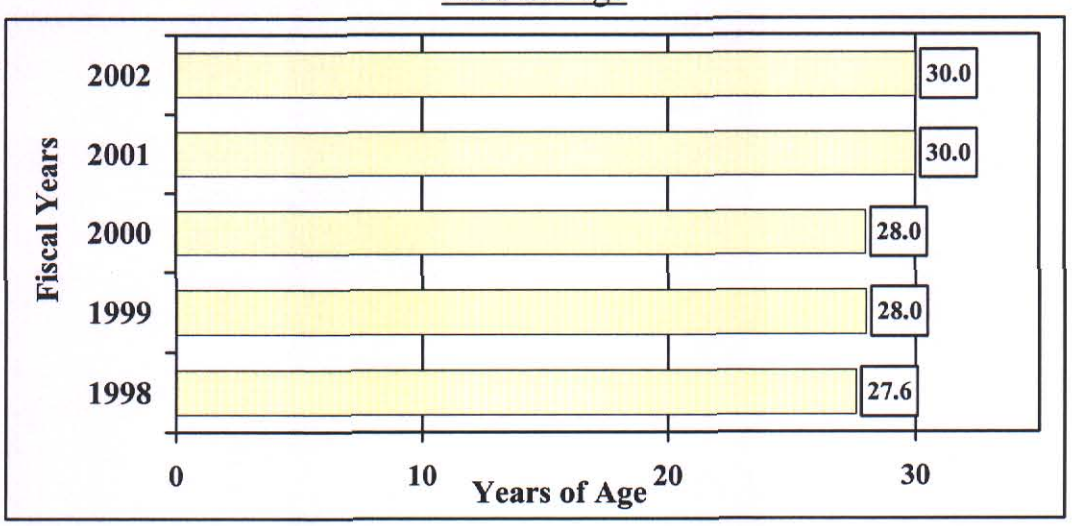


The 2000 Census also reports that 51.8% of El Paso's population is female, 32.0% is under the age of 18, and persons 65 years old and over comprise only 9.7% of the population.

Median Age of El Pasoans

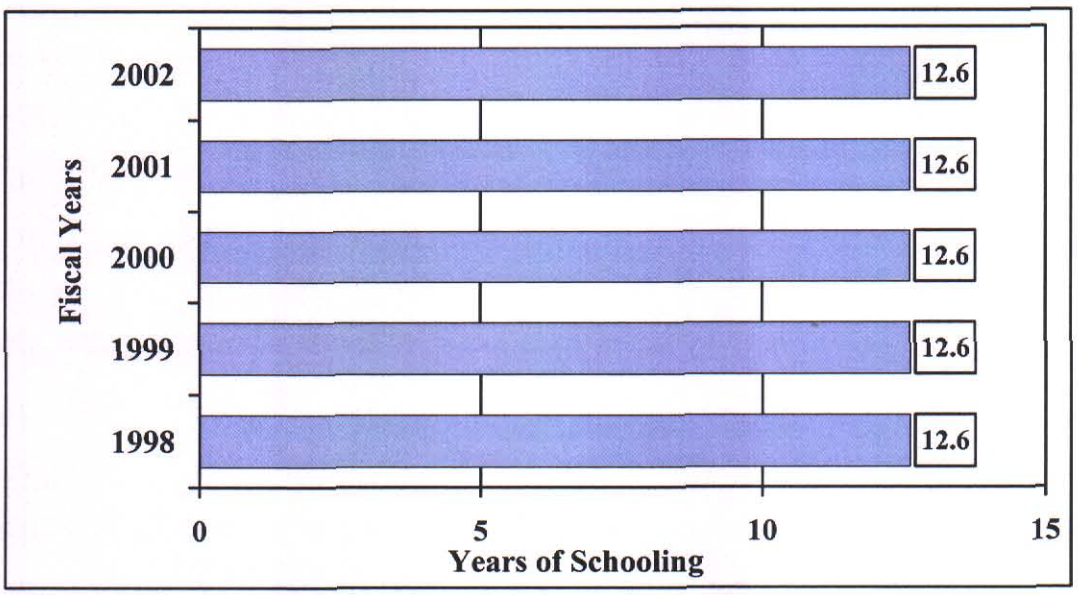
As shown on the graph below, the median age of El Pasoans is between 27 and 30 years of age. With its young population, our border region has grown much faster than the rest of Texas. Back in 1998, the birth rate in El Paso County was 19.7 per 1,000 population compared to 17.4 in Texas as a whole. Even though this is higher than the state rate, the birth rate in El Paso County decreased from the previous year of 20.2 in 1997. Interestingly, the birth rate in El Paso County is lower than the birth rate for Hispanics in Texas of 25.7 in 1998.

Median Age



Education Level in Years of Formal Schooling

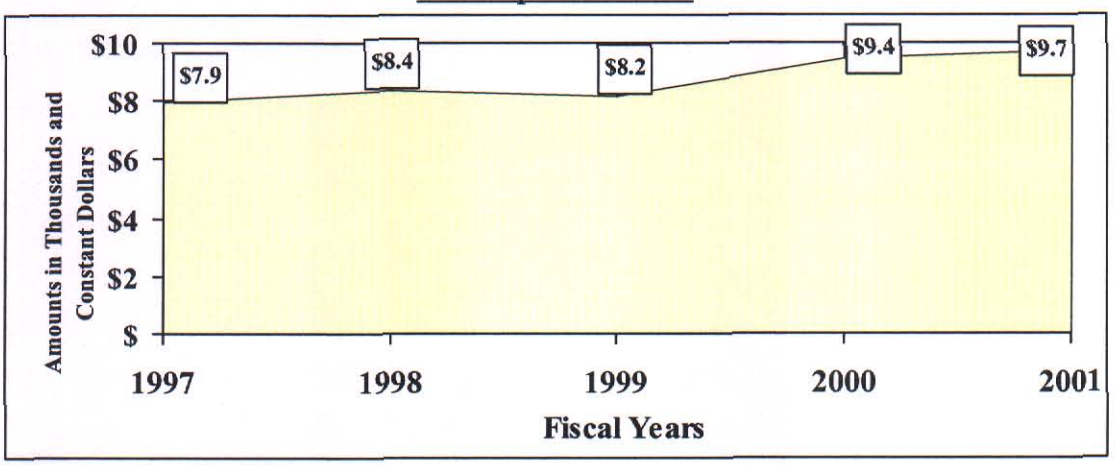
As can be seen in the graph below, the years of schooling for El Pasoans is slightly over high school graduation. Based on the 1990 Census, only 49,982 of those 25 and over had graduated from college, while 208,850 of persons 25 years and over had attained a high school degree. According to the Texas Higher Education Coordinating Board, in 2001 there were 16,220 students enrolled in the University of Texas at El Paso, and 18,356 students enrolled in the El Paso Community Colleges. Of the total of 16,220 students enrolled at the University of Texas at El Paso in 2001, 2,131 degrees were awarded, 1,282 to women and 849 to men. It is also interesting to note that of the 2,131 graduates, 1,349 or 63% were Hispanic.



The County's Per Capita Income

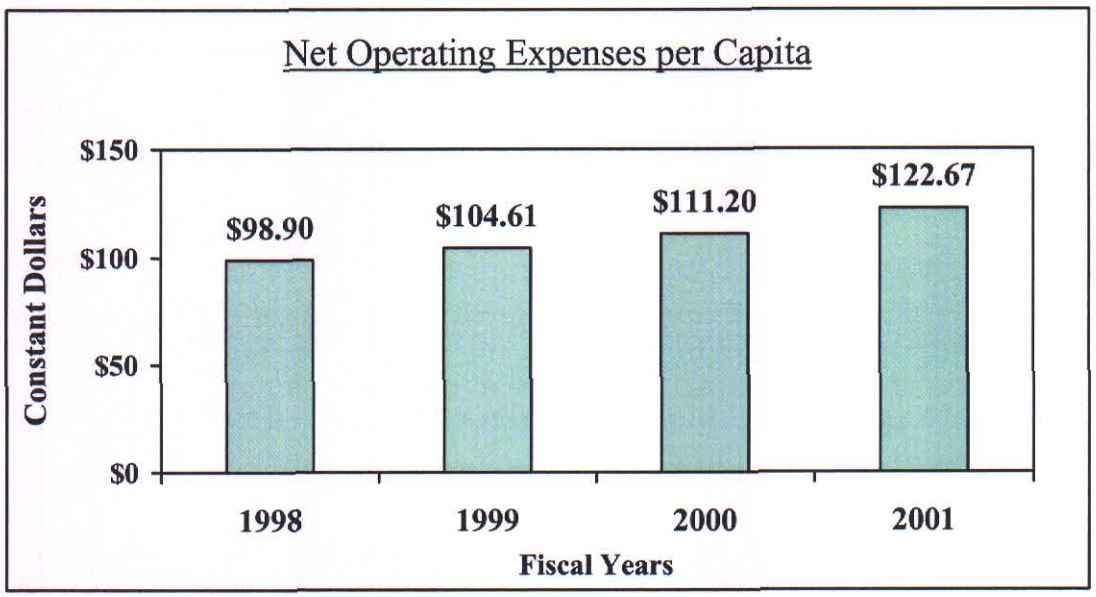
Personal income per capita is one measure of a community's ability to pay taxes. The higher the per capita income, the more property tax, sales tax, income tax, and business tax the government can generate. The chart below manifests that personal income per capita in 2000 and 2001 increased over prior years. Personal income per capita, in El Paso County, after considering inflationary impacts, is low. This could be an indication of future problems with the collection of property and sales taxes in El Paso County.

Per Capita Income



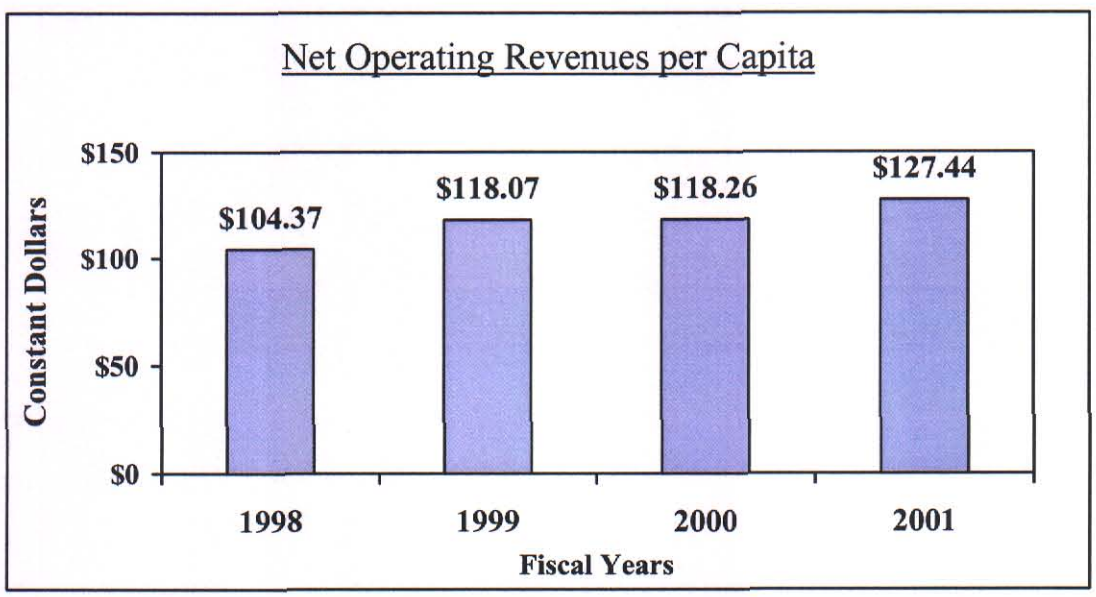
Cost of Services Per Capita

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 388th and 409th District Courts, and implementing a Capital Plan to meet many departmental needs for equipment.



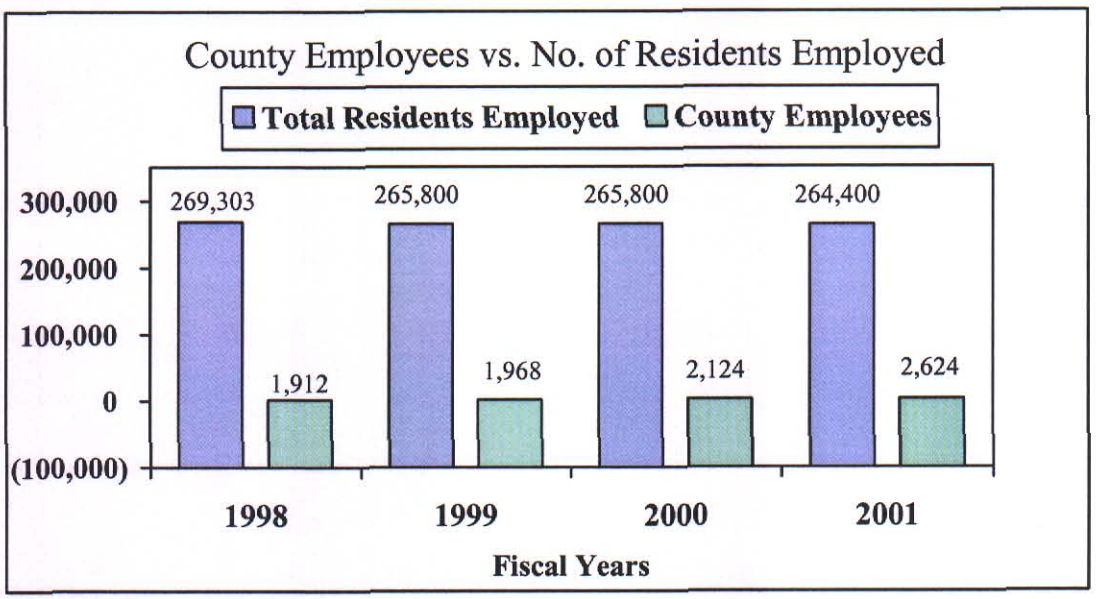
Revenues Per Capita

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, with the rate of population change increasing by only 1.76 percent over 1998.



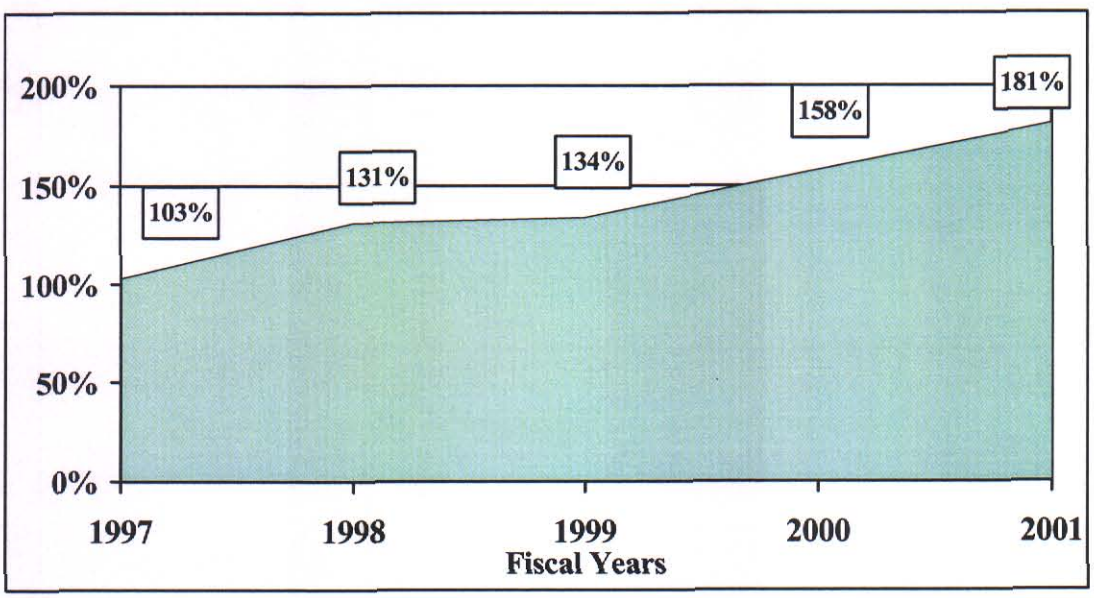
County Employees vs. No. of Residents Employed

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 2,624 employees a year, or 37%. 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.



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 on the previous page reveals a steady increase since fiscal year 1996 of the El Paso County's liquidity ratio. Fiscal year 2001 proves that the County can maintain an acceptable level of liquidity.

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 Grade River and on the north by the State of New Mexico. Altitudes in the County range from approximately 3,500 to 7,200 feet, from the 90's into the low 100's during the summer months. Summer nighttime temperatures average about 70 degrees. The average daily high temperature in January is about 57 degrees, and winter nighttime lows are generally in the 20's and 30's dipping occasionally into the teens. The sun shines approximately 302 days per year in El Paso, thus the name "The Sun City".

As a matter of information, we have provided a listing below of some of the commonly requested fees in El Paso County.

Miscellaneous Fees

Ascarate Park and Lake:

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	$7.00
Twilight	$10.00
Seniors	$9.00
Delta	$8.00
Quarterly	
Individual	$175.00
Family	$300.00
Monthly	$60.00
Senior monthly	$45.00

Miscellaneous Fees, Cont'd

Aquatic Center	
Entrance fee per person, per day	$1.50
Group parties of 20 or more	$1.00 per person
Grill and picnic table rentals	$25.00 during normal operating hrs
El Paso County Library	
Membership fee	$3.00 for County Residents
Vital Statistic Fees	
Birth certificates	$11.00
Death certificates	$9.00 first copy, $3.00 each addl
Marriage license copy	$6.00
Marriage annulment	$166.00
Divorce or waiver	$167.00
Divorce with service (District or County Court)	$250.00
Other civil suits	$170.00
Condemnations	$40.00
Adoptions	$167.00
Expunction	$170.00
Motor Vehicle and Auto Registration Fees	
New Texas residents flat tax	$90.00 each vehicle
New title	$13.00
Registration transfer to new owner	$2.50
Full year vehicle registration	
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

Other Miscellaneous Statistics, Cont'd

Employees	As of 12/02-County-2,589 Full time and 204 part time
Recreation	The County Coliseum provides space and facilities for shows, concerts, circuses, rodeos and ice hockey. The Sportspark facility offers 6 regular sized baseball fields and 4 T-ball fields. There are 131 parks, 15 swimming pools and 3 golf courses located within the County.
Educational Facilities	Current University of Texas at El Paso enrollment-16,220 students Current El Paso Community College enrollment-18,356 students Total of 30 high schools, 39 middle schools, 121 intermediate and elementary schools, 57 private elementary and high schools, 26 business and vocational schools, and 16 alternative schools
Medical Facilities	Thirteen hospitals provide 2,282 beds Doctors to population, 1 to 862 Dentists to population, 1 to 4,017 Hospital beds to population, 1 to 313
Finance	Federal and state chartered banks-11 with 38 branch locations Credit unions- 16 with 27 branch locations
Retail Sales	1997 - $5,327,154,239 1998 - $5,546,593,565 1999 - $5,931,712,858 2000 - $6,307,490,947 2001 - $6,299,807,154
Cultural	Churches-558 Major newspapers-1 Radio stations-18 Local television stations-9 Cable TV is available
Median Household Income	$25,866
Persons below poverty level	27.8%
Home Ownership Rate	63.6%
Minority Owned Firms	56.6%

Sources: Texas Cooperative Extention 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.

Table 1

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

(1) Includes general, special revenue, debt service, and capital projects funds.

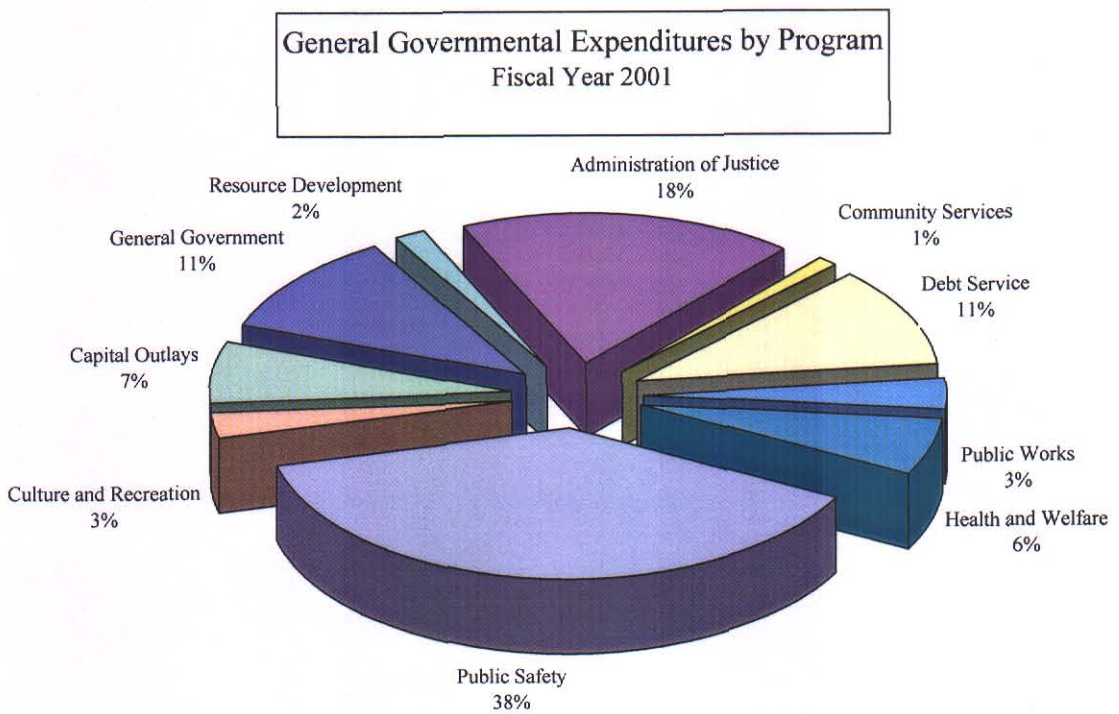


Table 2

County of El Paso, Texas
General Governmental Revenues by Source (1)
Last Ten Fiscal Years
(Unaudited)
(Amounts Expressed in Thousands)

Fiscal Year	Taxes	Licenses and Permits	Inter-governmental	Charges for Services	Fines	Interest	Miscellaneous	Total
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

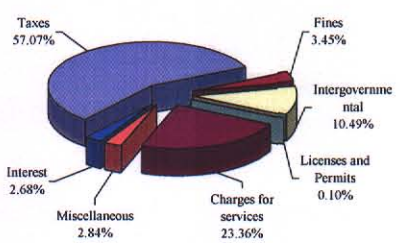
(1) Includes general, special revenue, debt service and capital project funds.

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
1993	$33,237	$18,452	$1,493	$73	$853	$54,108
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

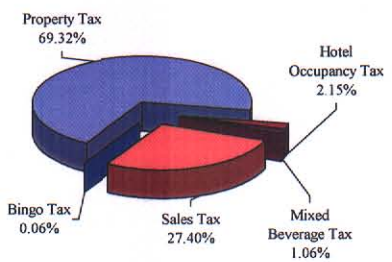
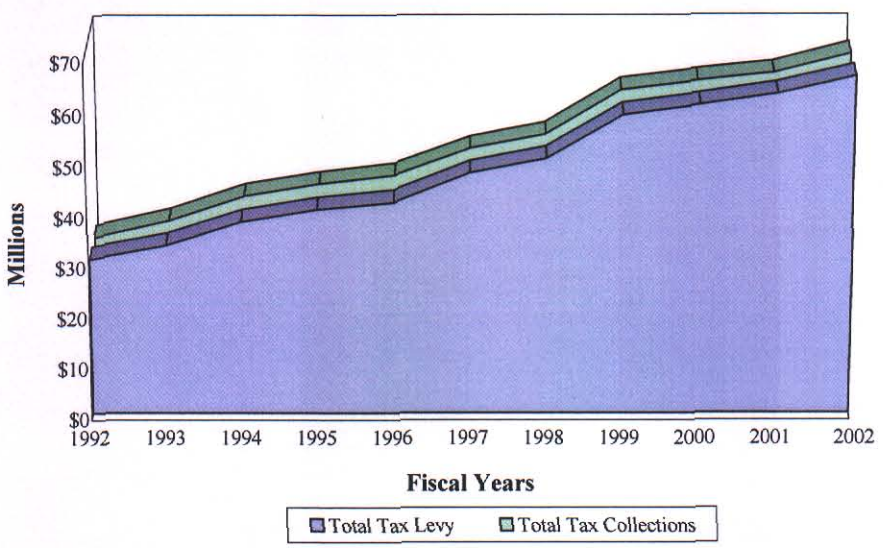


Table 3

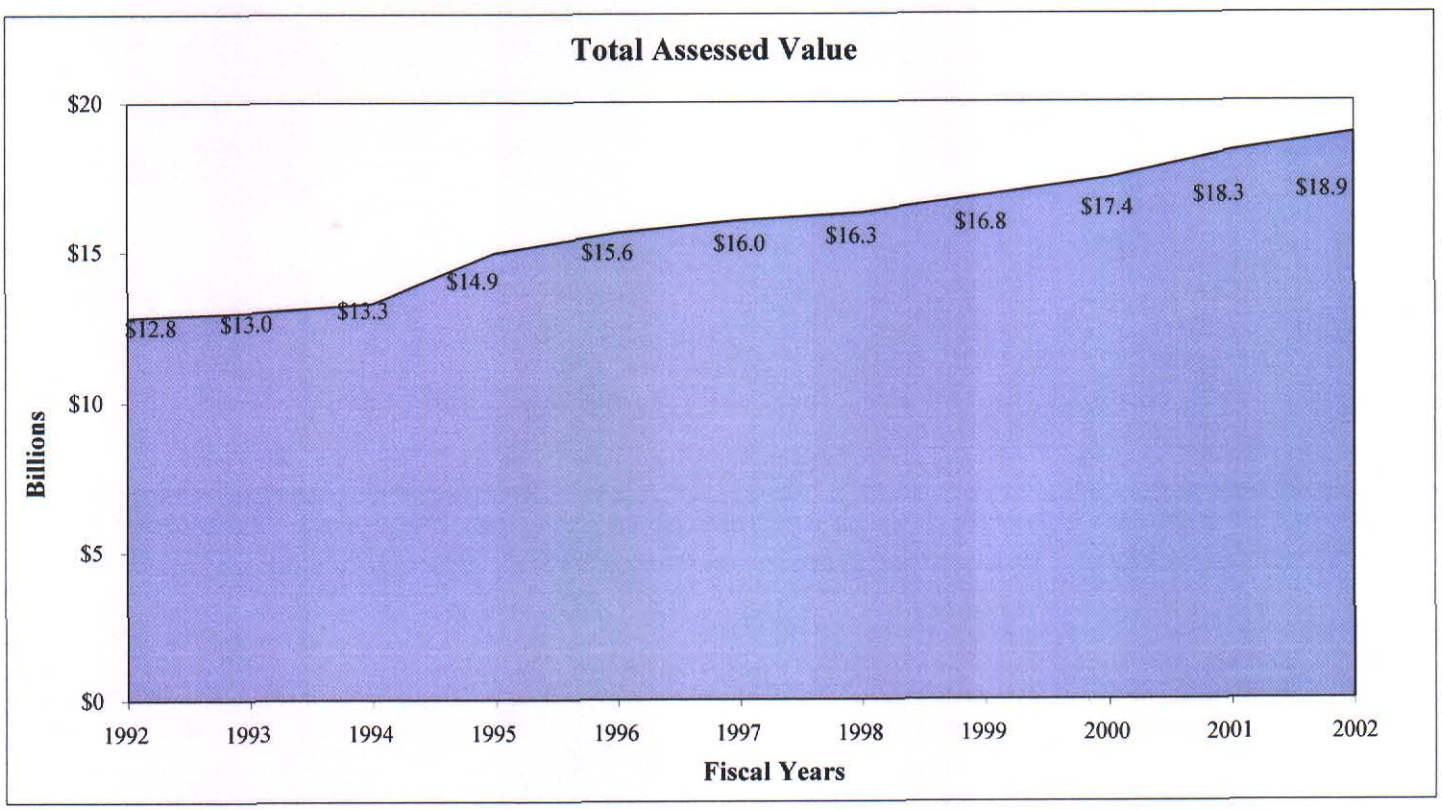
County of El Paso, Texas
Property Tax Levies and Collections
Last Ten Fiscal Years
(Unaudited)
(Amounts Expressed in Thousands)

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	Total		Ratio of Total Assessed Value to Total Estimated Actual Value
	Assessed Value	Estimated Actual Value	Assessed Value	Estimated Actual Value	Real Property	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



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.

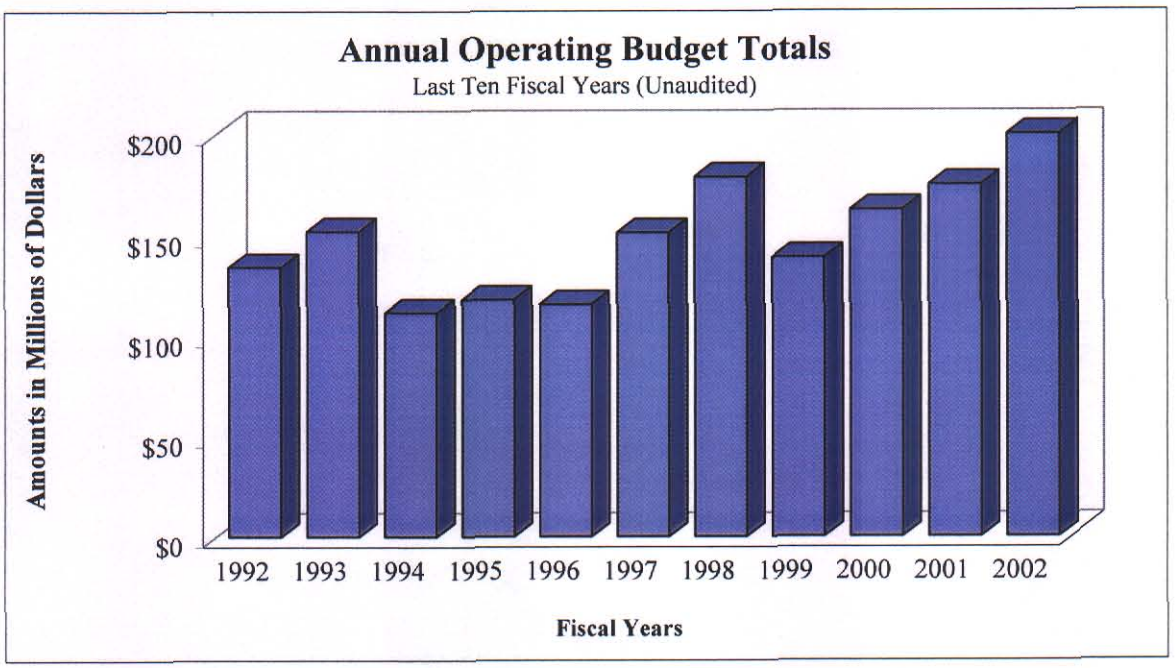
(5) The Downtown Management District was created in March 1997 in an effort to revitalize the downtown area.

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)

Fiscal Year	Debt Service Fund	General Fund	Special Revenue Funds	Capital Projects Funds	Enterprise Funds	Total
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)

Assessed Valuation:		
Assessed Value of Real Property		$16,263,459
Assessed Value of Personal Property		2,673,658
Total Assessed Value		$18,937,117
Legal debt margin:		
Debt limitation - 5% of Total Assessed Value (1)		$946,856
Debt Applicable to Limitation:		
Total bonded debt	$150,495	
Less: Amount available for repayment of general obligation bonds	359	
Total debt applicable to limitation		150,136
Legal debt margin		$796,720

(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 Payable from Enterprise Revenues(1)(4)	Net Bonded Debt(1)	Ratio of Net Bonded Debt To Assessed Value	Net Bonded Debt Per Capita
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)

Fiscal Year	Principal	Interest Plus Agent and Noncommitant Fees	Total Debt Service	Total General Governmental Expenditures (1)	Ratio of Debt Service to General Governmental Expenditures
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.

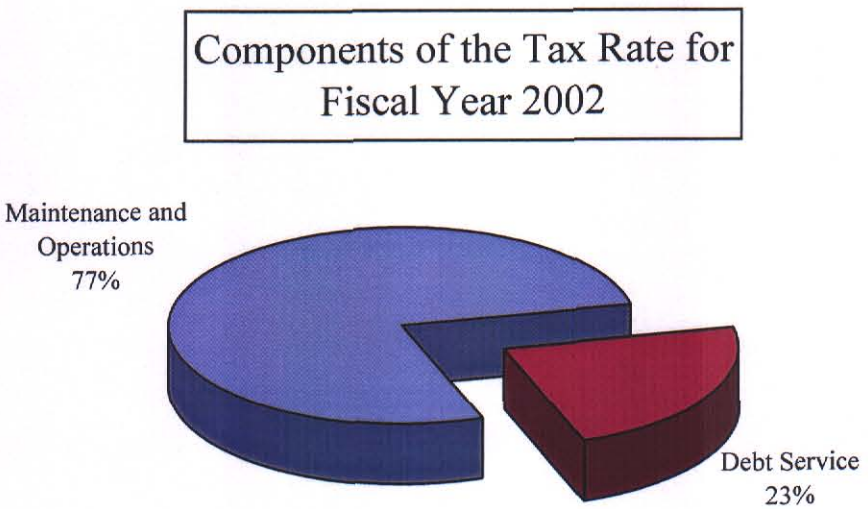
County of El Paso, Texas
Computation of Direct and Overlapping Bonded Debt
General Obligation Bonds
September 30, 2002
(Unaudited)
(Amounts Expressed in Thousands)

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.

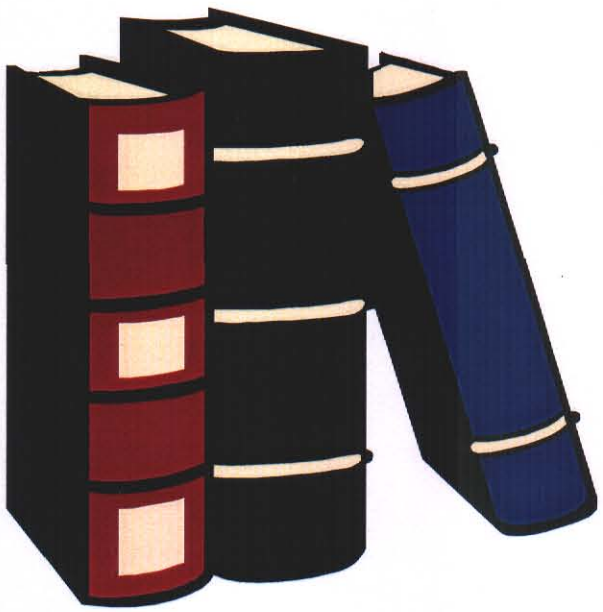


THE COUNTY OF EL PASO
TEXAS

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

Account Group	This is a self-balancing set of accounts, but not a fiscal entity, therefore, it is not a fund.
Accounting Period	A period of time at the end of which, and for which, financial statements are prepared.
Accounting Procedure	The arrangement of all processes which discover, record and summarize financial information to produce financial statements and reports and to provide internal control.
Accounting System	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.
Accrual Basis	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.
Ad Valorem	In proportion to value. A basis for levying of taxes upon property.
ADPICS	An acronym for Advanced Purchasing Inventory Control System.
Allocation	A part of a lump-sum appropriation which is designated for expenditure by specific organizational units and/or special purposes, activities or objects.
Annualize	Taking changes that occurred for only part of a year and projecting their costs for a full year for budgetary purposes.
Appropriation	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.
Appropriation Budget	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.
Assessed Valuation	A valuation set upon real estate or other property by a government as a basis for levying taxes.

Glossary

Assets — Financial representations of economic resources owned by an organization or individual.

Attrition — This is a reduction of employees caused by resignations, retirements, deaths and reassignments. Attrition does not result from layoffs.

Authorized Positions — These are authorized employee positions in the adopted budget that may be filled during the year.

BARS — An acronym for the barcode asset reporting system.

Base Budget — Costs associated with continuing the existing level of services in the current budget year.

Bond — A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. *Note.* The difference between a note and a bond is that the latter runs for a longer period of time and requires greater legal formality.

Bonded Debt — That portion of indebtedness represented by outstanding bonds.

Bond Refinancing — This occurs when bonds are redeemed and reissued to obtain more favorable interest rates and/or terms.

Budget — 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.

Budget Amendment — A change in the authorized level of funding for a department or line item subobject. Budget amendments are made only with Commissioners Court approval of departmental requests.

Budgetary Accounting — The integration of the budget and accounting system.

Budget Calendar — A schedule of target dates for preparing and adopting the County's budget.

Budget Document — 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.
Budget Message	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.
Budget Policy	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.
Budgetary Accounts	Those accounts which reflect budgetary operations and condition, such as estimated revenues, appropriations, and encumbrances, as distinguished from proprietary accounts.
Budgetary Control	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.
CAD	This refers to the El Paso Central Appraisal District.
CAFR	This is an acronym for the Comprehensive Annual Financial Report.
Capital Budget	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.
Capital Improvement Program (CIP)	A plan for capital outlays to meet the County's long-term capital needs.
Capital Outlays	Expenditures from general or special revenue funds which result in the acquisition of or addition to fixed assets.
Capital Projects Fund	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.

Glossary

Continuing Appropriations	An appropriation which, once established, is automatically renewed without further legislative action, period after period, until altered or revoked.
Cost-of-Living Adjustments (COLA)	An increase of wages and salaries to offset all or part of inflationary impacts.
Current	A term which, applied to budgetary and accounting, designates the operations of the present fiscal period as opposed to past or future periods.
Current Budget	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.
Debt	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.
Debt Limit	The maximum amount of gross or net debt which is legally permitted.
Debt Service Fund	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.
Debt Service Fund Requirements	The amounts of revenue which must be provided for a debt service fund so that all principal and interest payments can be made in full on schedule.
Deficiency	A general term indicating the amount by which anything falls short of some requirement or expectation. The term should not be used without qualification.
Deficit	(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.
Designated Fund Balance	The reserve portion of the fund balance that is designated for the subsequent year to balance the budget.

Glossary

Direct Expenses — 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.

Disbursements — Payments in cash.

Encumbrances — 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.

Entry — The record of a financial transaction in its appropriate book of accounts.

Estimated Revenue — 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.

Expenditures — 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.

Expenses — Charges incurred, whether paid or unpaid, for operation, maintenance, interest, and other charges which are presumed to benefit the current fiscal period.

FAACS — An acronym for the fixed asset accounting and control system.

Face Value — As applied to securities, this term designates the amount of liability stated in the security document.

FAMIS — An acronym for Financial Accounting Management Information System.

Glossary

Fiscal Period — Any period at the end of which a governmental unit determines its financial position and the results of its operations.

Fiscal Year (FY) — 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.

Fund — 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.

Fund Accounts — All accounts necessary to set forth the financial operations and financial position of a fund.

Fund Balance — The excess of the assets of a fund over its liabilities and reserves 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.

GAAP — This is an acronym for Generally Accepted Accounting Principals.

GASB — This is an acronym for Governmental Accounting Standards Board.

General Fixed Assets — Those fixed assets of a governmental unit which are not accounted for by a proprietary or fiduciary fund.

General Fixed Assets Account Group — A self-balancing group of accounts set up to account for the general fixed assets of a governmental unit.

General Fund — 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.

GFOA — This acronym stands for Government Finance Officers Association of the United States and Canada.

Glossary

Governmental Accounting — The composite activity of analyzing, recording, summarizing, reporting, and interpreting the financial transactions of governmental units and agencies.

Grant — 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.

Historical Cost — 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.

Interfund Transfers — Amounts transferred from one fund to another.

Intergovernmental Revenues — Revenue from other governments. Grants, shared revenues, and entitlements are types of intergovernmental revenues.

Interim Statement — A financial statement prepared before the end of the current fiscal year and covering only financial transactions during the current year to date.

Internal Control — 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.

Inventory — A detailed list showing quantities, descriptions, and values of property and frequently also units of measure and unit prices.

Investments — 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.

Levy — (Verb) To impose taxes, special assessments, or serve charges for the support of governmental activities. (Noun) The total amount of taxes, special assessments, or service charges imposed by a governmental unit.

Glossary

Line Item Budget — 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.

Long-Term Debt — Debt with a maturity of more than one year after the date of issuance.

Modified Accrual Basis — A method of accounting which is recommended for use by governmental funds. Revenues are recognized in the period in which they 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 unliquidated 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.

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

Receipts This term, unless otherwise qualified, means cash received.

Refund (Noun) An amount paid back or credit allowed because of an overcollection or on account of the return of an object sold. (Verb) To pay back or allow credit for an amount because of an overcollection 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.

Reimbursement 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.

Requisition A written demand or request, usually from one department to the purchasing officer or to another department, for specified articles or services.

Reserve 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.

Reserve for Encumbrances A reserve representing the segregation of fund equity in the amount of encumbrances outstanding.

Residual Equity Transfer Represents a non-recurring or non-routine transfer between a governmental entities funds which generally occurs with the liquidation or creation of a fund.

Resolution A special or temporary order of a legislative body that requires less legal formality than an ordinance or statute.

Revenue 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.

Rollback Election A process whereby the voters may petition an election on a tax increase that exceeds the calculated rollback tax rate.

Glossary

Rollback Tax Rate — The maximum calculated tax rate that the County may adopt without being subject to the possibility of a rollback petition.

Securities — Bonds, notes, mortgages, or other forms of negotiable or nonnegotiable instruments.

Short-Term Debt — Debt with a maturity of one year or less after the date of issuance. Short-term debt usually includes floating debt, bond anticipation notes, tax anticipation notes, and interim warrants.

Special Revenue Fund — 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.

Statute — A written law enacted by a duly organized and constituted legislative body.

Tax Rate — 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.

Tax Roll — 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.

Taxes — 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.

TCDRS — This acronym stands for the Texas County and District Retirement System.

Transfers In — 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.

Transfers Out — 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.

Glossary

User Charge — A charge levied against users of a service or purchasers of a product of an enterprise fund or an internal service fund.

Unit Cost — The cost associated with producing a unit of service or specific product.

Value — 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.

Vested Benefits — 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.

Work Program — A plan of work proposed to be done during a particular period by an administrative agency in carrying out its assigned activities.

Yield — The rate of interest earned on an investment or paid on a debt.

Zero-Based Budget — 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.

The County of El Paso

We hope this document has provided some insight about El Paso County's Government and its budget for fiscal year 2003.

THE COUNTY OF EL PASO
TEXAS