

APPENDICES



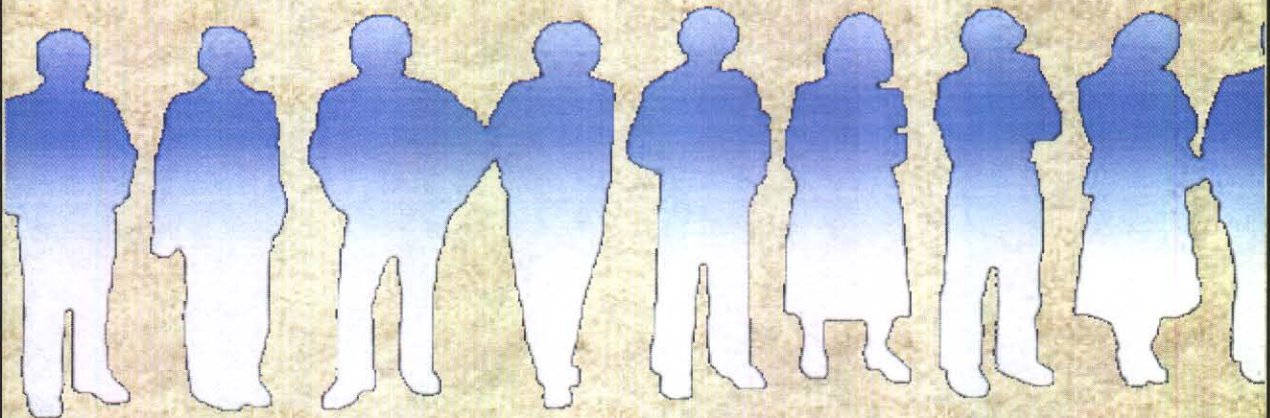
County of El Paso, Texas

APPENDIX A

Authorized Listing

Full-Time Equivalent Position

This appendix reflects full-time equivalent positions summarized by department, and changes by department from the previous fiscal year.



Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
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The Commissioners Court's Policy during budgetary hearings is generally no new positions with the exception of those new positions listed below. The Court on various occasions approves proposed restructuring or reorganization by various departments as represented below. The salary committee, appointed by Commissioners Court, reviews and approves any staffing changes before the Court takes action.

GENERAL FUND

General Government:

Commissioner Precinct No. 1	Administrative Assistant	(2)	Approved Plan
	Commissioners Court Admin. Assist.	1	Approved Plan
	Total	(1)	

The above resulted from approved restructuring by Commissioners Court during fiscal year 2005 budget hearings as a new plan was approved for all Commissioner Precincts to allow for one Commissioners Court Administrative Assistant at grade 28 with the deletion of one Administrative Assistant at a grade 22 .

Commissioner Precinct No. 2	Administrative Assistant	(2)	Approved Plan
	Commissioners Court Admin. Assist.	1	Approved Plan
	Total	(1)	

The above resulted from approved restructuring by Commissioners Court during fiscal year 2005 budget hearings as a new plan was approved for all Commissioner Precincts to allow for one Commissioners Court Administrative Assistant at grade 28 with the deletion of one Administrative Assistant at a grade 22 .

Commissioner Precinct No. 4	Administrative Assistant	(1)	Approved Plan
	Commissioners Court Admin. Assist.	1	Approved Plan
	Total	0	

The above resulted from approved restructuring by Commissioners Court during fiscal year 2005 budget hearings as a new plan was approved for all Commissioner Precincts to allow for one Commissioners Court Administrative Assistant at grade 28 with the deletion of one Administrative Assistant at a grade 22 . This Commissioner historically has had one Administrative Assistant, so one Administrative Assistant position at grade 22 was not available to delete.

Commissioners Court Services Office	Media Relation Coordinator	(1)	CCA 10/20/03 # 80
	Public Affairs Officer	1	CCA 10/20/03 # 80
	Total	0	

The above resulted from approved restructuring by Commissioners Court during fiscal year 2004, re-titling of the Media Relations Coordinator position to Public Affairs Officer.

Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
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General Government Continued:

Community Services Department	Strong Families/Future Coordinator	(1)	Budget Hearings
	Grant Writing Coordinator	1	Budget Hearings
	Project Specialist	(1)	Reduction 1/1/2005
	Total	(1)	

The above resulted from approved restructuring by Commissioners Court during fiscal year 2005 budget hearings as part of the reduction in force by deleting one Project Specialist position effective January 1, 2005 and the re-titling of one Strong Families/Future Coordinator to Grant Writing Coordinator.

County Clerk Criminal Fee Collections	Sr. Clerk II	(1)	CCA 1/20/04 # 25
	Total	(1)	

The above resulted from approved restructuring by Commissioners Court and the deletion of one position during fiscal year 2004.

County Clerk	Sr. Clerk II	1	CCA 1/20/04 # 25
	Sr. Clerk II	1	Budget Hearings
	Total	2	

The above resulted from approved restructuring by Commissioners Court on January 20, 2004 to allow for the transfer one Sr. Clerk II position from the County Clerk Records Management Account due to functional needs and the addition of one position during fiscal year 2005 budget hearings for the North East Annex satellite office to serve in supervisory role.

County Solid Waste Disposal	Utility Worker I	(4)	Privitization 1/1/05
	Truck Driver II (Rd&Bdge)	(1)	Transfer to R&B
	Truck Driver III (Rd&Bdge)	(1)	Transfer to R&B
	Total	(6)	

The above resulted from a decision to privatize this function as approved by Commissioners Court during fiscal year 2005 budget hearings which resulted in the deletion of four Utility Worker I positions, and two positions transferred to the Road and Bridge Department.

District Clerk	Clerk I	(1)	CCA 2/16/04 # 74
	Records Management Tech	1	CCA 2/16/04 # 74
	Project Coordinator	2	Budget Hearings
	Evidence Clerk	1	Budget Hearings
	Records Management Tech	(1)	Budget Hearings
	Clerk IV	(1)	Budget Hearings
	Court Clerk	(1)	Budget Hearings
	Total	0	

Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
General Government Continued:			
District Clerk	The above resulted from approved restructuring by Commissioners Court during Fiscal year 2004, by allowing for the re-classification of a Clerk I position to a Records Management Technician position. During fiscal year 2005 budget hearings the retitling and regrading of the Records Management Technician, Clerk IV, and a Court Clerk were approved to undertake the record management function of the department.		
Facilities Management	Custodian I	(3)	Reduction in Force
	Electronic Specialist	(1)	Reduction in Force
	Maintenance Mechanic I	(2)	Reduction in Force
	Total	(6)	
The above resulted from approved reduction in force deleting 6 positions as approved by Commissioners Court during the fiscal year 2005 budget hearings.			
Human Resources	Administrative Assistant I	1	CCA 12/15/03 # 65
	Clerk III	(1)	Reduction in Force
	Secretary	(1)	Reduction in Force
	Total	(1)	
During budget hearings for fiscal year 2004 Commissioners Court approved the conversion of a part time temporary Administrative Assistant to regular full time status. During budget hearings for the fiscal year 2005 budget, the Court also approved a reduction in force for the department resulting in the deletion of a Clerk II and a Secretary position.			
Information Technology Department	Computer Operator III	(1.0)	Reduction 1/1/05
	Mainframe Programmer III	(0.5)	B. Hearings
	Total	(1.5)	
During fiscal year 2005 budget hearings Commissioners Court approved the deletion of two positions as part of a reduction in force effort.			
Tax Office	Auto Title Examiner	1	CCA 7/19/04 # 83
	AutoTitle Examiner	2	Budget Hearings
	Accounting Analyst II	1	Budget Hearings
	Total	4	
The above resulted from approved restructuring and the addition of an Auto Title Examiner position by Commissioners Court during fiscal year 2004 for the enforcement division and the addition of two Auto Title Examiners and one Accounting Analyst II during fiscal year 2005 budget hearings for the enforcement and collection divisions.			
Total General Government		(12.5)	

Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
Administration of Justice:			
383RD District Court	Bailiff/Coordinator	1	CCA 6/21/04 # 45
	Total	1	
<p>During fiscal year 2004, Commissioners Court approved the creation of a new Bailiff/Coordinator to provide services for the Court in relation to child support cases.</p>			
384TH District Court	Drug Court Bailiff/Coordinator	1	CCA 6/21/04 # 46
	Total	1	
<p>During fiscal year 2004, Commissioners Court approved the creation of a new Bailiff/Coordinator to provide services for the Court in relation to the Substance Abuse Felony Program Drug Court.</p>			
County Attorney	Legal Secretary I *	1	Correction
	Sr. Trial Attorney **	1	Budget Hearings
	Total	2	
<p>During fiscal year 2005 budget hearings, the Commissioners Court approved the transfer from the County Attorney Commissions account of one Sr. Trial Attorney position to prosecute environmental cases for the County in relation to on-site sewage monitoring. The increase of one Legal Secretary position is due to a correction to the department's manning table.</p>			
County Attorney Teen Court Coordinator	Teen Court Asst. Manager	1	Contract change
	Teen Court Manager	(1)	Contract change
	Total	0	
<p>The above resulted from the renewed contract approved by Commissioners Court during fiscal year 2004.</p>			
County Court at Law Administration	Data Entry Clerk I	(3)	CCA 7/19/04 # 42
	Data Entry Clerk II	3	CCA 7/19/04 # 42
	Total	0	
<p>During fiscal year 2004, the Commissioners Court approved the re-titling and re-grading of three Data Entry Clerk I positions to Data Entry Clerk II positions as approved by the Council of Judges.</p>			
County Probate Court	Probate Court Clerk	(1)	Budget Hearings
	Clerk I	1	Budget Hearings
	Total	0	
<p>During budget hearings for fiscal year 2005, Commissioners Court approved to re-title the Probate Court Clerk to Clerk I with no change in salary.</p>			
District Attorney	Paralegal	1	Budget Hearings

Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
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Administration of Justice Continued:

District Attorney Continued	Systems Tech	1	Budget Hearings
	Total	2	

During fiscal year 2005 budget hearings, Commissioners Court approved the creation of one Paralegal position to assist with the caseload of the Rape and Child Abuse Unit and Systems Technician position to provide technical Court support to attorneys.

Public Defender	Trial Attorney	(1)	February 16, 2004
	Trial Attorney	(1)	June 9, 2004
	Sr. Trial Attorney	1	February 16, 2004
	Sr. Trial Attorney	1	June 9, 2004
	Total	0	

The above resulted from approved restructuring and the correction of a position from August 26, 2002.PAF form was never entered by HR.

Total Administration of Justice

6.0

Public Safety:

County Sheriff - Detention Center	Detention Officer	1	Restructuring
	Food Service Specialist	1	CCA 9/20/04 #121
	Floor Control Officer	1	CCA 9/20/04 #121
	Detention Officer	1	CCA 9/20/04 #121
	Total	4	

During Commissioners Court meeting on September 20, 2004, the Commissioners Court approved a restructuring and the addition of four positions consisting of two Detention Officers, one Floor Control Officer, and one Food Service Specialist, all of which were transferred from the Sheriff Jail Annex. All additional changes consisted of a restructuring of positions to align titles an staffing tables between the Sheriff's Department and the County Auditors Department.

County Sheriff - Jail Annex	Detention Officer	(1)	Restructuring
	Food Service Specialist	(1)	CCA 9/20/04 #121
	Floor Control Officer	(1)	CCA 9/20/04 #121
	Detention Officer	(7)	CCA 9/20/04 #121
	Total	(10)	

During Commissioners Court meeting September 20, 2004, the Commissioners Court approved a restructuring and the transfer of four positions to the Sheriff Detention, which consisted of two Detention Officers, one Floor Control Officer, and one Food Service Specialist. In addition, the Court also approved a transfer of 6 Detention Officer positions to the County Sheriff Law Enforcement division as Patrolmen. All additional changes consisted of a restructuring of positions to align titles an staffing tables between the Sheriff's Department and the County Auditors Department.

Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
Public Safety Continued:			
County Sheriff- Law Enforcement	Patrolman *	5	CCA 3/15/00 # 37
	Communication Specialist **	3	Budget Hearings
	Supervisor Clerical	(1)	CCA 9/20/04 #121
	Assist. Office Manager	1	CCA 9/20/04 #121
	Crime Victims Res Provider	(1)	CCA 9/20/04 #121
	Crime Victims Liaison	(1)	CCA 9/20/04 #121
	Patrolman	6	CCA 9/20/04 #121
	Detective	1	Budget Hearings
	Volunteer Coordinator	(1)	CCA 9/20/04 #121
	Administrative Assistant	1	CCA 9/20/04 #121
	Total	<u>13</u>	

During fiscal year 2004, Commissioners Court approved the transfer of six Detention Officer positions from the Sheriff Jail Annex division to Sheriff Law Enforcement as Patrolmen. During fiscal year 2005 budget hearings, Commissioners Court approved the a total of four new positions consisting of three Communications Specialists and one Detective . All additional changes consisted of a restructuring of positions to align titles an staffing tables between the Sheriff's Department and the County Auditors Department.

Total Public Safety

7.0

Health and Welfare:

General Assistance	Caseworker	(1)	Reduction in Force
	Program Assistant Coordinator	(1)	Reduction in Force
	Veterans Service Manager	1	Budget Hearings
	Caseworker	(1)	Eff. 1/1/2005
	Total	<u>(2)</u>	

During fiscal year 2005 budget hearings, Commissioners Court approved the deletion of two Case Workers, one effective October 4, 2004 and the other effective January 1, 2005 as part of a reduction in force. Additionally in an effort to consolidate functions and generate savings to the tax payers, the Veterans Assistance merged with General Assistance adding one Veterans Service Manager.

Medical Examiner	Investigator - Part Time	1	CCA 6/21/04 # 19
	Investigator	(1)	CCA 6/21/04 # 19
	Administrative Assistant III	(1.0)	Re-structuring
	Executive Assistant	1.0	Re-structuring
	Secretary	(1.0)	Re-structuring
	Receptionist	0.5	Re-structuring
	Total	<u>(0.5)</u>	

Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
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Health and Welfare Continued:

Medical Examiner Continued

During fiscal year 2004 the Commissioners Court approved the conversion of one full time investigator to two part time investigators. During fiscal year 2005 budget hearings the Commissioners Court approved the re-titling and re-grading of an Administrative Assistant III to Executive Assistant, and the re-titling and re-grading of a Secretary to a part-time Receptionist for an overall savings in support of a three percent budget cut mandated by the Court.

Veterans Assistance

Veterans Assistance Manager	(1)	
Administrative Assistant I	(1)	
Total	(2)	

The above resulted from approved consolidation with General Assistance resulting in the transfer of Veterans Assistance Manager to General Assistance and the deletion of one Administrative Assistant part of a reduction in force as approved by Commissioners Court during during budget hearings.

Total Health and Welfare

(4.5)

Resource Development:

Agricultural Co Op Extension Service

Receptionist	(1)	Reduction in Force
Secretary	(3)	Reduction in Force
Horticulture Technician	(0.5)	Reduction in Force
Total	(4.5)	

The above resulted from approved departmental reduction in force approved by Commissioners Court during fiscal year 2005 budget hearings.

Planning and Development

Administrative Assistant III	(1)	Reduction in Force
Rural Transit Coordinator	(1)	Reduction in Force
Planner I	(1)	Reduction in Force
Planner II	(1)	Reduction in Force
Director/Planning & Development	(1)	Reduction in Force
Total	(5)	

The above resulted from approved departmental reduction in force approved by Commissioners Court during fiscal year 2005 budget hearings.

Total Resource Development

(9.5)

Culture and Recreation:

Agua Dulce Community Center

Director	(1)	April 12, 2004
Total	(1)	

During fiscal year 2004 Commissioners Court approved the deletion of the Director position based on the direction from the Court for all non-mandated department to reduce funding for fiscal year 2005.

Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
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Culture and Recreation Continued:

Ascarate Golf Course	Assist. Golf Manager	(1)	Dept. Budget Cut
	Utility Worker I	(6)	Dept. Budget Cut
	Admin. Assistant	(1)	Dept. Budget Cut
	Maint. Foreman	(1)	Dept. Budget Cut
	Total	(9)	

During fiscal year 2005 budget hearings Commissioners Court approved a restructuring that consisted of a reduction in force of nine positions. The reduction in force affected one Assistant Golf Manager, six Utility Worker I's, one Administrative Assistant and one Maintenance Foreman.

Ascarate Regional County Park	Auto Mechanic	1	11/04/03 S. Session
	Gate Workers - Part time	(1)	CCA 11/03/03 # 20
	Clerk II	(1)	11/04/03 S. Session
	Project Specialist	1	11/04/03 S. Session
	Utility Worker II	(1)	11/04/03 S. Session
	Facility Equip. Auto Mechanic	(1)	Dept. Budget Cut
	Parks Manager Region II	(1)	Dept. Budget Cut
	Utility Worker I	(2)	Dept. Budget Cut
	Project Specialist	(1)	Dept. Budget Cut
	Maint. Foreman	(1)	Dept. Budget Cut
	Utility Worker III	1	Dept. Budget Cut
	Total	(6)	

During fiscal year 2004 Commissioners Court approved the addition of one Auto Mechanic III position, the deletion of two part time Gate Worker positions, and the re-titling of one Clerk II position to Project Specialist. During fiscal year 2005 budget hearings the department was also directed to reduce the budget affecting personnel through the deletion of seven positions: one Facility Equipment Auto Mechanic, one Park Manager Region II, two Utility Worker I's, one Project Specialist, one Maintenance Foreman, and one Utility Worker III position.

Library	Clerk I	(1)	Dept. Budget Cut
	Assist. Library Manager	(1)	Dept. Budget Cut
	Total	(2)	

During fiscal year 2005 budget hearings the Commissioners Court approved a restructuring that consisted of a reduction in force of one Assistant Library Manager, and one Clerk I position.

Rural Parks	Truck Driver I	(1)	Dept. Budget Cut
	Total	(1)	

During fiscal year 2005 budget hearings the Commissioners Court approved a restructuring that consisted of a reduction in force one Truck Driver I position.

Total Culture and Recreation	(19.0)
TOTAL GENERAL FUND	(32.5)

Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
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SPECIAL REVENUE

General Government:

County Clerk Records Management & Preservation	Clerk II	(15)	Budget Hearings
	Clerk III	15	Budget Hearings
	Total	0	

During fiscal year 2005 budget hearings Commissioners Court approved the re-titling and re-grading of all the Clerk II positions to Clerk III due to additional responsibilities and to appropriately classify the positions based on the duties performed.

County Records Mgmt & Preservation	Clerk III - Part time	2	CCA 3/01/04 # 51
	Clerk II - Part time	1	Budget Hearings
	Project Coordinator	1	Budget Hearings
	Total	4	

During fiscal year 2004 Commissioners Court approved the addition of 4 part time Clerk III positions for the Recording and Safeguarding of records, and during budget hearings for fiscal year 2005 the Commissioners Court approved the addition of two part time Clerk II positions for the same purpose. Also during budget hearings the Court approved the continuation a supplemental pay for the Project Coordinatator from the District Clerk's Office previously approved during fiscal year 2004.

District Clerk Records Mgt & Preservation	Office Adm/Support Mgr	1	CCA 2/16/04 # 56
	Records Management Technician	1	CCA 2/16/04 #74
	Records Management Technician	(1)	Budget Hearings
	Project Coordinator	1	Budget Hearings
	Evidence Clerk	1	Budget Hearings
	Total	3	

During fiscal year 2004 Commisioners Court approved the re-grading and re-titling of two positions in the District Clerk account with the stipulation that the additional increase in pay would be paid out of this account as supplemental pay. During fiscal year 2005 budget hearings, the Commissioners Court approved the re-titling and regrading of a Records Management Technician to Project Coordinator and the addition of an Evidence Clerk both paid supplements on this account.

General and Administrative Road and Bridge	Associate Civil Engineer	(1)	Re-Organization
	Civil Engineer III	1	Re-Organization
	Graphic Planning Technician	(1)	Re-Organization
	Engineer Technician II	1	Re-Organization
	GIS Analyst	(1)	Re-Organization
	GIS Manager	1	Re-Organization
	Right of Way Analyst	(1)	Re-Organization
	Subdivision Coordinator	1	Re-Organization
	Sr Project Civil Engineer	(1)	Re-Organization
	Planner II	(1)	Re-Organization
	Total	(2)	

Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
General Government Continued:			
General and Administrative Road and Bridget Continued	During budget hearings for fiscal year 2005, Commissioners Court Approved a departmental re-organization resulting in the re-titling and regrading of one Associate Civil Engineer to Civil Engineer III, one Graphic Planning Technician to Engineer Technician II, one GIS Analyst to GIS Manager, one Right of Way Analyst to Subdivision Coordinator. The Court also approved the deletion of one Sr. Project Civil Engineer and one Planner II positions that were vacant.		
Total General Government		<u>2.0</u>	
Administration of Justice:			
County Attorney Commissions	Trial Attorney	1	CCA 9/01/04 # 8
	Trial Attorney	(1)	Budget Hearings
	Total	<u>0</u>	
During fiscal year 2004 Commissioners Court approved the addition of one Trial Attorney until position was funded in the County Attorney account in budget hearings for fiscal year 2005.			
County Criminal Court No. 2 DWI Court	Case Manager	1	Budget Hearings
	Total	<u>1</u>	
The above resulted from the approved Creation of a DWI Criminal Court to handle the caseload to be funded with Drug Forfeiture Funds as approved by Commissioners Court during fiscal year 2005 budget hearings.			
Total Administration of Justice		<u>1.0</u>	
Culture and Recreation:			
Coliseum Tourist Promotion	Assistant Facilities Manager	(1)	Budget Hearings
	Maintenance Worker I	(1)	Budget Hearings
	Sprts.Authority & Tourism Director	(1)	Budget Hearings
	Total	<u>(3)</u>	
The above resulted from approved restructuring and the deletion of three positions approved by Commissioners Court during fiscal year 2004 due to the privatization of the County Coliseum.			
Sportspark	Administrative Assistant I	1	11/04/03 S. Session
	Assistant Director	1	11/04/03 S. Session
	Concession Supervisor	(1)	11/04/03 S. Session
	League Director	1	11/04/03 S. Session
	Maintenance Foreman	(1)	11/04/03 S. Session
	Office Manager	(1)	11/04/03 S. Session
	Administrative Assistant I	(1)	Dept. Budget Cut
Total	<u>(1)</u>		

Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
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Culture and Recreation Continued:

Sportspark Continued

During fiscal year 2004, the Commissioners Court approved the addition of new positions, one new Administrative Assistant I, one Assistant Director, one League Director, and the deletion of one Concession Supervisor, and one Office Manager. During budget hearings for fiscal year 2005, the Court also approved a reduction in force plan resulting in the deletion of one Administrative Assistant I.

Total Culture and Recreation

(4.0)

Public Safety:

Juvenile Probation

Probation Officers Field	(2)	December 9, 2003
Probation Officer Intake	2	December 9, 2003
Sr. Probation Officer Intake	(1)	December 9, 2003
Sr. Probation Officer Field	1	December 9, 2003
Correction Officers	(2)	March 22, 2004
Corrections Officers-Part Time	(1.5)	March 22, 2004
Counselor	3	March 22, 2004
Probation Officer-Intake	(1)	May 1, 2004
Team Leader	(1)	May 1, 2004
Probation Officer Field	2	May 1, 2004
Tracker-Part Time	(1)	May 22, 2004
Tracker	1	May 22, 2004
Sr. Probation Officer - Intake	(1)	August 16, 2004
Sr. Probation Officer - Field	1	August 16, 2004
Probation Officer - Field	(2)	August 16, 2004
Probation Officer - Intake	2	August 16, 2004
Detention Officer	4	Budget Hearings
Detention Officer - part time	1.5	Budget Hearings
Tracker	5	Budget Hearings
Maintenance Assistant	1	Budget Hearings
Probation Officer - Juv Drug Court	1	Budget Hearings
Transportation Officer	(1)	Re-Alignment
Intake Tech/Transportation Officer	1	Re-Alignment
Probation Officer Intake	(7)	Re-Alignment
Probation Officer Court	(3)	Re-Alignment
Probation Officer FOP Ct Liaison	(2)	Re-Alignment
Probation Officer Spotlight	(1)	Re-Alignment
Probation Officer -Field	13	Re-Alignment
Sr Probation Officer Intake	(1)	Re-Alignment
Sr. Probation Officer Field	1	Re-Alignment
Total	<u>12.0</u>	

The above resulted from an approved restructuring approved by the Juvenile Probation's Board during fiscal year 2004 and the addition of 14 new positions added during fiscal year 2005 budget hearings and a re-alignment of positions as approved.

Total Public Safety

12.0

Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
Public Works:			
Road and Bridges	Asst Road Superintendent	(1)	CCA 10/20/03 # 47
	Sr. Construction Inspector	1	CCA 10/20/03 # 47
	Heavy Equipment Operator	(1)	Re-Organization
	Construction Inspector	1	Re-Organization
	Truck Driver II (Rd&Bdge)	1	Re-Organization
	Truck Driver III (Rd&Bdge)	1	Re-Organization
	Total	<u>2</u>	

During fiscal year 2004 Commissioners Court approved the re-titling of one Assistant Road Superintendent position to Sr. Construction Inspector to match the duties and responsibilities to the position title. During budget hearings for fiscal year 2005 Commissioners Court approved the restructuring of the department resulting in the retitling of a Heavy Equipment Operator position to Construction Inspector. The Court also approved the transfer from Solid Waste Disposal Department of one Truck Driver II and one Truck Driver III positions to sustain the departments operations.

Total Public Works	<u>2</u>
Total Administration of Justice	<u>1</u>
Total Culture and Recreation	<u>(4)</u>
Total General Government	<u>2</u>
Total Public Safety	<u>12.0</u>
Total Public Works	<u>2</u>
Total Special Revenue	<u>13.0</u>

GRANTS

Various	Assistant Case Manager	2	Grant Awarded
	Assistant Director	1	Grant Awarded
	Assistant District Attorney	1	Grant Awarded
	Assistant Office Manager	1	Grant Awarded
	Assistant Program Director	(1)	Grant Awarded
	Attorney	(3)	Grant Awarded
	Attorney-Part Time	(0.5)	Grant Awarded
	Automobile-Title Examiner	(1)	Grant Awarded
	Clerk	2	Grant Awarded
	Community Service Technician	1	Grant Awarded
	Counselor	(4)	Grant Awarded
	Court Clerk	(1)	Grant Awarded
	Court Manager	(1)	Grant Awarded
	Crime Victim Liaison	(1)	Grant Awarded

Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
<u>GRANTS CONTINUED</u>	Curriculum Secretary	1	Grant Awarded
Various Continued	Data Clerk Analyst	(1)	Grant Awarded
	Deputy	6	Grant Awarded
	Deputy Instructors	(2)	Grant Awarded
	Detectives	(2)	Grant Awarded
	Director Victim Witness VOCA	1	Grant Awarded
	Division Special Prosecutor	1	Grant Awarded
	Drivers-Nutrition Program - Part Time	(3)	Grant Awarded
	Drug Court Coordinator	1	Grant Awarded
	Environmental Prosecutor	(1)	Grant Awarded
	Hudspeth Investigator	(2)	Grant Awarded
	Inventory Clerk	(1)	Grant Awarded
	Investigator	(2)	Grant Awarded
	JJAEP Probation Officer	(1)	Grant Awarded
	Juvenile Probation Officer	(1)	Grant Awarded
	Legal Secretary	6	Grant Awarded
	Legal Secretary-Part Time	(0.5)	Grant Awarded
	Nutrition Administrative Assistant	(1)	Grant Awarded
	Nutrition Center Director	(1)	Grant Awarded
	Nutrition Data Entry Clerk II	(1)	Grant Awarded
	Nutrition Sr. Case Manager	(1)	Grant Awarded
	Paralegal	(1)	Grant Awarded
	Parent Facilitator	1	Grant Awarded
	Probation Officer I	(17)	Grant Awarded
	Probation Officer II	22	Grant Awarded
	Program Director	1	Grant Awarded
	Program Director Victim Services	(1)	Grant Awarded
	Project Director	(1)	Grant Awarded
	Resource Provider	(1)	Grant Awarded
	Rural Transit Coodrinator	(1)	Grant Awarded
	Rural Transit Manager	1	Grant Awarded
	Secretary	(4)	Grant Awarded
	Secretary Supervisor	1	Grant Awarded
	Sergeant	1	Grant Awarded
	Service Technician Part Time	(0.5)	Grant Awarded
	Special Prosecutor-Part Time	(0.5)	Grant Awarded
	Sr. Attorney	1	Grant Awarded
	Sr. Case Worker	2	Grant Awarded
	Staff Attorney	1	Grant Awarded
	Teen Court Assistant Manager	1	Grant Awarded
	Teen Court Clerk	1	Grant Awarded
	Teen Court Manager	1	Grant Awarded
	Training Director	(1)	Grant Awarded
	Trial Team Chief	1	Grant Awarded
	Victim Service Liaison	1	Grant Awarded
	Victim Coordinator	1	Grant Awarded

Listing of Changes in Authorized Positions

Department	Position Title	Position Changes	Effective Date
	Vocational Guidance Counselor	(1)	Grant Awarded
	Youth Grant Manager	<u>1</u>	Grant Awarded
	Total	<u>0</u>	

The above resulted from new and renewed grant awards approved by Commissioners Court during FY 04.

TOTAL GRANTS

0

Authorized Full-Time Equivalent Position Listing

Department	FISCAL YEAR FTE'S		
	2003	2004	2005
<u>General Fund</u>			
General Government:			
Commissioner Precinct No. 1	3.00	3.00	2.00
Commissioner Precinct No. 2	3.00	3.00	2.00
Commissioner Precinct No. 3	3.00	3.00	3.00
Commissioner Precinct No. 4	2.00	2.00	2.00
Commissioners Court Services Office	1.00	1.00	1.00
Communications Center	5.00	5.00	5.00
Community Services Department	1.00	3.00	2.00
County Auditor	51.50	51.50	51.50
County Clerk	42.50	42.50	44.50
County Clerk Criminal Fee Collections	9.00	14.00	13.00
County Judge	4.00	4.00	4.00
County Solid Waste Disposal	6.00	6.00	0.00
District Clerk	68.00	74.00	74.00
Domestic Relations Office	23.50	23.50	23.50
Elections	12.00	12.00	12.00
Facilities Management	35.50	35.50	29.50
Human Resources	12.00	12.00	11.00
Information Technology Department	39.50	39.50	38.00
Purchasing	22.00	22.50	22.50
Tax Office	67.50	69.00	73.00
Total General Government	411.00	426.00	413.50
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	6.00	6.00	6.00
120th District Court	4.00	4.00	4.00
168th District Court	3.00	3.00	3.00
171st District Court	3.00	3.00	3.00
205th District Court	3.00	3.00	3.00
210th District Court	3.00	3.00	3.00
243rd District Court	3.00	4.00	4.00
327th District Court	3.00	3.00	3.00
346th District Court	3.00	3.00	3.00
383rd District Court	5.00	5.00	6.00
384th District Court	3.00	3.00	4.00
388th District Court	5.00	5.00	5.00
409th District Court	3.00	3.00	3.00
Associate CPS Court	4.50	4.50	4.50
Associate Family Court 1	4.00	4.00	4.00
Associate Family Court 2	5.00	5.00	5.00
Associate Family Court 3	4.50	4.50	4.50
Council of Judges Administration	20.00	20.00	20.00
County Attorney	59.00	63.00	65.00
County Attorney Bond Forfeitures	6.00	0.00	0.00

(Continued on next page)

Authorized Full-Time Equivalent Position Listing

Department	FISCAL YEAR FTE'S		
	2003	2004	2005
<u>General Fund-Continued</u>			
Administration of Justice-Continued:			
County Attorney RETGH Legal	6.00	7.00	7.00
County Attorney Teen Court Coordinator	1.00	1.00	1.00
County Court At Law Administration	17.00	17.00	17.00
County Court At Law No. 1	3.00	3.00	3.00
County Court At Law No. 2	3.00	3.00	3.00
County Court At Law No. 3	3.00	3.00	3.00
County Court At Law No. 4	3.00	3.00	3.00
County Court At Law No. 5	3.00	3.00	3.00
County Court At Law No. 6	3.00	3.00	3.00
County Court At Law No. 7	3.00	3.00	3.00
County Court at Law Judges	7.00	7.00	7.00
County Criminal Court At Law No. 1	3.00	3.00	3.00
County Criminal Court At Law No. 2	3.00	3.00	3.00
County Criminal Magistrate Judges	2.00	2.00	2.00
County Probate Court	8.00	8.00	8.00
Criminal Law Magistrate I	5.00	5.00	5.00
District Attorney	128.00	133.00	135.00
District Judges-Salary Supplement	15.00	15.00	15.00
Impact Court	3.00	3.00	3.00
Justice Of The Peace No. 1	4.00	4.00	4.00
Justice Of The Peace No. 2	5.00	6.00	6.00
Justice Of The Peace No. 3	6.00	7.00	7.00
Justice Of The Peace No. 4	5.50	6.50	6.50
Justice Of The Peace No. 5	3.50	3.50	3.50
Justice Of The Peace No. 6	10.00	11.00	11.00
Justice Of The Peace No. 7	7.00	8.00	8.00
Juvenile Court Referee	5.00	5.00	5.00
Public Defender	43.50	43.00	43.00
Tax Court	2.00	1.00	1.00
Total Administration of Justice	470.50	479.00	485.00
 Public Safety:			
Constable Precinct No. 1	1.00	2.00	2.00
Constable Precinct No. 2	1.00	2.00	2.00
Constable Precinct No. 3	1.00	2.00	2.00
Constable Precinct No. 4	1.00	2.00	2.00
Constable Precinct No. 5	1.00	1.00	1.00
Constable Precinct No. 6	1.00	3.00	3.00
Constable Precinct No. 7	1.00	2.00	2.00
County Sheriff-Courthouse Security	13.00	13.00	13.00
County Sheriff-Detention Facility	360.00	378.00	381.00
County Sheriff-Jail Annex	328.00	342.00	333.00
County Sheriff-Law Enforcement	271.00	267.00	280.00
Juvenile Probation	181.50		
Total Public Safety	1,160.50	1,014.00	1,021.00

(Continued on next page)

Authorized Full-Time Equivalent Position Listing

Department	FISCAL YEAR FTE'S		
	2003	2004	2005
<u>General Fund-Continued</u>			
Health and Welfare:			
County Child Welfare	1.00	1.00	1.00
General Assistance	12.00	12.00	10.00
Medical Examiner	12.50	11.50	11.00
Veterans Assistance	2.00	2.00	0.00
Total Health and Welfare	27.50	26.50	22.00
Resource Development:			
Agricultural Co-Op Extension	14.50	14.50	10.00
Community Development	0.00	0.00	0.00
Planning Department	0.00	0.00	0.00
Planning & Development	17.00	11.00	6.00
Total Resource Development	31.50	25.50	16.00
Culture and Recreation:			
Aguadulce Community Center	1.00	1.00	0.00
Ascarate Golf Course	20.00	23.00	14.00
Ascarate Regional County Park	17.50	20.00	14.00
County Library	6.00	6.00	4.00
Rural Parks	5.00	5.00	4.00
San Elizario Center Maintenance	1.00	1.00	1.00
Swimming Pools	1.00	2.00	2.00
Total Culture and Recreation	51.50	58.00	39.00
Total General Fund	2,152.50	2,029.00	1,996.50
 <u>Special Revenue Fund</u>			
General Government:			
County Clerk Records Mgmt. and Preservation	18.00	20.00	20.00
County Records Mgmt. and Preservation	0.00	0.00	4.00
District Clerk Records Mgmt. And Preservation	0.00	0.00	3.00
Tax Office Discretionary Fund	1.00	0.00	0.00
Road and Bridge Administration	10.00	14.00	12.00
Total General Government	29.00	34.00	39.00
Administration of Justice:			
County Attorney Commissions	0.00	0.00	0.00
County Criminal Court No. 2 DWI Court	0.00	0.00	1.00
Total Administration of Justice	0.00	0.00	1.00
Public Safety:			
Juvenile Probation Special Revenue	0.00	183.50	195.50
Total Public Safety	0.00	183.50	195.50

(Continued on next page)

Authorized Full-Time Equivalent Position Listing

Department	FISCAL YEAR FTE'S		
	2003	2004	2005
<u>Special Revenue Fund Continued</u>			
Culture and Recreation:			
Coliseum Tourist Promotion	18.00	3.00	0.00
County Law Library	4.00	4.00	4.00
Sportspark	5.00	6.00	5.00
Total Culture and Recreation	27.00	13.00	9.00
Public Works:			
Road and Bridge	67.00	67.00	69.00
Total Public Works	67.00	67.00	69.00
Total Special Revenue	123.00	297.50	313.50
<u>Grant Fund</u>			
Grants	161.50	163.50	163.50
GRAND TOTAL-ALL FUNDS	2,437.00	2,490.00	2,473.50

Totals by Fund Type by Classification

	Fiscal Year		
	2003	2004	2005
<u>General Fund</u>			
Full-Time Regular	2,119.00	2,013.00	1,981.00
Part-Time Regular	33.50	16.00	15.50
Supplemental Pay	0.00	0.00	0.00
Total General Fund	2,152.50	2,029.00	1,996.50

	Fiscal Year		
	2003	2004	2005
<u>Special Revenue Fund</u>			
Full-Time Regular	123.00	281.00	291.00
Part-Time Regular	0.00	16.50	18.50
Supplemental Pay	0.00	0.00	4.00
Total Special Revenue	123.00	297.50	313.50

	Fiscal Year		
	2003	2004	2005
<u>Grant Fund</u>			
Full-Time Regular	156.00	157.00	162.00
Part-Time Regular	5.50	6.50	1.50
Supplemental Pay	0.00	0.00	0.00
Total Grant Fund	161.50	163.50	163.50
Total Full Time Equivalencies	2,437.00	2,490.00	2,473.50

Authorized Full-Time Equivalent Position Listing

Department	FISCAL YEAR FTE'S		
	2003	2004	2005

Authorized Full-Time Equivalent Position Listing

<u>Program Type</u>	FISCAL YEAR FTE'S		
	2003	2004	2005
General Government	440.00	460.00	452.50
Administration of Justice	470.50	479.00	486.00
Public Safety	1,160.50	1,197.50	1,216.50
Health & Welfare	27.50	26.50	22.00
Resource Development	31.50	25.50	16.00
Culture and Recreation	78.50	71.00	48.00
Public Works	67.00	67.00	69.00
Grants	161.50	163.50	163.50
Total	2,437.00	2,490.00	2,473.50

<u>Program Type</u>	FULL TIME		
	2003	2004	2005
General Government	430.00	450.00	436.00
Administration of Justice	467.00	477.00	484.00
Public Safety	1,144.00	1,181.00	1,201.00
Health & Welfare	26.00	25.00	19.00
Resource Development	31.00	25.00	16.00
Culture and Recreation	77.00	69.00	47.00
Public Works	67.00	67.00	69.00
Grants	156.00	157.00	162.00
Total	2,398.00	2,451.00	2,434.00

<u>Program Type</u>	PART TIME		
	2003	2004	2005
General Government	10.00	10.00	12.50
Administration of Justice	3.50	2.00	2.00
Public Safety	16.50	16.50	15.50
Health & Welfare	1.50	1.50	3.00
Resource Development	0.50	0.50	0.00
Culture and Recreation	1.50	2.00	1.00
Public Works	0.00	0.00	0.00
Grants	5.50	6.50	1.50
Total	39.00	39.00	35.50

<u>Program Type</u>	SUPPLEMENTAL PAY		
	2003	2004	2005
General Government	0.00	0.00	4.00
Administration of Justice	0.00	0.00	0.00
Public Safety	0.00	0.00	0.00
Health & Welfare	0.00	0.00	0.00
Resource Development	0.00	0.00	0.00
Culture and Recreation	0.00	0.00	0.00
Public Works	0.00	0.00	0.00
Grants	0.00	0.00	0.00
Total	0.00	0.00	4.00

TOTAL ALL PROGRAMS

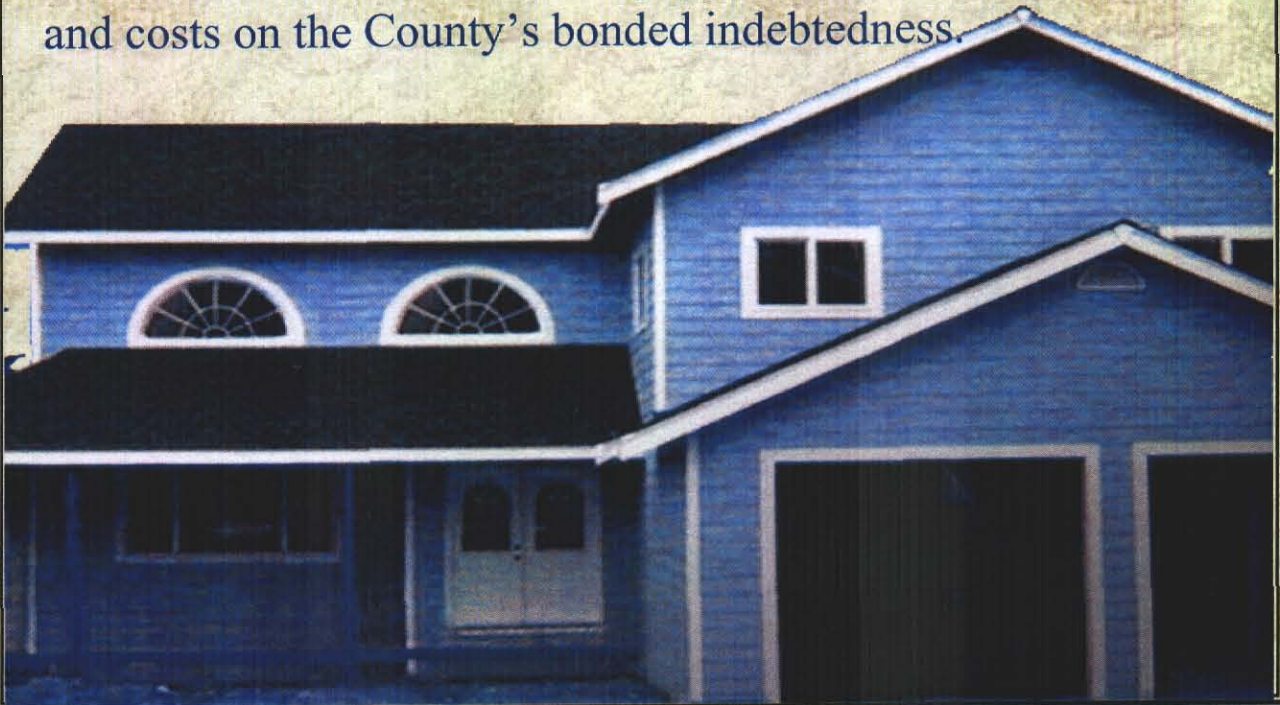
2,437.00	2,490.00	2,473.50
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County of El Paso, Texas

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 2005 tax year, the Commissioners levied an overall rate of \$.432259 per \$100 valuation. Of this overall levy, a rate of \$.356476 per \$100 assessed valuation is for the maintenance and operations of the County and a rate of \$.075783 per \$100 assessed valuation is for the payment of principal, interest and costs on the County's bonded indebtedness.



MONDAY, SEPTEMBER 27, 2004
COMMISSIONERS COURT MET IN SPECIAL MEETING
AT 9:51 A.M. O'CLOCK
WITH THE FOLLOWING MEMBERS BEING PRESENT

HON. DOLORES BRIONES,
CHARLES L. SCRUGGS,
BETTI FLORES,
MIGUEL A. TERAN,
DANIEL R. HAGGERTY,

COUNTY JUDGE, PRESIDING
COMMISSIONER, PCT. # 1
COMMISSIONER, PCT. # 2
COMMISSIONER, PCT. # 3
COMMISSIONER, PCT. # 4

PATRICIA PIETZYK, DEPUTY CLERK
CELESTE WOLFENBERGER, DEPUTY CLERK

APPROVED - ADOPT COUNTY OF EL PASO TAX RATE
OF \$0.432259 PER \$100 ASSESSED VALUATION FOR 2004 TAX YEAR

SEPTEMBER 27, 2004

MOTION # 28 (Item # 17)

On this day, on motion of County Judge Briones, seconded by Commissioner Haggerty, it is the order of the Court to adopt a property tax rate for the County of El Paso of \$0.432259 per \$100 assessed valuation for the 2004 tax year; a rate of \$0.356476 per \$100 assessed valuation is for the purpose of maintenance and operations, and a rate of \$0.075783 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, 2004.

VOTE: YES - Judge Briones, Flores, Teran, Haggerty

NO - Scruggs

THE STATE OF TEXAS)
)
COUNTY OF EL PASO)

KNOW ALL MEN BY THESE PRESENTS:

January 13, 2005

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 27, 2004.

WALDO ALARCON, 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, 2004.**

MONDAY, OCTOBER 4, 2004
COMMISSIONERS COURT MET IN REGULAR MEETING
AT 10:15 A.M.
WITH THE FOLLOWING MEMBERS PRESENT

HON. DOLORES BRIONES,
CHARLES L. SCRUGGS,
BETTI FLORES,
MIGUEL A. TERAN,
DANIEL R. HAGGERTY,

COUNTY JUDGE, PRESIDING
COMMISSIONER, PCT. # 1
COMMISSIONER, PCT. # 2
COMMISSIONER, PCT. # 3
COMMISSIONER, PCT. # 4

PATRICIA PIETZYK, DEPUTY CLERK
CELESTE WOLFENBERGER, DEPUTY CLERK

ADOPTED - COUNTY OF EL PASO ANNUAL OPERATING BUDGET
FOR FISCAL YEAR 2004-2005, AS ADJUSTED

OCTOBER 4, 2004

MOTION # 27 (Item # 29)

On this day, on motion of Commissioner Teran, seconded by Commissioner Flores, 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, 2004 and ending September 30, 2005, including adjustments presented by the County Auditor and approved by Commissioners Court.

The total budget, with adjustments, is \$210,926,762. The General Fund budget is \$157,451,140.

VOTE: YES - Scruggs, Flores, Teran
NOT PRESENT - Judge Briones

NO - Haggerty

THE STATE OF TEXAS)
)
COUNTY OF EL PASO)

KNOW ALL MEN BY THESE PRESENTS:

January 13, 2005

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 4, 2004.

WALDO ALARCON, COUNTY CLERK
EL PASO COUNTY, TEXAS


PATRICIA PIETZYK, DEPUTY CLERK

County of El Paso, Texas

APPENDIX D



Statistical Information

El Paso County Demographics and Other Statistics

HISTORY

So how did El Paso get its name? Back in 1598, when Don Juan Oñate left Santa Barbara, Chihuahua, with over 500 colonists to settle in the Upper Rio Grande Valley into New Mexico, upon crossing the river, he named the area El Paso Del Rio Del Norte, or “The Pass of the River of the North.” Later, this name was shortened to El Paso Del Norte, and then El Paso after the Treaty of Miguel Hidalgo ceded to the U.S. all land north of the Rio Grande. El Paso became the City of El Paso in 1873 and its local economy thrived after the first train arrived in 1881. In addition, this area has been called home to many natives as far back as 1680, when the Tigua Indians, fled what is now known as New Mexico. The Ysleta Mission is one of the three missions that are hallmarks in El Paso’s History.



San Elizario Mission



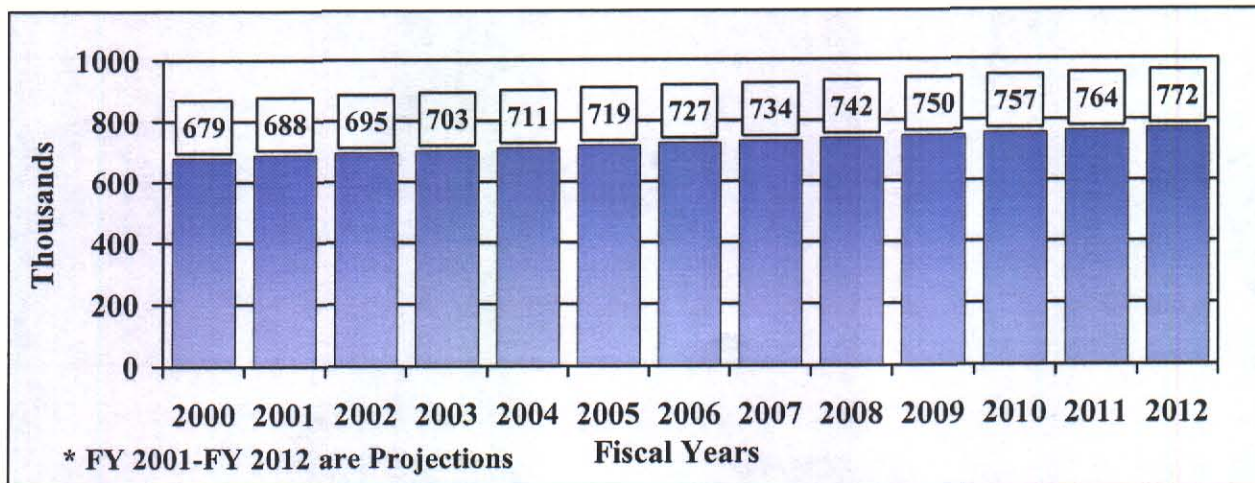
Socorro Mission



Ysleta Mission

POPULATION

El Paso’s population is estimated to grow from 679,622 in 2000 (U.S. Census) to well over 772,000 in 2012, (City of El Paso Economic Development Department), with much of that growth projected to occur in the suburbs and outlying areas. Within the City limits, the population increased about 9.3 percent during the decade of the 1990’s, but outside the city limits including such communities as San Elizario, Vinton, Fabens, and Horizon City, the population increased approximately 48.4 percent. (Estimates provided by the City of El Paso.) It is important to note that although this is only a 13.62% increase in 12 years, (679,622 in 2000, vs. 772,000 in 2012) the Hispanic population has grown from 69.57% to 78.2%, or 8.63% when



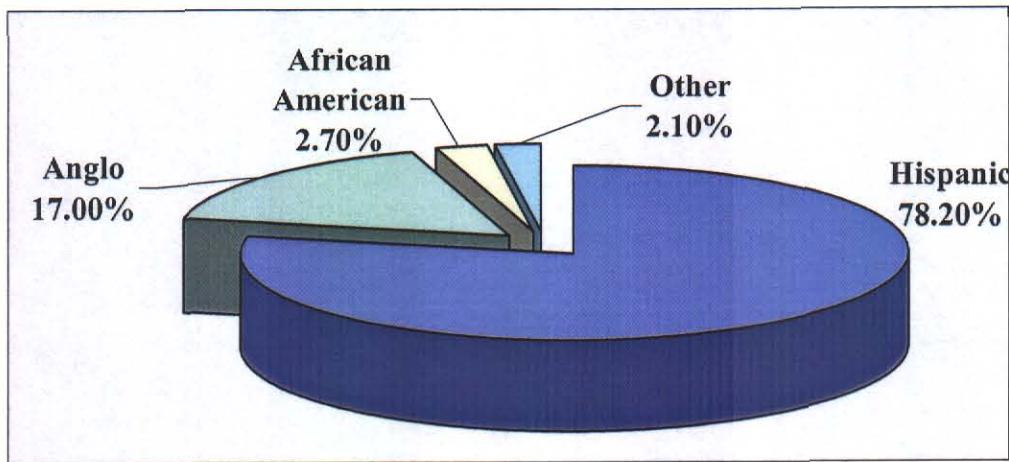
DEMOGRAPHICS AND OTHER STATISTICS

POPULATION, CONT'D

comparing the 1990 and 2000 Census. In addition, information provided from the U.S Census Bureau for 2000 lists the population at 679,622, down from prior estimates from the City of El Paso for 2000 of 717,212. This decrease may be the direct result of fewer high school and college graduates staying in the El Paso Area due to better opportunities elsewhere.

COMPOSITION OF POPULATION

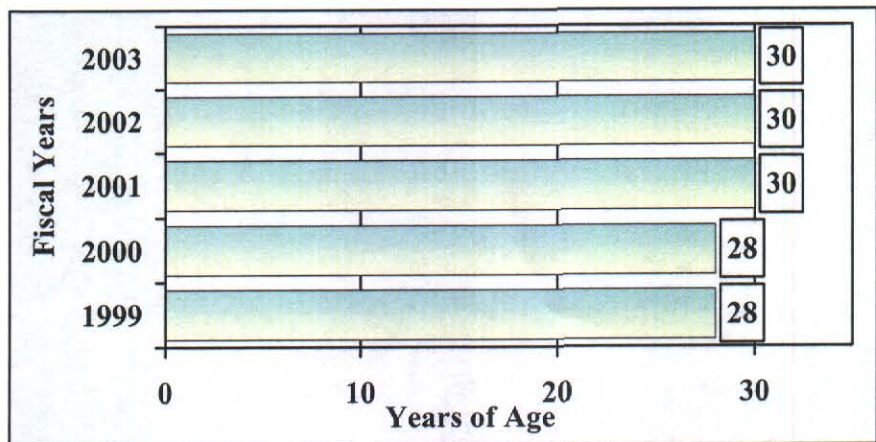
According to the U.S. Census 2000, 78.2% of the population is of Hispanic or Latino origin, while Anglos comprise 17.0%, Black or African Americans comprise 2.7% and 2.1% of the population is of other descent.



The 2000 Census also reports that 51.8% of El Paso's population is female, 32.0% is under the age of 18, and persons 65 years old and over comprise only 9.7% of the population.

MEDIAN AGE AND BIRTH RATES

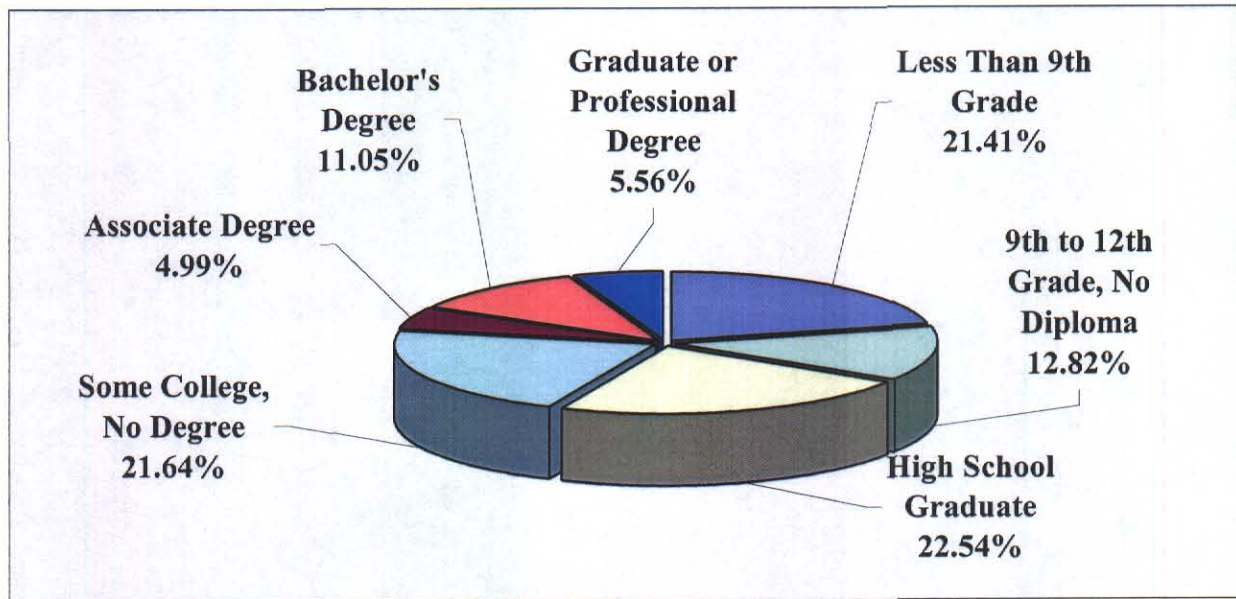
As shown on the graph to the right, the median age of El Pasoans is between 28 and 30 years of age. With its young population, our border region has grown much faster than the rest of Texas. In 2002 total births in El Paso County were 14,058, compared to 372,369 in Texas as a whole, or 3.77%, down from 3.88% in 2001. In addition, according to the Texas Department of Health, the fertility rate for El Paso County was 99.6% of females aged 15-44 compared to the state rate of 91.1% in 2002.



DEMOGRAPHICS AND OTHER STATISTICS

EDUCATION LEVELS IN YEARS OF FORMAL SCHOOLING

As can be seen in the graph below, based on the 2000 Census, only 65,026 of those 25 and over (391,540), or 16.61 percent, had graduated from college, while 257,532 of persons 25 years and over had attained a high school degree or higher. According to the University of Texas at El Paso, the total degrees awarded in 2002, was 2,848, with 35% in the College of Liberal Arts and 18% in the College of Business Administration. With \$35 million in total research and sponsored project expenditures, UTEP ranks among the top five public universities in Texas. It is interesting to note that out of the 18,542 students enrolled in the University of Texas at El Paso, in the Fall of 2003, (a record enrollment) 54.8% were females and 45.2% were males.



GEOGRAPHY AND CLIMATIC CONDITIONS

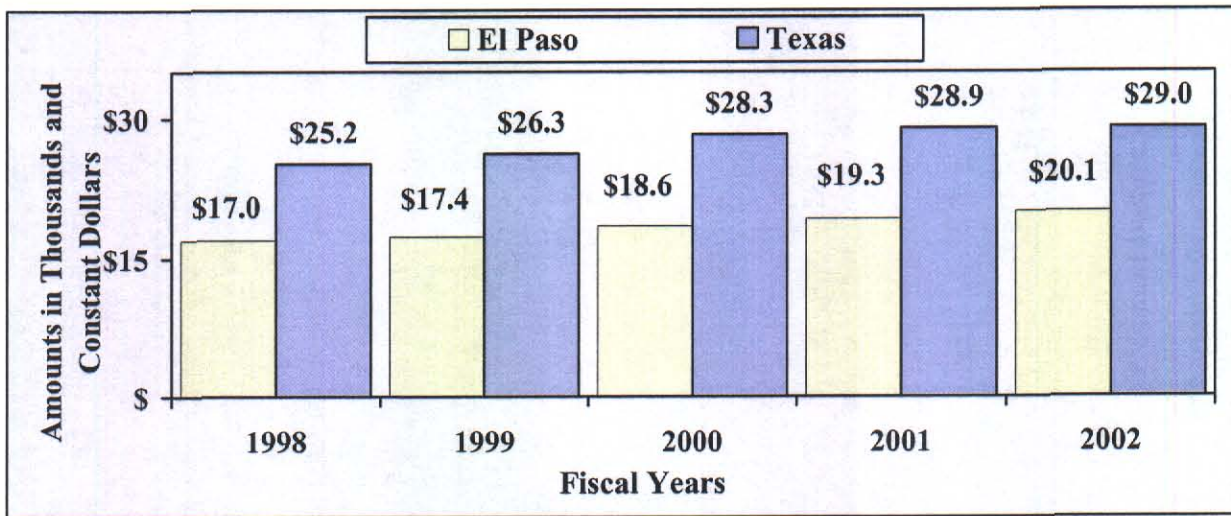
El Paso, with approximately 1,058 square miles of land area is located in the far west portion of the State of Texas, bordered on the west by the Rio Grande River and on the north by the State of New Mexico. The altitude in the County is approximately 4,000 feet, with the highest mountain peak at 7,200 feet, and ranges from the 90's into the low 100's during the summer months. El Paso's average summer high is 95 degrees with very low humidity, and the average winter high temperature is 55-60 degrees with annual rainfall of only 8.65 inches.



DEMOGRAPHICS AND OTHER STATISTICS

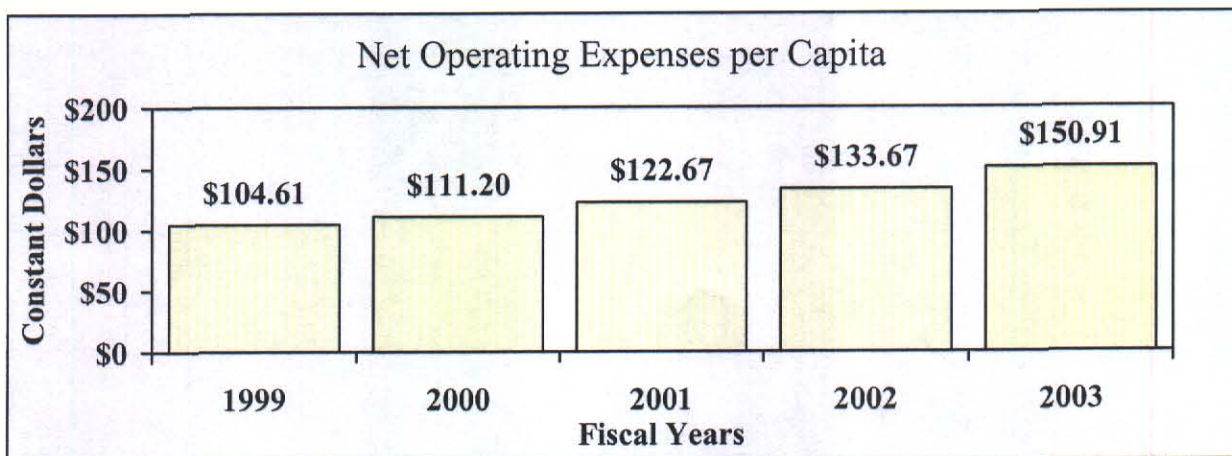
PER CAPITA INCOME

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 2002 has increased steadily since 1998. Personal income per capita, in El Paso County, after considering inflationary impacts, is low, especially when compared to Texas as a whole. Based on data obtained from the Regional Economic Information System, Bureau of Economic Analysis, per capita income has grown from 17.0 in 1998 to 20.1 in 2002. The reasoning for this can be explained by economic stimulus in the region, which is further confirmed by employment gains and an unemployment rate that reflects a greater decline locally in comparison to the rest of Texas.



COST OF SERVICES PER CAPITA

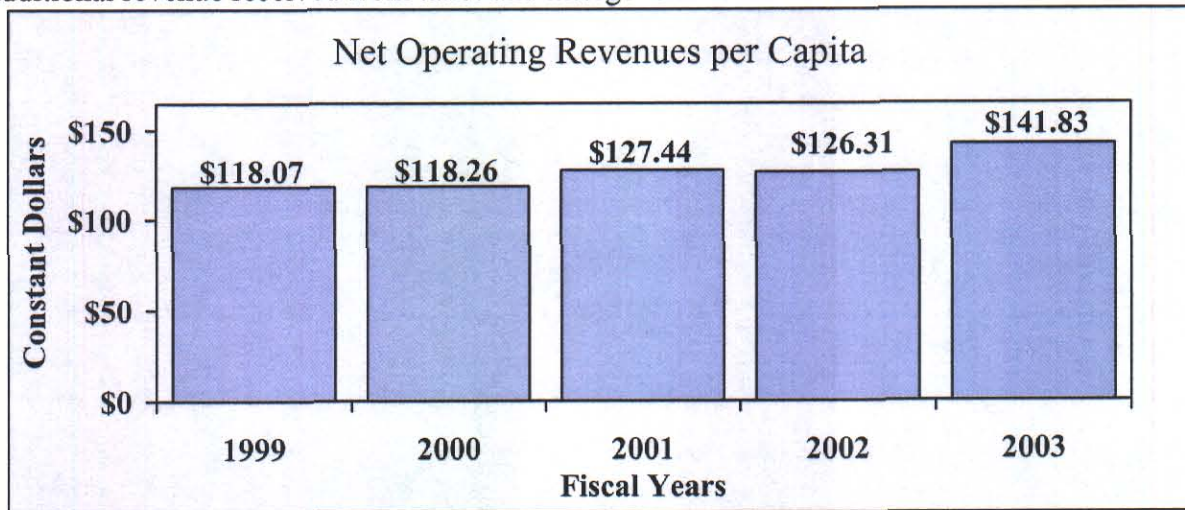
As can be seen in the chart below, net operating expenses per capita have increased since fiscal year 1999, and especially in fiscal year 2003. This is a direct result of the increase in costs of operation in many departments, such as the Sheriff's department (operations of both jail facilities), and 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, and implementing a Capital Plan to meet many departmental needs for equipment.



DEMOGRAPHICS AND OTHER STATISTICS

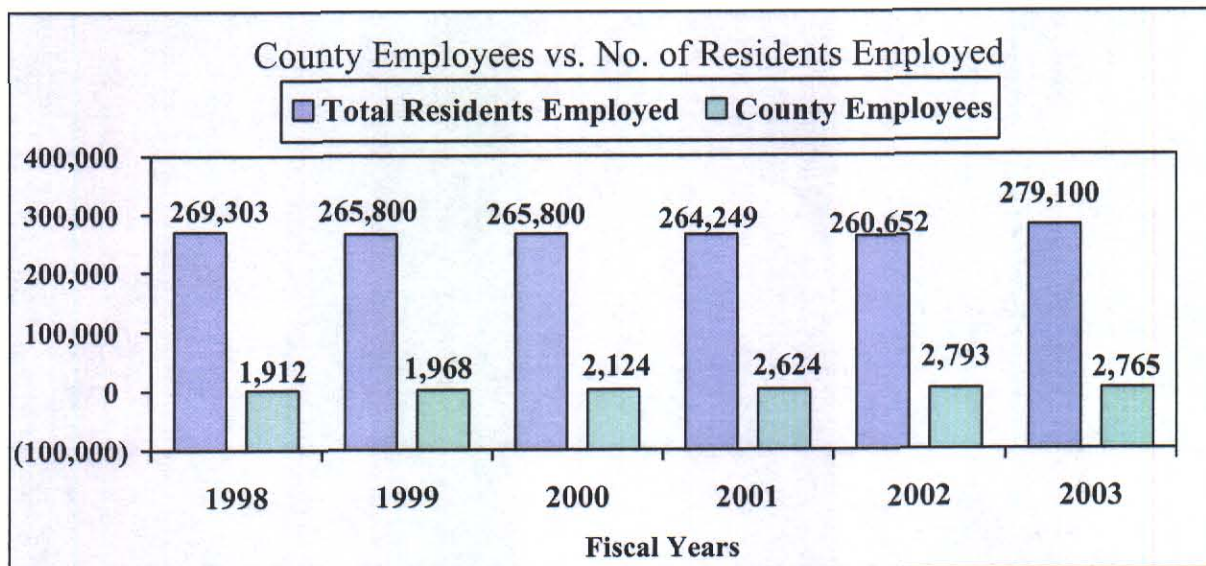
REVENUES PER CAPITA

In previous years, revenues per capita increased sharply (1998 to 1999) and in 2001, and are mainly attributable to greater property tax and charge for service revenues. Revenues per capita have decreased when comparing fiscal year 2001 and 2002, due to the projected increases in population of 3% as compared to net operating revenue only increasing approximately 2%. When comparing revenues per capita in 2002 vs. 2003, there is a significant increase, due to additional revenue received from taxes and intergovernmental revenues.



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, up until 2003, while employment within the County has



increased from 1,912 to 2,765 employees a year, or 44%. Some departments who have experienced the greatest increases in employees, are the District Attorney's Office, County Attorney's Office, Public Defender's Office, Sheriff's department, Juvenile Probation department, and Courts to name a few. According to the City of El Paso Planning Department,

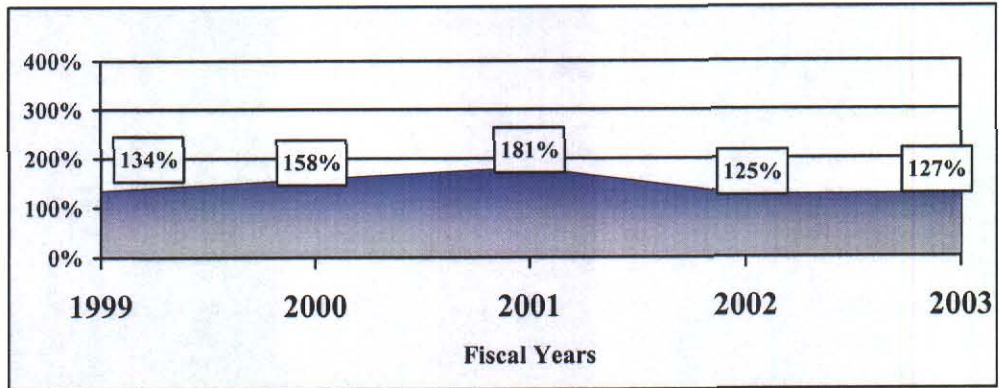
DEMOGRAPHICS AND OTHER STATISTICS

COUNTY EMPLOYEES VS. NO. OF RESIDENTS EMPLOYED, CONT'D

the County of El Paso is ranked at number 8th of the top 10 El Paso government sector employers in the County, with the El Paso and Ysleta Independent School Districts ranking in the top 2. It is interesting to note that Fort Bliss is number 3 in rank employing 7,025 civilian employees in the County of El Paso.

LIQUIDITY RATIO

A reliable measure of a local government's short-run financial condition is its cash position. Cash position, which includes cash on hand and in the bank, as well as other



assets that can be easily and quickly converted to cash, determines a government's ability to pay its short-term obligations. This is also known as liquidity. The immediate effect of insufficient liquidity is insolvency—the inability to pay bills. Low or declining liquidity may indicate that a government has overextended itself in the long run. A cash shortage may be the first clue to such a problem. A liquidity ratio of less than one-to-one (or less than 100 percent) would indicate the governmental entity is facing serious liquidity problems. The graph to the right reveals a steady increase since fiscal year 1999 of the El Paso County's liquidity ratio and an acceptable level of liquidity.

MAJOR INDUSTRIES

Hotel-Motel: According to the Texas Department of Economic Development, approximately 40% of all travel to the El Paso area is business related. Total receipts for El Paso County area hotels increased from \$83.0 million in 1998 to \$95.2 million in 2003 as evinced in the chart below. This may be attributable to the fact that there have been many improvements to the Downtown area to include the Placita and Civic Center.

HOTEL-MOTEL DATA FOR EL PASO, ANTHONY AND CLINT COMBINED

	Room Nights Available	Revenue	% Occupancy	Room Nights Sold
1998	2,701,600	\$83,040,000	59.9%	1,617,300
1999	2,732,900	\$89,036,000	61.4%	1,678,000
2000	2,767,600	\$93,124,000	61.8%	1,711,500
2001	2,687,700	\$90,233,000	61.6%	1,655,000
2002	2,714,000	\$93,425,000	61.8%	1,677,300
2003	2,769,300	\$95,179,000	61.4%	1,700,600

*Source: Texas Department of Economic Development Database

DEMOGRAPHICS AND OTHER STATISTICS

MAJOR INDUSTRIES, CONT'D

Hotel-Motel – Cont'd: When comparing performance by *Metro Area* El Paso's occupancy rate is higher than some larger cities in Texas, as well as the state average, as can be seen below.

<u>City/State</u>	<u>Occupancy Rate</u>
Dallas	51.1%
El Paso	59.2%
Houston	56.0%
Lubbock	58.9%
San Antonio	53.3%
Texas	50.5%

Health Care: The County of El Paso's health facilities include eight private hospitals, one public hospital, and William Beaumont Army Medical Center. The County Hospital, Thomason, is the largest public hospital located on the U.S.-Mexico border, and was recognized as one of the nation's top performing hospitals in 1996 and 1997 in a study conducted by Mercer Health Care Consulting of New York and HCIA, Inc., according to the Economic Development Division in the City of El Paso. El Paso is commonly known as a regional healthcare and education center, featuring the Texas Tech University School of Medicine campus, a full-time teaching facility for 3rd and 4th year medical students. Continuing education programs are also available at William Beaumont Army Medical Center and Providence Memorial Hospital.

EL PASO'S HEALTH CARE FACILITIES

Medical Facility	Ownership	Admissions	Beds
Del Sol Medical Center	Private	12,558	354
Del Sol Rehabilitation Hospital	Private	N/A	40
Las Palmas Medical Center	Private	8,849	254
Horizon Specialty Hospital	Private	288	32
Thomason General Hospital	Public	14,213	327
Rio Vista Rehabilitation Hospital	Private	1,533	48
Providence Memorial Hospital	Private	16,285	486
Sierra Medical Center	Private	12,250	354
Southwestern General Hospital	Private	1,941	120
Wm. Beaumont Army Medical Center	Federal	N/A	209
Totals		67,917	2,224

* Information provided above from The Greater El Paso Chamber of Commerce Website.

DEMOGRAPHICS AND OTHER STATISTICS

MAJOR INDUSTRIES, CONT'D

Manufacturing: The City of El Paso Economic Development Department projects that El Paso will experience a continued decline in the apparel and textile industry over the next few years, offset by growth in the maquiladora industry (Mexican assembly processing operations). Most are located on the U.S./Mexican borders and their products include rubber and plastics, electronic equipment and transportation equipment. Ciudad Juarez is the prime maquiladora location in Mexico, providing about one fifth of the nation's overall maquila employment. As of April 2003, there were approximately 302 maquiladora plants and 195,418 maquila workers in the Ciudad Juarez region.

TOP TEN TAXPAYERS IN EL PASO COUNTY

It is interesting to note, that the top ten taxpayers comprise only 4.14% of the total 19 billion of the total 2003 assessed value of property in El Paso County, as reflected in the table below, due to residential property values far outweighing commercial values.

Taxpayer	Type of Business	2003 Assessed Valuation	Percentage of Total Assessed Valuation
El Paso Electric Company	Electric Utility	\$178,197,000	.84%
Southwestern Bell Telephone	Telephone Communications	\$144,817,000	.69%
Simon Property Group	Real Estate Development	\$89,539,000	.42%
Western Refining Co.	Oil Refinery	\$74,592,000	.35%
Hoover Co.	Cleaning Appliances	\$67,815,000	.32%
River Oaks Properties, LTD	Real Estate Management	\$67,577,000	.32%
Phelps-Dodge Refining Corp.	Copper Refinery	\$65,627,000	.31%
Tenet Hospitals Limited	Health Care	\$65,084,000	.31%
Western Refinery Holding Co.	Oil Refinery	\$63,545,000	.30%
Texas Gas Service	Natural Gas Utility	\$58,361,000	.28%
	Totals	\$875,154,000	4.14%

AGRICULTURAL PRODUCTS IN THE EL PASO VALLEY

El Paso is Texas's highest producer of Pima Cotton with an estimated total acreage of 16,300 in 2003, according to the Agriculture Statistics Database available on the web. In addition, total cropland in El Paso County is equal to 51,320 acres, or 518 farms as compared to Texas cropland of 38,657,710 acres and 160,352 farms. The next largest crops harvested in El Paso County are corn, pecans, and cattle. Issues currently facing El Paso include, population growth, land use issues, competing interests, and water resources.

DEMOGRAPHICS AND OTHER STATISTICS

CRIME RATE COMPARISON

The Greater El Paso Chamber of Commerce reports that El Paso's crime rate is much lower than those of similar size in the region. In addition, El Paso is the 2nd lowest in crime rates among Texas cities with a population of more than 250,000, according to the Department of Public Safety.

<u>City</u>	<u>Reported Crimes per 100,000 people</u>
Albuquerque	11,307
Tucson	9,921
Dallas	9,467
Austin	7,866
Houston	7,636
El Paso	7,486
Denver	6,647

TRANSPORTATION METHODS

El Paso has only one citywide mass transit system, Sun Metro. Bus passes, maps and schedule books are available for purchase at the Downtown Plaza, and are also available to persons through the mail. The regular bus fare is \$1.00 with children 6 and under riding free. The El Paso Juarez Trolley Company or "The Border Jumper" provides transportation hourly from the El Paso Convention Center for trips to Juarez, and may also be rented. There are also 7 privately owned Taxi Cab providers in El Paso.

Sun Metro	(915) 533-3333	Sun City Cab	(915) 544-2211
El Paso Juarez Trolley Co.	(915) 544-0062	Border Taxi Cab	(915) 533-4282
Checker Cab	(915) 532-2626	Diamond Cab	(915) 544-4464
Yellow Cab	(915) 590-8294		

RETIREMENT COMMUNITIES IN EL PASO

Facility	Number of Units
Cambria, Eastside	77
The Montevista, Westside	123
The Palisades, West Central	156
Regency Retirement Center, Westside	60
Rio Norte Retirement, Eastside	119
Royal Estates, Westside	142
Village Oaks, East Central	94
White Acres Good Samaritan Retirement Village, Westside	185

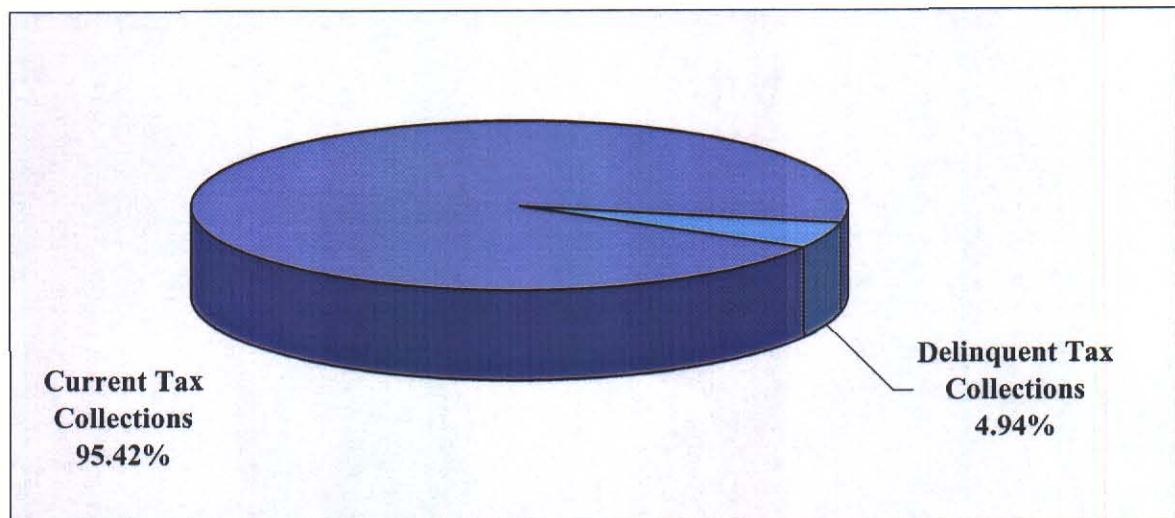
With El Paso's warm climate and attractive cost of living, El Paso is well known as an outstanding location for retirement living, and offers nine retirement communities meeting various needs for its patrons.

DEMOGRAPHICS AND OTHER STATISTICS

PROPERTY TAX LEVIES AND COLLECTIONS- LAST 5 FISCAL YEARS Amounts Expressed in Thousands

Fiscal Year	Total Tax Levy	Current Tax Collection	% Current Taxes Collected	Delinquent Tax Collections	Total Tax Collections	Outstanding Delinquent Taxes	% of Delinquent Taxes to Total Tax Levy
2000	\$60,879	\$58,448	96.01%	\$2,355	\$60,803	\$5,479	9.00%
2001	\$62,970	\$59,949	95.20%	\$2,307	\$62,256	\$6,215	9.87%
2002	\$66,263	\$63,217	95.40%	\$4,093	\$67,310	\$6,712	10.13%
2003	\$75,101	\$71,164	94.76%	\$3,652	\$74,816	\$7,362	9.80%
2004	\$79,471	\$76,113	95.77%	\$4,626	\$80,739	\$7,749	9.75%
Totals	\$344,684	\$328,891	95.42%	\$17,033	\$345,924	\$33,517	9.72%

Current vs. Delinquent Tax Collections 2000-2004



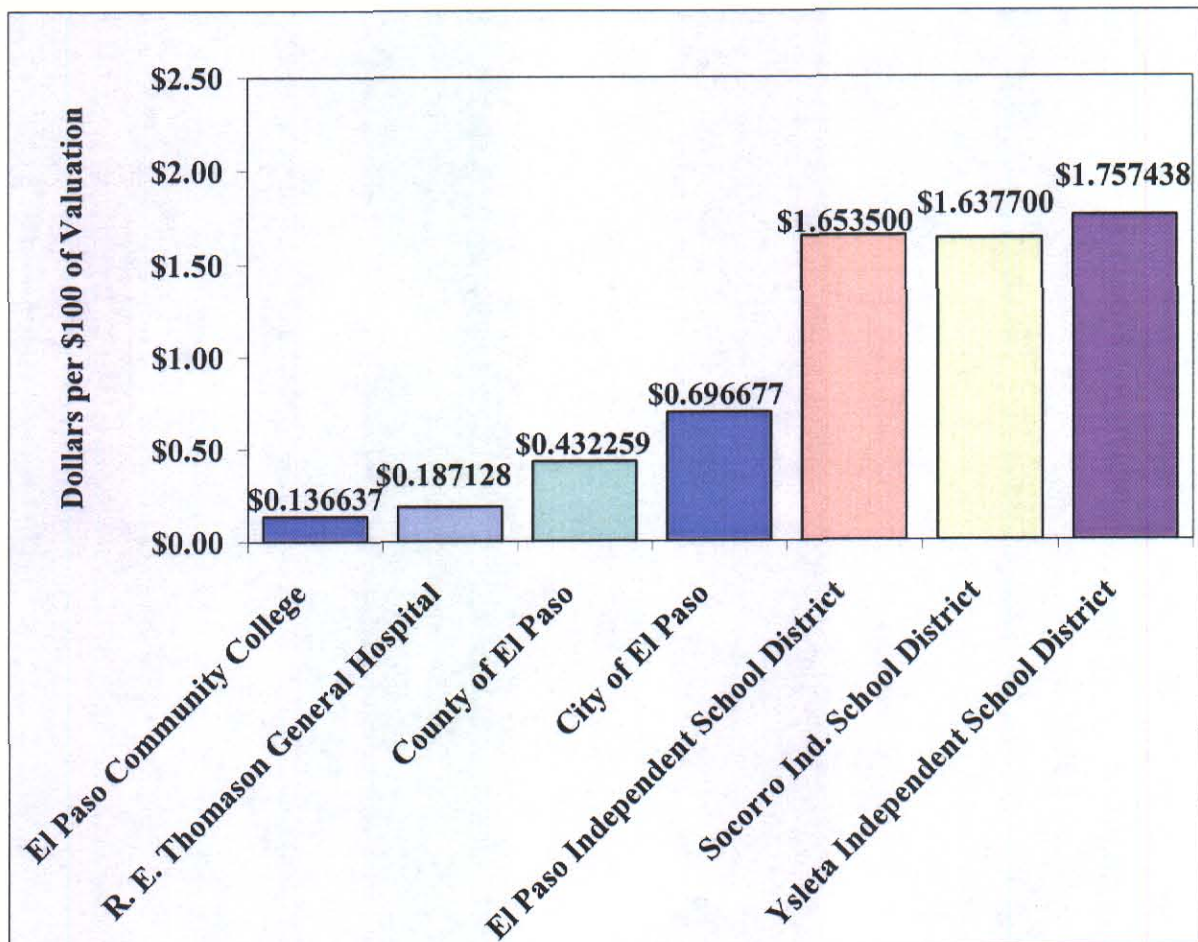
As can be seen on the chart above, on average, 95.42% of the total tax levy for the County of El Paso is collected within the deadline to pay property tax bills, while 4.94% represents those tax bills not paid within the deadline (for current and prior years). While 4.94% seems like a minimal amount, this represents \$4.6 million that has been collected, but assessed a fee for delinquency. Outstanding delinquent taxes represent 9.75% on average of the total tax levy, or \$7.749 million as of fiscal year 2004.

DEMOGRAPHICS AND OTHER STATISTICS

COMPARISON OF EL PASO COUNTY TAX RATES TO OTHER TAXING GOVERNMENTS

As can be seen on the chart and table below, the County of El Paso, when compared to other taxing entities in the County is ranked only third out of the seven major taxing entities, in terms of the property tax rate adopted for fiscal year 2004.

Name of Government	Dollars per \$100 of Valuation - 2004 Tax Year
El Paso Community College	\$0.136637
R.E. Thomason Hospital	\$0.187128
County of El Paso	\$0.432259
City of El Paso	\$0.696677
El Paso Independent School District	\$1.653500
Socorro Independent School District	\$1.637700
Ysleta Independent School District	\$1.757438



DEMOGRAPHICS AND OTHER STATISTICS

MISCELLANEOUS FEES

As a matter of information, we have provided a listing below of some of the commonly requested fees in El Paso County.

Vital Statistic Fees

County Clerk:

Birth certificates	\$12.00
Death certificates	\$10.00 first copy, \$4.00 each addl
Marriage license copy	\$7.00

District Clerk:

Marriage annulment	\$201.00
Divorce without children	\$186.00
Other civil suits (District or County Court)	\$175.00
Process Services (Citations, Subpoena, Notices, Precepts, Summons)	\$83.00
Adoptions (District or County Court- One child only)	\$187.00

Parks and Recreation:



Park:

Features:

Picnic Shelters with grill	67
Tables and grills	33
Children's Playgrounds	2
Softball/Baseball Fields	9

Hours:

Summer: 6:00 a.m. – 11:00 p.m.

Winter: 6:00 a.m. – 9:00 p.m.

Fees:

Monday-Thursday: No Charge

Friday-Sunday: -\$1.00 per vehicle to enter the park

DEMOGRAPHICS AND OTHER STATISTICS

MISCELLANEOUS FEES, CON'TD

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
Children 16 and younger	Free (Residents and Non-Residents)

Golf Course

Green Fees

Daily	\$13.00
Weekend	\$16.00
Twilight	\$10.00
Super-twilight	\$7.00
Delta	\$8.00

Membership Fees:

Quarterly

Individual	\$175.00
Family	\$300.00
Monthly Individual	\$60.00
Senior monthly	\$45.00

Golf Cart Rental:

\$5.00 per person per nine holes



Aquatic Center

Features:

- 50-meter Olympic-size competition pool
- Children's Pool
- 5 Water Slides
- 2 Sand Volleyball Courts
- Picnic Area with Grills

Fees:

- Entrance fee per person, per day - \$1.50
- Group parties of 20 or more - \$1.00 per person

Hours:

- Monday-Friday 1:00 p.m.– 4:30 p.m.
- Monday-Thursday 7:00 p.m. – 9:30 p.m. (Family Nights)
- Saturday & Sunday 12:00 p.m. – 5:00 p.m.



Ascarate Lake Boating

Pontoon Tours- Fees:

- Adults: \$5.00
- Children 12 and under: \$3.00

Hours:

- Friday- 3:00 p.m.– 8:30 p.m.
- Saturday & Sunday 9:00 a.m. – 8:30 p.m.

DEMOGRAPHICS AND OTHER STATISTICS

MISCELLANEOUS FEES, CONT'D

Canoes/Pedal Boats:

\$10.00 per hour

Concessions available include snacks, bags of ice, charcoal briquettes, 3-liter sodas and more.

Tax Office:

Motor Vehicle and Auto Registration Fees:

For a 2002-2004 car full year registration	\$60.80
For a 1999-2001 car full year registration	\$52.80
For a 1998 or older full year registration	\$42.80
Registration transfer to new owner	\$2.50

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.

Recreation

The County Coliseum provides space and facilities for shows, concerts, circuses, rodeos and ice hockey. The El Paso Sportspark facility offers 6 regular sized Baseball Fields and 4 T-ball Fields. There are 148 parks, 17 swimming pools and 4 private and 3 public golf courses located within the County.

DEMOGRAPHICS AND OTHER STATISTICS

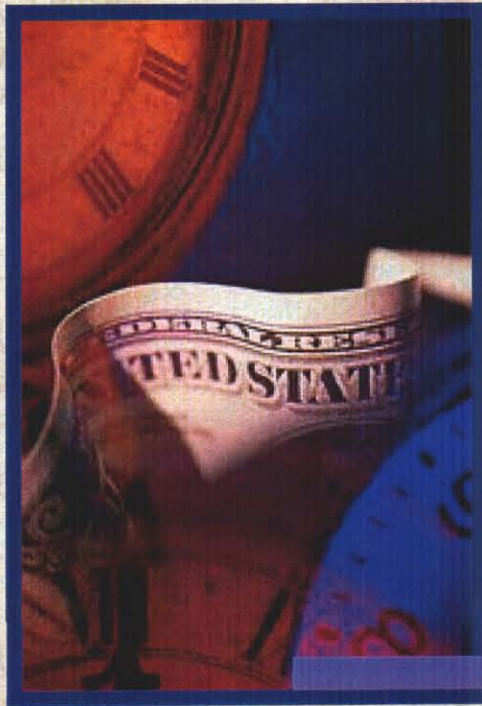
OTHER MISCELLANEOUS STATISTICS, CONT'D

Educational Facilities	Fall 2003 University of Texas at El Paso enrollment- 18,542 students Fall 2003 El Paso Community College enrollment- 19,858 students Total of 31 high schools, 49 middle schools, 137 intermediate and elementary schools, 124 private schools -preschool, kindergarten elementary and high schools, 25 business and vocational schools, and 19 alternative schools
Employees	As of 11/04-County - 2,406 full-time and 71 part-time employees.
Finance	Federal and state chartered banks-16 with 77 branch locations Credit unions- 16 with 37 branch locations
Retail Sales	1998 - \$5.309 Billion 1999 - \$5,885 Billion 2000 - \$6.344 Billion 2001 - \$6.354 Billion 2002 - \$6.655 Billion 2003 - \$6.925 Billion
Cultural	Churches-460 Major newspapers-1 Radio stations-28 Local television stations-11
Cost of Living Index – 4 th Quarter 2003 - El Paso – 92% of National Average	
2003 Building Permits Issued	
by City of El Paso	37,800
Median Household Income	\$31,051
Persons below poverty level	23.8%
Home Ownership Rate	63.6%
Minority Owned Firms	56.6%
Persons Per Household	3.18
Mean Travel Time To Work	22.7 Minutes
Foreign Born Persons	27.4%
Time Zone	Mountain

Sources: Texas Cooperative Extension Service, The Texas A& M University System, City Planning and Economic Development Departments, Texas Employment Commission, Latest figures from the 1990, 1997 model base and 2000 Census, Greater El Paso Chamber of Commerce.

County of El Paso, Texas

APPENDIX E



County Goals and Financial Policies

COUNTY GOALS AND FINANCIAL POLICIES

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 and at a minimum, should be 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.
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.

COUNTY GOALS AND FINANCIAL POLICIES

Operating Budget Policies-Continued

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 County 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. The County will continue over the next five years, to actively evaluate its computerization efforts such as its financial and judicial software systems. 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,

COUNTY GOALS AND FINANCIAL POLICIES

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 with emphasis of not 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 Estimate=\$25 Million
Adequate Reserves Estimate=10 % of General Fund Budget
Adopted Budget=\$155 Million

Fund Balance - Reserves	$\frac{\$25-\$15.5}{\$155} = 6.13\%$
Adopted Budget	\$155

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.

COUNTY GOALS AND FINANCIAL POLICIES

Budget Process – Continued

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

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

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

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

County budgetary procedures will focus on identifying 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. Pursuant to *Texas Local Government Code, §§ 111.070*, 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

COUNTY GOALS AND FINANCIAL POLICIES

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

department. Also, actual revenues and actual expenditures will be monitored and compared to the associated budgeted amounts.

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

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

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

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

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

Personnel Policies

At the present time, the County has a plan allowing for progressive advancement within pay levels for the various job classifications of the county with the exception of sheriff deputies and detention officers who 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.

COUNTY GOALS AND FINANCIAL POLICIES

Personnel Policies - Continued

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 Commissioners Court has provided overtime appropriations.

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.

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 when financially possible. 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 to projected cash needs for the first fiscal quarter to meet operating obligations or 10 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. The county auditor will revise this reserve continuously during the budgetary process. 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

COUNTY GOALS AND FINANCIAL POLICIES

Reserve Policies - Continued

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.

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.

COUNTY GOALS AND FINANCIAL POLICIES

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 El Paso Central Appraisal District ascertains the net valuation of taxable property.
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

COUNTY GOALS AND FINANCIAL POLICIES

Cash Management and Investments Policies - Continued

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 continue to 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

COUNTY GOALS AND FINANCIAL POLICIES

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

COUNTY GOALS AND FINANCIAL POLICIES

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.

Approved on Commissioners Court of September 27, 2004